UNITED NATIONS
ZIMBABWE

UN Zimbabwe Joint Partnerships and Resource Mobilization Strategy

Facilitating Achievements of Zimbabwe UN Sustainable Development Cooperation Framework and the SDGs

2025-2030

May 2025

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Acronyms

J-PRMS: Joint Partnerships and Resource Mobilization Strategy

ZUNSDCF: Zimbabwe United Nations Sustainable Development Cooperation Framework

SDGs: Sustainable Development Goals

SWOT: Strengths, Weaknesses, Opportunities, Threats

USD: United States Dollar

IFIs: International Financial Institutions

UNCT: UN Country Team

SRHR: Sexual and Reproductive Health and Rights

DRR: Disaster Risk Reduction

M&E: Monitoring and Evaluation

ODA: Official Development Assistance

CSOs: Civil Society Organizations

NDS1: National Development Strategy 1

OECD: Organization for Economic Co-operation and Development

UNDP: United Nations Development Programme

BRICS: Brazil, Russia, India, China, and South Africa

CF: Cooperation Framework

INFF: Integrated National Financing Framework

JSC: Joint Steering Committee

UNCG: UN Communications Group

NDC: Nationally Determined Contributions

LT-LEDS: Long-Term Low Emission Development Strategies

GPE: Global Partnership for Education

TES: Transforming Education Summit

SDG RE: Sustainable Development Goals Renewable Energy

MSMEs: Micro, Small and Medium Enterprises

NEET: Not in Education, Employment, or Training

GCF: Green Climate Fund

GHG: Greenhouse Gas

DFIs: Development Finance Institutions

DRM: Domestic Resource Mobilization

RCO: Resident Coordinator's Office

PMT: Programme Management Team

UPR: Universal Periodic Review

RG: Result Groups

IOM: International Organization for Migration

FDI: Foreign Direct Investment

LDCs: Least Developed Countries

LLDCs: Landlocked Developing Countries

SIDS: Small Island Developing States

PPPs: Public-Private Partnerships

Executive Summary

The *UN Zimbabwe Joint Partnerships and Resource Mobilization Strategy (J-PRMS)* is a unified framework developed to accelerate the implementation of the 2022–2026 Zimbabwe United Nations Sustainable Development Cooperation Framework (ZUNSDCF) and establish a solid foundation for the next Cooperation Framework of 2027-2030. Aligned with Zimbabwe's Vision 2030 and the 2030 Agenda for Sustainable Development, the strategy sets out to strengthen partnerships and mobilize diverse financial resources to achieve inclusive, impactful, and sustainable development.

The strategy pursues six strategic objectives: (1) Diversify and expand the resource base; (2) Deepen and sustain donor relationships; (3) Promote innovative and blended finance solutions; (4) Strengthen coordination and coherence across the UN system; (5) Align financing with national priorities and the SDGs; and (6) Institutionalize monitoring, learning, and accountability.

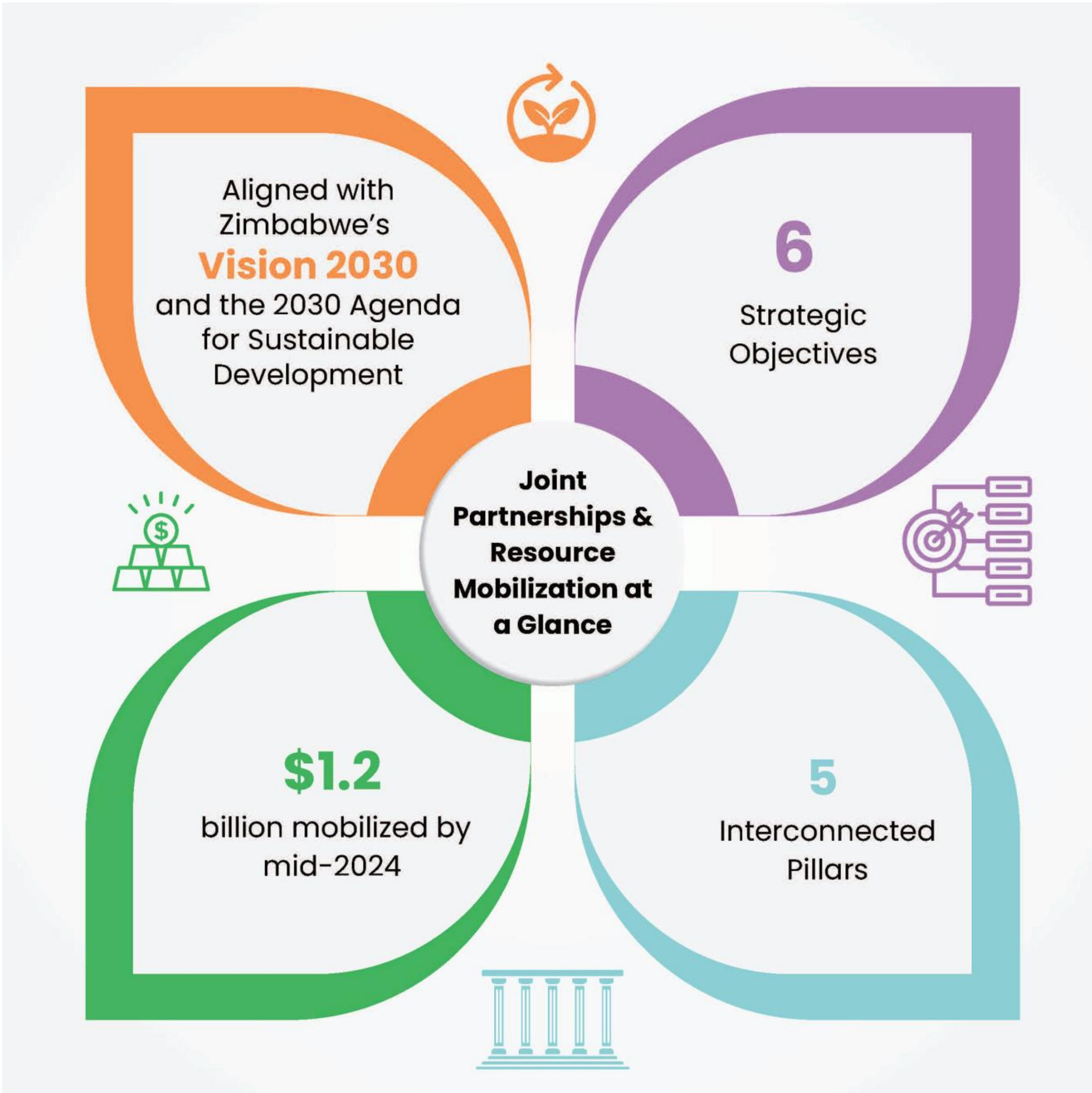
These objectives are operationalized through five interconnected pillars: advocacy and resource mobilization to leave no one behind; championing development effectiveness; enhancing accountability and transparency; fostering inclusive participation; and building linkages with regional and global initiatives.

Drawing on a comprehensive SWOT analysis and Financial Landscape Analysis[1], the strategy acknowledges internal strengths—including UN credibility, technical capacity, and experience in innovative financing—while addressing challenges such as bureaucratic barriers and fragmented coordination. It identifies key opportunities to engage non-traditional donors, leverage diaspora remittances, and build private sector partnerships through blended finance, climate finance, and pooled funding mechanisms.

By mid-2024, the ZUNSDCF had mobilized over USD 1.2 billion through flagship joint programmes focused on renewable energy, health, food systems, and resilience. This success is underpinned by strategic engagements with government, IFIs, philanthropic foundations, and the private sector.

Ultimately, this strategy positions the UN Country Team in Zimbabwe as a trusted convener and partner of choice. Through coordinated action, innovative financing, and inclusive collaboration, it aims to ensure that every dollar mobilized translates into lasting development gains for the people of Zimbabwe.

[1] United Nations in Zimbabwe, 2023. *Financial landscape analysis*. Harare, Zimbabwe.


Aligned with Zimbabwe's
Vision 2030
and the 2030 Agenda for Sustainable Development
6
Strategic Objectives
Joint Partnerships & Resource Mobilization at a Glance
$1.2
billion mobilized by mid-2024
5
Interconnected Pillars

IMPACT HIGHLIGHTS 2022–2024

01 $132M raised for El Niño response

02 50% of ZUNSDCF programmes in resilience, SRHR, energy

03 Health budget increased to 13.01% (2025 target)

04 Every local authority implementing DRR programs

Theory of Change

UN Zimbabwe Joint Partnerships & Resource Mobilization Strategy

Overall Goal

Inclusive, impactful, and sustainable development in Zimbabwe, aligned with Vision 2030 & the SDGs.

Problem Statement

Zimbabwe faces economic volatility, weak infrastructure, and heavy reliance on traditional donor funding, limiting progress toward national goals and the SDGs.

Inputs / Resources

- UN Zimbabwe Country Team expertise & convening power
- Financial resources (donors, private sector, diaspora remittances)
- Government of Zimbabwe commitment & strategies
- Partnerships with IFIs, private sector, civil society & diaspora
- Data & monitoring systems

Key Activities

1. Diversify & Expand Funding – donor mapping, engage new investors, diaspora, philanthropy

2. Strengthen Donor Relationships – stewardship framework, visibility packages, roundtables

3. Innovative Financing – blended finance, results-based financing, green/blue/SDG bonds

4. UN Coherence & Coordination – unified programming, collective engagement, joint outreach

5. Align with National Priorities – support joint programming, financing dialogues, domestic resource mobilization

6. Monitoring, Learning & Accountability – real-time dashboards, annual reviews, knowledge sharing

Cross-Cutting Enablers

- Advocacy for vulnerable groups
- Participation of stakeholders
- Accountability & transparency
- Development effectiveness
- Regional & global linkages

Investment in key sectors (health, education, climate)

- Better services & infrastructure
- Economic inclusion
- Governance & accountability
- Improved quality of life
- Resilience
- Progress towards SDGs

External influences

Global economy

Geopolitics

Climate change

Assumptions

- Government commitment
- Stability
- Partnerships
- Donor willingness
- Effective coordination

I. <u>Introduction</u>

The "UN Zimbabwe Joint Partnerships and Resource Mobilization Strategy" is a comprehensive framework designed to strengthen the execution of the 2022-2026 Zimbabwe UN Sustainable Development Cooperation Framework and to establish a solid foundation for the upcoming Cooperation Framework for 2027-2030. This strategy is, therefore, aligned with the 2030 Agenda for Sustainable Development and addresses both global and local contexts. It is designed to facilitate partnerships and secure resources necessary for achieving sustainable development goals in Zimbabwe, emphasizing coordinated actions and inclusivity.

Purpose and Vision:

- **Purpose:** The strategy aims to enhance coordination and resource mobilization, maximize development impacts, address the vulnerabilities of marginalized populations, promote effective development practices, and adapt to changing contexts in Zimbabwe.
- **Vision:** The strategy envisions establishing strong partnerships with various stakeholders, leveraging diverse funding sources, championing SDGs, fostering accountability and transparency, and promoting regional and global linkages.

Guiding Principles and Strategic Pillars:

- **Guiding Principles:** These include national ownership, flexibility, and complementarity, ensuring that efforts are grounded in Zimbabwe's priorities and adaptable to its evolving landscape.
- **Strategic Pillars:** The strategy is structured around five pillars: advocacy and resource mobilization to leave no one behind, championing development effectiveness, ensuring accountability and transparency, fostering wide participation, and building linkages with regional and global initiatives.

SWOT Analysis:

- **Strengths:** Key strengths include strong UN presence and coordination capability, technical expertise, credibility in resource mobilization, and innovative financing experience.
- **Weaknesses:** Competing priorities among UN agencies and high bureaucratic barriers pose challenges.
- **Opportunities:** Potential lies in leveraging non-traditional donors, engaging with IFIs and the private sector, and adopting innovative financing mechanisms.
- **Threats:** Global economic volatility and shrinking donor support could impede resource mobilization efforts.

Strategic Objectives:

1. **Diversify and Expand Resource Base:** Leverage comprehensive donor mapping, engage non-traditional donors, and create thematic and regional pooled funds.
2. **Sustain Strategic Donor Relationships:** Develop a structured stewardship framework, joint design mechanisms, and tailor reporting for better donor engagement.
3. **Innovate and Blend Financing Solutions:** Design blended finance instruments and facilitate access to climate finance to attract diverse investors.
4. **Strengthen UN Coordination:** Implement a unified programming framework and cross-agency engagement strategies to harmonize efforts.
5. **Align with National Priorities:** Ensure strategies are in sync with Zimbabwe's development goals, enhancing government ownership and harmonized efforts.
6. **Monitor, Learn, and Ensure Accountability:** Establish robust M&E systems, real-time data dashboards, and encourage knowledge sharing to enhance accountability.

Partnerships and Implementation:
The UN system in Zimbabwe is positioned to support the country's development objectives by enhancing visibility, participating in national coordination structures, and engaging in consistent stakeholder dialogue. Implementation involves joint UN Country Team actions focused on advocacy, development effectiveness, accountability, participation, and regional linkages, each with a clear timeframe and lead responsibility.

This strategy leverages the UN's unique position in Zimbabwe to foster partnerships, mobilize resources, and ensure sustainable progress toward national and global development objectives. By addressing internal inefficiencies and capitalizing on existing strengths, the UN system aims to drive significant impact, ensuring that development efforts align with the needs and aspirations of the people of Zimbabwe.

The "UN Zimbabwe Joint Partnerships and Resource Mobilization Strategy" outlines the strategic framework established to support the 2022-2026 Zimbabwe UN Sustainable Development Cooperation Framework and serve as the basis for the next Cooperation Framework for the cycle of 2027-2030. This strategy is designed to align with the 2030 Agenda for Sustainable Development, adapting to both global and local development contexts. Below are the key elements focusing on the purpose and vision concerning joint partnerships and resource mobilization:

II. <u>Purpose</u>

The core purpose of this strategy is to:

1. **Enhance Coordination and Resource Mobilization**: Strengthen partnerships and mobilize resources efficiently to support the Sustainable Development Goals and national priorities in Zimbabwe.
2. **Maximize Impact**: Identify areas where joint actions can create a larger impact than agency-specific efforts, ensuring that resources are leveraged to maximize development benefits.
3. **Address Vulnerabilities**: Focus specifically on ensuring that developmental efforts *leave no one behind*, prioritizing the needs of the most vulnerable populations.
4. **Promote Effective Development Practices**: Encourage principles of effective development cooperation, such as national ownership, alignment with national priorities, and accountability.
5. **Adapt to Changing Contexts**: Maintain flexibility to adapt to Zimbabwe's evolving political, socio-economic, and operational contexts.

UNLOCKING INNOVATIVE FINANCE FOR DEVELOPMENT

- Blended finance instruments
- Results-based financing
- Green & SDG bonds
- Diaspora remittance platforms
- Climate finance access support

III. Vision

The vision for the UN Zimbabwe Partnerships and Resource Mobilization Strategy is to:

1. **Establish Strong Partnerships**: Create a robust network of stakeholders, including government entities, international financial institutions, civil society, the private sector, and diaspora communities – fostering collaborative efforts.
2. **Leverage Diverse Funding Sources**: Diversify the resource base by engaging traditional and non-traditional donors, leveraging innovative financial instruments like blended finance, and enhancing public-private partnerships.
3. **Champion Sustainable Development Goals (SDGs)**: Align resource mobilization efforts with national development strategies and the SDGs, ensuring sustainable, inclusive development and long-term impacts.
4. **Foster Accountability and Transparency**: Enhance accountability by promoting transparent communication about the progress, challenges, and achievements of the cooperation framework.
5. **Promote Regional and Global Linkages**: Maintain connections with regional and global initiatives to share knowledge and explore new funding opportunities, ensuring that Zimbabwe's development journey benefits from international best practices and experiences.

IV. Objectives

In view of the 2022-2026 Zimbabwe UN Sustainable Development Cooperation Framework and it's anticipated successor for the 2027-2030, the 2030 Agenda for Sustainable Development and the changing development landscape both globally and in Zimbabwe, the strategy aims to outline areas for collective UNCT engagement in terms of strengthening partnership and resource mobilization, as well as offer a set of proposals for joint UNCT actions. The strategy also offers an opportunity for the UNCT to collectively review the value proposition of the UN as a system in the fast-changing operational context and the needs of the country.

V. Guiding Principles

The operationalization of the Strategy will be guided by the following three principles:

- National ownership – the Strategy is anchored in national leadership and ownership and builds on the UN's comparative advantages as the custodian of international norms and standards and the trusted partner of the Government of Zimbabwe.
- Flexibility – the Strategy is a dynamic document and is flexible to be adapted to the country's changing political, socio-economic and operational contexts.

- Complementarity – the Strategy complements agency-specific resource mobilization and partnership efforts by identifying areas where impact would be greater when delivered jointly.

VI. <u>The Strategy</u>

The Strategy consists of five inter-linked pillars:

a. **<u>Advocacy and Resource Mobilization to "Leave No One Behind"</u>** – Champion for equality, advocate for the needs of the most vulnerable, and leverage resources to achieve development results in the Cooperation Framework (CF).

b. **<u>Champion for Development Effectiveness</u>** – Advocate the principles for effective development cooperation and joint support to strengthen the Government's development coordination capacity.

c. **<u>Accountability and Transparency for UN's Results</u>** – Scale up collective accountability towards CF results and publicize "real-time" data and information for full transparency

d. **<u>Participation</u>** – Facilitate participation of wider stakeholders/partners to sustainable development efforts at all levels of the country.

e. **<u>Linkages with Regional and Global Initiatives</u>** – Explore new funding opportunities at regional and global levels and transmit the UN Zimbabwe's knowledge and lessons learned to the world.

VII. <u>Proposals for UNCT Action</u>

Under each pillar of the Strategy, areas for joint UNCT action are proposed.

a. Advocacy and Resource Mobilization to "Leave No One Behind"

It is widely acknowledged that the UN's advocacy role is more relevant now than ever before. UNCT would need to collectively scale up its advocacy efforts with the Government, as well as with other stakeholders, including the IFIs and the diaspora Zimbabweans. The perspective of "leaving no one behind" which is at the core of the 2030 Agenda, must be at the forefront of all joint UN advocacy efforts. The ultimate objective of these joint advocacy efforts would be to ensure that resources are leveraged to improve the quality of life of the most vulnerable people in the country, thereby contributing towards the achievement of development results envisaged in the Cooperation Framework (CF).

In terms of joint advocacy to the Government, one important area would be domestic resource allocation, and eventual domestic resource mobilization, to ensure that the Government invests in the social service sectors traditionally supported by the UN and the development partners. The UNCT should closely monitor the politico-economic developments in the country and strategically Advocate as One at critical junctures for domestic resource mobilization towards the CF and leverage resources to leaving no one behind.

To ensure that no one is left behind, high quality, disaggregated data would be critical. UNCT would therefore prioritize the joint capacity development of ZimStat, as envisaged in the CF.

UN in Zimbabwe will continue to make use of its comparative advantages, one of which being the custodian of international norms and standards.

In view of the increase in engagement by emerging development partners in Zimbabwe, in particular the BRICS, and in view of the UN's global presence, the UNCT can play an active role in facilitating South-South and Triangular Cooperation.

With Zimbabwe's relationship with the IFIs and creditors at a critical juncture, UNCT will need to engage proactively and systematically with the IFIs and the country's creditors to ensure that the UN core values are well reflected in the IFIs' and creditors' engagement in the country. A dedicated platform for regular interaction between the UNCT and the IFIs must be considered as a matter of priority.

Finally, given the increasing diaspora remittances, currently outpacing the Foreign Direct Investment, UNCT would need to engage in a systematic outreach to diaspora Zimbabweans to leverage resources for the poorest and the most vulnerable people in Zimbabwe.

This Strategy though successive annual work plans and existing UN Agency's specific initiatives will facilitate the creation of a structured and transparent framework to harness diaspora remittances as a sustainable source of development finance. Recognizing the personal nature of remittances, the strategy will adopt multifaceted mechanisms such as diaspora bonds, investment funds, and impact investment schemes. For example, establishing diaspora investment funds can channel remittances into impactful sectors like infrastructure, health, and education, ensuring oversight and transparency (World Bank, 2021). Additionally, diaspora bonds are proposed as secure financial instruments backed by government guarantees, aimed at attracting diaspora savings towards projects such as renewable energy, health or school infrastructure, thereby aligning personal financial contributions with national development goals (OECD, 2022). Initiatives like structured savings linked to remittance flows can further encourage long-term investments, creating a direct link between diaspora financial wellbeing and developmental impact. IOM already collaborates with the Government of Zimbabwe on leveraging diaspora remittances for development programs, and this will be pursued and opportunities explored as a joint UN initiative.

Complementing these financial instruments, the strategy facilitates targeted outreach and financial literacy programmes to foster informed participation. Campaigns can raise awareness about how remittances can support broader development priorities, while specialized training can empower diaspora communities with knowledge about investment opportunities and sustainable development.

To facilitate effective mobilization, this strategy will advocate streamlined remittance platforms integrated with mobile money and banking services, providing low-cost, accessible channels for remittance transfers and investments. Incentives such as tax breaks or matching funds can further motivate diaspora participation, supported by a robust policy and regulatory framework that protects investors and ensures transparent use of funds (UNDP, 2023). Leveraging digital platforms will also enhance ongoing engagement, providing real-time updates and fostering a sustained partnership between diaspora communities and Zimbabwe's development agenda, in collaboration with UN and financial institutions (African Development Bank, 2024).

b. Champion for Development Effectiveness

Building on the commitments to the Paris Declaration and Accra Agenda for Action, the Busan Partnership for Effective Development Cooperation highlights a set of common principles for effective development cooperation: national ownership; focus on results; partnerships; and transparency and shared responsibility. One of the main characteristics of the Busan Partnership[2] – and reinforced by the Addis Ababa Action Agenda – is its

[2] The Busan partnership proposes:

- That domestic resources be mobilised to increase government resources. To do so, it urges development partners to fight more directly against corruption and tax evasion.
- Taking a strong position on strengthening national institutions under the leadership of developing countries.
- Building stronger relationships between development cooperation and the private sector, by supporting the creation of a favourable environment for the different partners and fostering public-private partnerships

emphasis on the role of aid as a complement to other sources of financing, since aid alone is not sufficient to meet the financial needs to achieve the 2030 Agenda for Sustainable Development.

Consequently, development cooperation should be a catalyst to mobilize resources from other public, private, domestic, and international sources to achieve the SDGs. The Addis Ababa Action Agenda further calls on all international public finance flows to take into account the three dimensions of sustainable development, and to increase efforts to enhance the resilience of countries to respond to shocks and natural disasters.

Given the increase in engagement by emerging development partners in Zimbabwe, in particular the BRICS, as well as the gradual shift towards direct engagement by the traditional donors, the principles of development effectiveness and alignment of international public finance flows in support of sustainable development will become more relevant than ever in the context of Zimbabwe.

c. Accountability and Transparency for UN's Results

Increasingly, the Government and the development partners are not only asking for the UN System in Zimbabwe to deliver concrete results with value for money at the core, but also to deliver results together. The UNCT would need to scale up its collective accountability towards the CF results to the Government, development partners as well as the people of Zimbabwe, through proactive communication efforts.

The 2022-2026 UN in Zimbabwe Communications Strategy augments the UN Partnership and Resource Mobilization Strategy by ensuring consistent messages highlighting collective results, common issues of concern and shared visibility, which is vital for building strong, accountable and transparent partnerships.

UNCT should also explore providing more "real-time" data and information on implementation status as well as funding received, disbursed, and gaps per CF Outcomes and outputs, so as to facilitate informed decision-making by existing and potential financial contributors to the CF. Currently, this information is collated in UNInfo. Such information should be publicly available on UN Zimbabwe website, per CF outcomes. For example, sharing experiences between actors involved in climate change financing to optimise the use of resources in a manner coherent with development policies.

UNCT should also collectively advocate with development partners to promote the establishment of local funding compact[3] mechanisms as an incentive and enable for an integrated UN approach, as well as good donorship in terms of quality non-core resources with more flexibility and less earmarking.

d. Participation

Participation is not only at the heart of the 2030 Agenda for Sustainable Development, but also a core expectation. UNCT has a critical role to play to convene and ensure meaningful participation of wider stakeholders to Zimbabwe's sustainable development efforts.

Furthermore, UNCT has an important role to play in terms of facilitating the participation of civil society, Non-Governmental Organizations and the private sector towards advancing the sustainable development of the country. To that end, UNCT should join forces to provide capacity development support to Civil Society Organizations and Non-Governmental Organizations. UNCT should also establish more regular dialogue with the private sector to advocate for sustainable development issues and concerns, as well as to develop strong partnerships guided by the UN Global Compact[4] principles.

Regarding the general public, UNCT would also need to jointly strengthen participation in SDGs implementation. The SDGs roll-out can be an effective platform for the UNCT to jointly engage in.

Lastly, UNCT has an important role in supporting the Government's accountability for public resources through the adoption of the National Integrated Financial Framework.

e. Linkages with UN Regional and Global Initiatives

The UNCT should continuously scan the regional and global horizons for emerging funding opportunities created by the 2030 Agenda for Sustainable Development. The list of possible funding avenues is listed in Annex C. It would be equally critical for the UNCT to be politically alert with regards to changes in development partners' development cooperation policies and priorities.

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[3] UN Sustainable Development Group (2024) Funding Compact. Available at: https://unsdg.un.org/sites/default/files/2024-06/Funding%20compact_280524.pdf

[4] United Nations Global Compact. (n.d.). UN Global Compact. https://unglobalcompact.org/

The UNCT should also consider proactively sharing UN Zimbabwe's experience leveraging and partnerships and resources in the context of the SDG implementation. Such sharing of knowledge and lessons learned from the country-level will not only help other countries embarking on a similar process but will serve to inform global and regional policy-setting and guidance development.

VIII. Methodology

The elaboration of this Joint Partnerships and Resource Mobilization Strategy was developed in consultation with line ministries, the donor community and private sector actors, taking into account the latest funding landscape analysis at country, regional and global levels.

A two-day workshop was organized on 5-6 March 2025 with stakeholders[5] and regular meetings of the Partnerships and Development Finance Taskforce to review the draft strategy. All UN agencies are represented by the Partnerships and Development Finance Taskforce and were given the opportunity to review and comment the draft document

[5] See Annex III for the full list of participants: "List of Participants, UN Joint Partnerships and Resource Mobilization Strategy Workshop, 5–6 March 2025, Harare, Zimbabwe."

IX. SWOT Analysis

This SWOT analysis provides an overview of the United Nations system's capacity for joint resource mobilization and partnership building in Zimbabwe. It assesses internal strengths and weaknesses, as well as external opportunities and threats, to inform planning under frameworks such as the Zimbabwe United Nations Sustainable Development Cooperation Framework (ZUNSDCF) and National Development Strategy 1 (NDS1). This SWOT analysis aims to inform adaptive, inclusive, and forward-looking strategies within the UN system in Zimbabwe for financing sustainable development.

Strengths

Strong UN Presence and Coordination Capacity: The UN system in Zimbabwe has built credibility and established trusted relationships with the Government of Zimbabwe, resource development partners, and Civil Society Organizations, among other stakeholders. This positions the UN system to effectively facilitate high-level advocacy, align donor priorities with national development frameworks such as NDS1 and ZUNSDCF, and promote multi-stakeholder engagement.

Technical Expertise in Proposal Development and Donor Engagement: The UN system in Zimbabwe possesses strong technical expertise in proposal development and donor engagement, which is further strengthened through a collaborative, inter-agency approach. By working as a cohesive team, UN agencies integrate diverse technical skills, sectoral knowledge, and funding expertise, culminating in high-quality, evidence-based proposals that align effectively with both donor priorities and national development strategies.

Credibility as a Strength for Resource Mobilization: The UN system in Zimbabwe enjoys strong credibility with the government, donors, and partners, a reputation developed through sustained engagement and demonstrable results. This trust not only bolsters donor confidence but also facilitates high-level advocacy and enables the UN to convene a diverse array of stakeholders around national priorities. The UN is therefore strategically positioned to lead joint programming initiatives and attract innovative financing, thereby serving as a crucial asset for effective resource mobilization.

Experience in Multi-Stakeholder Engagement: Existing networks with International Financial Institutions (IFIs), foundations, the private sector, and civil society provide a strong foundation for strategic partnerships.

Innovative Financing Experience: Familiarity with blended finance, impact investing, and multi-donor trust fund mechanisms positions the UN well to lead resource mobilization efforts.

Weaknesses

Competing Priorities among UN Agencies: This weakens the coherence and effectiveness of joint resource mobilization efforts. Each agency operates with its own mandate, funding targets, and timelines, which can lead to fragmented approaches, duplication of efforts, and reduced alignment in donor engagement. Internal competition may dilute the collective bargaining power of the UN system, making it harder to present unified funding proposals or joint strategies. This fragmentation can create confusion among donors and undermine confidence in the UN's ability to coordinate efficiently around national priorities.

Fragmentation within Civil Society and UN Agencies: A lack of coordinated frameworks and structural inefficiencies exist between the UN system in Zimbabwe and CSOs. This weakens the ability to work together effectively. Such a lack of alignment often reflects broader gaps in national and local systems, making it harder to present a unified voice, implement joint strategies, or engage donors and development partners with a coherent approach. As a result, opportunities for stronger advocacy, efficient resource use, and collective impact are lost.

High bureaucratic burden and cost structures within the UN: This hinders effective resource mobilization and strains partnerships in joint operations. In addition, existing procedural rigidities within UN internal systems — often resulting in slow decision-making, delayed disbursements, and administrative bottlenecks – can reduce the responsiveness and agility needed in fast-evolving development and humanitarian contexts.

Additionally, the relatively high-cost recovery rates and overhead charges associated with UN implementation may be perceived by partners and donors as disproportionate, particularly in comparison to other implementing entities.

Resource Underfunding in Key Sectors: Pillars such as "Prosperity" remain significantly underfunded, demonstrating gaps between national priorities and funding flows .

Opportunities

Leverage High-Net-Worth Individuals and Nontraditional Donors : Targeted high-net-worth individuals represents a largely untapped opportunity for domestic and international resource mobilization. Nontraditional donors, such as high-net-worth individuals within Zimbabwe and the region; philanthropic foundations; diaspora investors; and sovereign wealth funds can be engaged through tailored investment portfolios, public-private partnerships, and corporate social responsibility initiatives that align with the SDGs and national development priorities. Harnessing these sources can diversify funding streams, reduce over-reliance on traditional donors, and foster a stronger sense of national ownership and accountability in development programming.

Engagement with IFIs, Philanthropic Foundations, and the Private Sector: Strengthening partnerships with IFIs, philanthropic foundations, and the private sector offers a key opportunity to unlock flexible and scalable financing. IFIs provide concessional funding and technical support, while foundations contribute resources and innovation for high-impact programming. The private sector can be engaged through CSR, blended finance, and shared value partnerships. The UN can act as a neutral convener to align these actors with national priorities and the SDGs.

Localization and Resilience Building: The UN System in Zimbabwe can position the current crisis (e.g. global economic volatility or reduced Official Development Assistance - ODA) as a strategic opportunity to shift toward a leaner, more locally driven humanitarian and development model, enhancing the UN's credibility and relevance in Zimbabwe.

Flexible and Innovative Financing Mechanisms: Adoption of green bonds, social impact bonds, and impact investing frameworks could attract a broader range of investors.

Support Local CSO Capacity: Build capacity of local civil society organizations to develop competitive funding proposals and manage large-scale projects. The UN system in Zimbabwe can play a catalytic role by providing technical assistance, mentorship, and institutional development support to enable CSOs to design competitive, high-quality funding proposals that meet international donor standards.

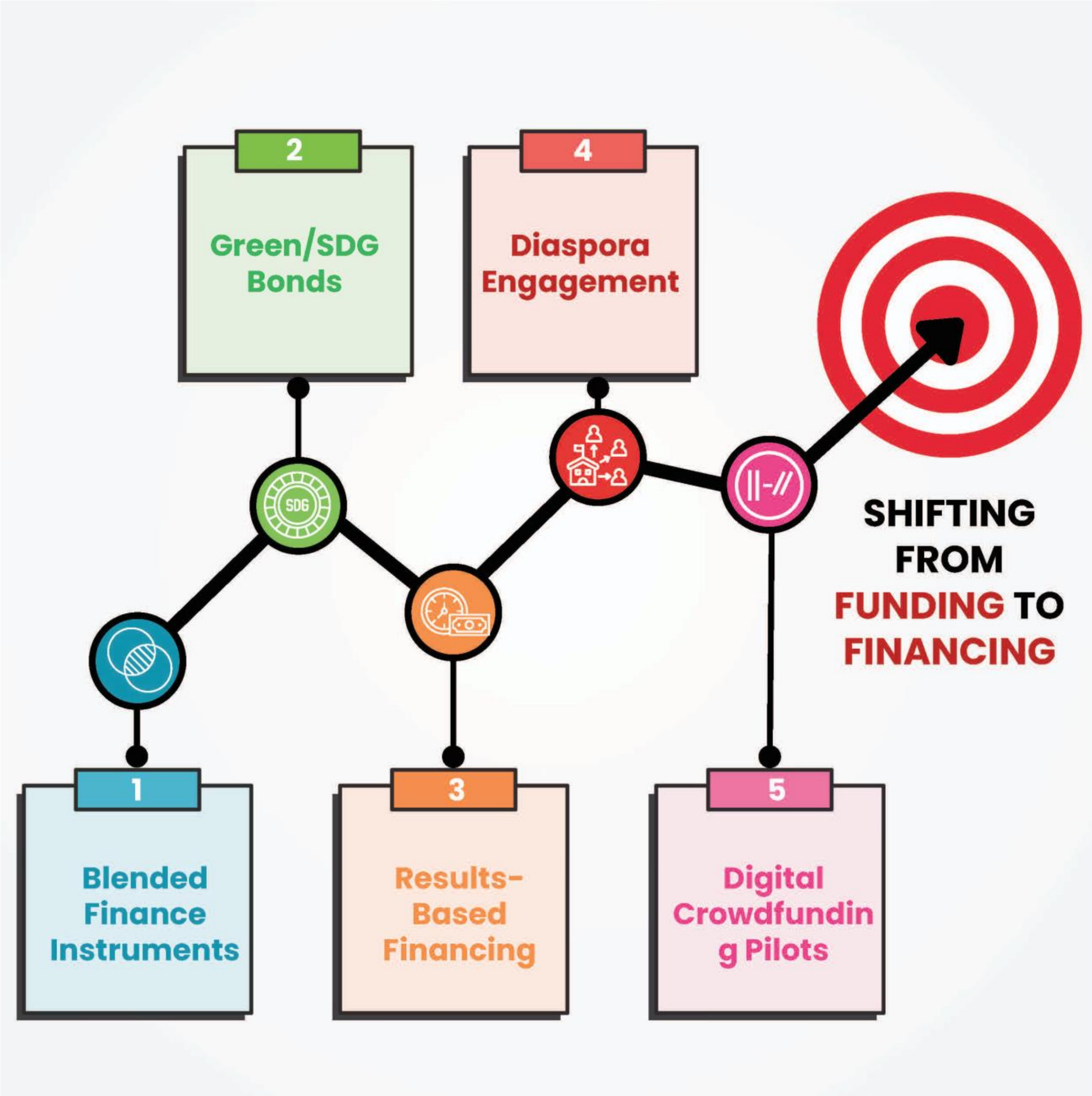
Threats

Shrinking Donor Support and Shifting Global Priorities: Geopolitical shifts and declining ODA risk reducing available funding, especially for areas like gender, reproductive health, and environmental issues. Shrinking donor support and shifting global priorities pose significant threats to resource mobilization, particularly in sectors like gender equality, reproductive health, and environmental sustainability. Recent U.S. policy shifts exemplify this trend as it led to substantial foreign aid cuts.

Weak Regulatory Frameworks for CSOs: Lack of formal structures complicates engagement, credibility, and monitoring of some civil society partners. The absence of robust and harmonized regulatory frameworks for civil society organizations in Zimbabwe presents a significant weakness in resource mobilization and implementation. Inconsistent registration requirements, limited transparency standards, and the lack of a unified oversight mechanism complicate the effective engagement, accountability, and coordination of CSOs. This fragmented environment can lead to challenges in vetting credible partners, monitoring fund utilization, and ensuring alignment with national development priorities.

Global Economic Volatility: External economic shocks could further restrict resource flows, investment appetite, and development assistance pipelines. Persistent global economic instability—driven by factors such as inflation, interest rate hikes, climate-related disasters, geopolitical conflicts, and supply chain disruptions—poses a serious threat to sustained development financing. These external shocks can significantly reduce the fiscal space of donor countries, limiting their ability or willingness to maintain or scale up ODA. They also affect global investment appetite, with many investors shifting toward lower-risk, short-term returns, thereby reducing private sector engagement in long-term development financing. Additionally, such volatility can disrupt remittance flows, Foreign Direct Investment, and multilateral funding pipelines, all of which are crucial for financing national priorities in Zimbabwe.

By capitalizing on its strengths and addressing internal inefficiencies, the UN system in Zimbabwe is well-positioned to expand its resource mobilization efforts. Leveraging emerging opportunities such as localization, non-traditional donors, and innovative financing, while mitigating external threats like donor fatigue and economic volatility, will be key to sustaining development gains and achieving the SDGs.



X. Resource mobilization

As Zimbabwe navigates a complex development landscape marked by economic volatility, climate-related shocks, and global geo-political uncertainly, the United Nations system must adopt an adaptive and forward-looking approach to resource mobilization and partnerships.

This section outlines the strategic objectives and corresponding approaches that will guide the United Nations Country Team (UNCT) in Zimbabwe in mobilizing resources and cultivating impactful partnerships over the strategy period. These objectives are aligned with the United Nations Sustainable Development Cooperation Framework

(UNSDCF) and the national development priorities articulated in Zimbabwe's National Development Strategy 1 (NDS1) and Vision 2030.

The transition from relying on funding to establishing financing for sustainable development is a critical issue in development economics, especially for countries with ambitious plans like Zimbabwe. This shift involves substantial changes in how development initiatives are planned, executed, and maintained, and it can significantly advance Zimbabwe towards its national development goals and Sustainable Development Goals (SDGs). Key global frameworks like the fourth International Conferences on Financing for Development and the Sevilla Outcome Document[6], Addis Ababa Action Agenda on financing the SDGs, the SDGs Summit 2023, and the Summit of the Future 2024 serve as guiding frameworks for this transition.

Understanding the Shift from Funding to Financing "Funding" traditionally means depending on external aid or domestic resources without self-sustaining mechanisms, often stressing government budgets or donor generosity. "Financing," in contrast, entails building sustainable financial strategies that leverage investments, involve public-private partnerships, and incorporate innovations like blended finance. This evolution seeks to establish financial systems that are resilient, scalable, and capable of attracting diverse funding sources beyond reliance on donor funds.

Zimbabwe's Development Aspirations and Commitment to the SDGs Zimbabwe's national development ambitions outlined in Vision 2030, the National Development Strategy 1 (2021-2025) and 2 for 2026-2030 align with the global SDGs. The nation plans to eradicate poverty, improve healthcare and education, ensure environmental sustainability, and boost economic growth. Achieving these goals requires overcoming economic challenges, infrastructure deficits, and attracting sustainable investments by adopting blended finance and SDG bonds.

Capacity building for Government and UN Staff on Blended Finance and SDG Bonds:

Effective capacity-building for government and UN staff in Zimbabwe is essential to enhance the management and deployment of blended finance and SDG bonds, which are vital tools for sustainable development7. This entails delivering comprehensive technical training focused on the principles, structures, and operational mechanisms of blended finance, including risk mitigation, leverage strategies, and impact measurement. Additionally, strengthening financial literacy is critical, covering areas such as project appraisal, financial modeling, and investment analysis aligned with SDG objectives8.

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[6] *UN, 2025, Sevilla Outcome Document. United Nations.*

[7] UN. (2023). *UN Sustainable Development Goals Progress Report*. United Nations.

[8] OECD. (2022). *Financing Sustainable Development: Impact, Measurement, and Infrastructure*. OECD Publishing.

Familiarity with relevant legal, policy, and regulatory frameworks is also important to facilitate scaling up SDG bonds and blended finance instruments. Institutional capacity strengthening involves establishing specialized units within government and UN agencies dedicated to managing these financial instruments, complemented by the development of effective inter-agency and multi-stakeholder coordination platforms to optimize resource sharing and collaboration9.

Robust data management, monitoring, evaluation, and reporting systems are fundamental for tracking performance and impact, ensuring accountability and transparency. Engaging stakeholders—particularly domestic and international investors, development finance institutions, the private sector, and civil society—is essential to foster a conducive environment for investment. Building strategic partnerships among government entities, UN agencies, financial institutions, and development partners leverages expertise and resources, enhancing the effectiveness of SDG financing10.

Training in risk assessment and mitigation strategies is necessary to manage financial and reputational risks, ensuring adherence to international standards. Capacity development in resource mobilization and negotiation skills enables staff to effectively secure and structure financial agreements for SDG bonds and blended finance projects. Continuous learning opportunities—through knowledge hubs, workshops, and e-learning modules—facilitate peer exchange and the dissemination of innovative practices11.

Finally, strengthening policy and strategic frameworks is crucial to refine policies that support SDG bonds and blended finance, aligning these financial instruments with national development strategies and SDG implementation plans. This comprehensive capacity-building approach is vital for empowering Zimbabwean government officials and UN staff to maximize the potential of blended finance and SDG bonds as innovative financing mechanisms for sustainable development. These initiatives will be incorporated into the 2026 UNCT Annual Work Plan.

The Role of Financing For Development and Seville Outcome Document: The renewed global financing for development framework, building on the 2015 Addis Ababa Action Agenda, addresses the diverse needs and challenges faced by countries, with a particular focus on those in special situations, including African countries, least developed countries (LDCs), landlocked developing countries (LLDCs), and small island

[9] UNDP. (2021). *Capacity Development for Financial Innovation in Development Finance*. United Nations Development Programme.
[10] World Bank. (2020). *Leveraging Private Investment for Sustainable Development*. World Bank Publications
[11] ILO. (2021). *Strengthening Skills for Shared Prosperity and Sustainable Development*. International Labour Organization.

developing States (SIDS). This framework promotes domestic resource mobilization through strengthened tax systems, budget transparency, and the integration of the informal sector into the formal economy. It also emphasizes gender-responsive budgeting and the importance of considering environmental sustainability in fiscal programming, with the goal of fostering sustainable development and eradicating poverty in all its forms. Emphasis is also made of international cooperation and the need to combat illicit financial flows.

Lessons from the International Conferences on Financing for Development: These conferences highlight the global commitment to integrated financing frameworks, emphasizing multilateralism and global partnerships to address financing gaps. Zimbabwe can learn from these conferences to establish strategic alliances supporting capacity building, technology transfer, and sectoral investment critical for achieving its SDGs, such as renewable energy, agriculture, and infrastructure.

Insights from the SDGs Summit 2023 and the Summit of the Future 2024: The SDGs Summit 2023 underscored the need for accelerated action towards the 2030 Agenda, focusing on inclusive economic growth and reducing inequalities. This presents Zimbabwe with an opportunity to review and realign its policies with the global agenda. The Summit of the Future 2024 highlighted future-proofing development strategies, integrating climate resilience, digital innovations, and sustainable practices. These insights are vital for Zimbabwe in navigating the complexities of a rapidly changing global landscape.

Strategic Approaches for Zimbabwe

1. Public-Private Partnerships (PPPs): By fostering PPPs, Zimbabwe can improve infrastructure development and service delivery, benefiting from private sector expertise and investments.

2. Blended Finance: Utilizing a combination of concessional funds and private investments can mitigate risks associated with development projects, making them more attractive to investors.

3. Financial Inclusion and Innovation: By leveraging digital financial services, Zimbabwe can enhance financial inclusion, thereby increasing economic participation and resource mobilization.

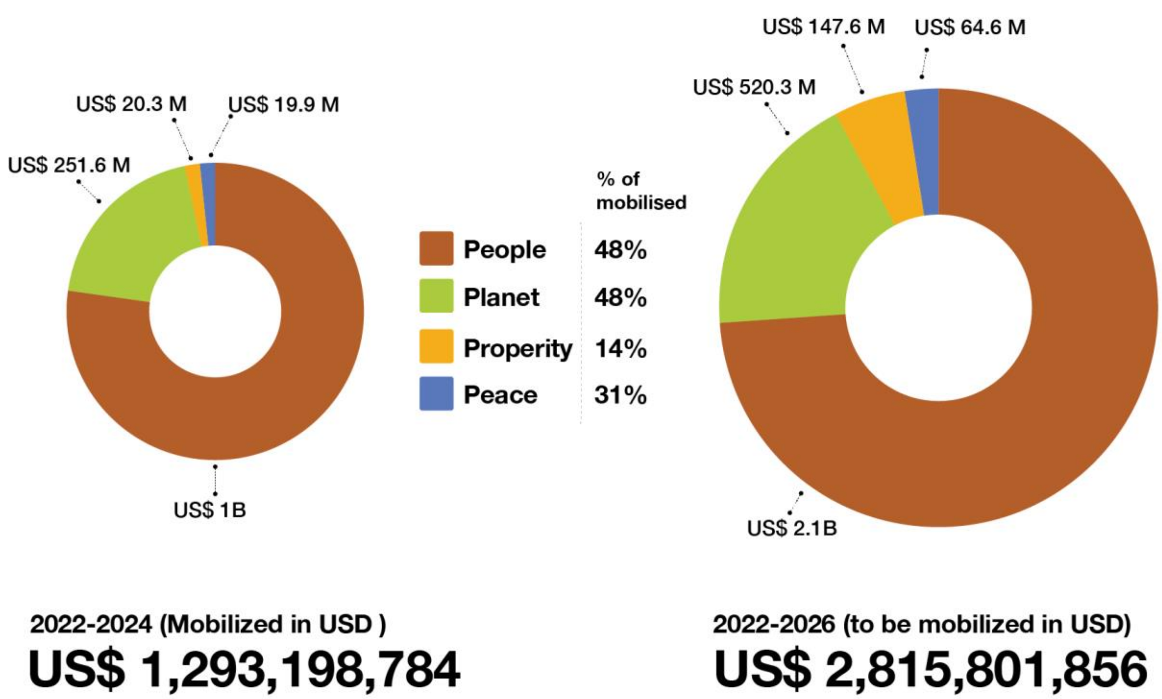
4. Policy Coherence and Governance: Strengthening governance frameworks for transparency and accountability will attract higher levels of Foreign Direct Investment (FDI) and domestic investments.

5. Capacity Building and Human Capital Development: Investments in education and skills development are crucial for fostering a capable workforce to drive and sustain economic transformation.

UN Support to Partnerships and Financing the 2030 Agenda in Zimbabwe

By 2024, in its third year of implementation, the Zimbabwe UN Sustainable Development Cooperation Framework (ZUNSDCF) 2022-2026 had made significant progress towards Sustainable Development Goals mobilizing. This progress is credited to strengthened UN partnerships through flagship joint programs aligned with Six Transitions as investment pathways.

During a successful mid-term review held in September 2024, convened by Zimbabwe's Chief Secretary to the President and Cabinet and the UN Resident and Humanitarian Coordinator, stakeholders from various sectors validated achievements facilitated by effective partnerships, with projects and programmes amounting to USD 1.2 billion over a period of two years and half of the ZUNSDCF cycle.



Joint programs focusing on resilience, renewable energy, health resilience fund, and sexual and reproductive health rights accounted for over 50% of implemented initiatives. Notably, the renewable energy program, launched with USD 10 million from the Joint UN SDG Fund, attracted an additional USD 100 million through private sector partnerships coordinated by Zimbabwe's Ministry of Energy and Power Development and Old Mutual Group. This initiative aimed to provide affordable renewable energy to underserved areas, advancing education, health, gender equality, and climate action.

The UN Country Team actively pursued resource mobilization for the Cooperation Framework and addressed the El Niño humanitarian response, integrating micro, small, and medium enterprise policies into the national industrial strategy. Structured dialogue on Zimbabwe’s debt resolution advocated for inclusive debt relief benefiting the vulnerable, alongside discussions on economic, governance, and land reform with institutions like the IMF.

A comprehensive resource mobilization strategy was established to ensure adequate funding for the Cooperation Framework cycle. In 2024, the UN supported Zimbabwe’s drought response through various actions mobilizing over $132 million for humanitarian assistance, including significant funding for relief and anticipatory actions.

High-level dialogues with government leaders and participation in regional events have further cemented the UN's role as a key partner in advancing SDG progress in Zimbabwe.

UN INVESTMENT AREAS FOR ZIMBABWE'S SDGS

01 **Food System Transformation** – $925M target

02 **Education Transformation** – $48.8M GPE grant

03 **Renewable Energy** – $10M SDG Fund leveraged $100M

04 **Biodiversity & Climate** – $12B NDC/LT-LEDS investment need

05 **Digital Connectivity** – 6,611 rural schools by 2030

06 **Jobs & Social Protection** – Skills & MSMEs integration

Reflecting on Major Development Partnerships

Through the UN Zimbabwe Cooperation Framework, progress on SDGs through Six Transitions[12] as investment pathways and development financing is reported as follows:

1. Food System Transformation: Policies and strategies, including the review of the Agrifood Systems and Rural Transformation strategy, have been facilitated. A

[12] Localizing the six transitions through strengthened partnerships will be detailed and operationalized in the 2025–2030 UN Joint Partnerships and Resource Mobilization Strategy subsequent annual work plans.

national food safety strategy was launched in 2023, with investment cases targeting USD 925 million for various agricultural initiatives.

2. Transforming Education: Following commitments at the TES Summit, the government secured USD6.8 million from the Global Partnership for Education for 2023-2026 to support inclusive education, with UNICEF aiding in connecting schools to the internet by 2030.

3. Climate Change, Biodiversity, and Pollution: The UN supports government efforts the requires USD 12 billion across sectors for NDC and LT-LEDS framework implementation, aided by regional climate links.

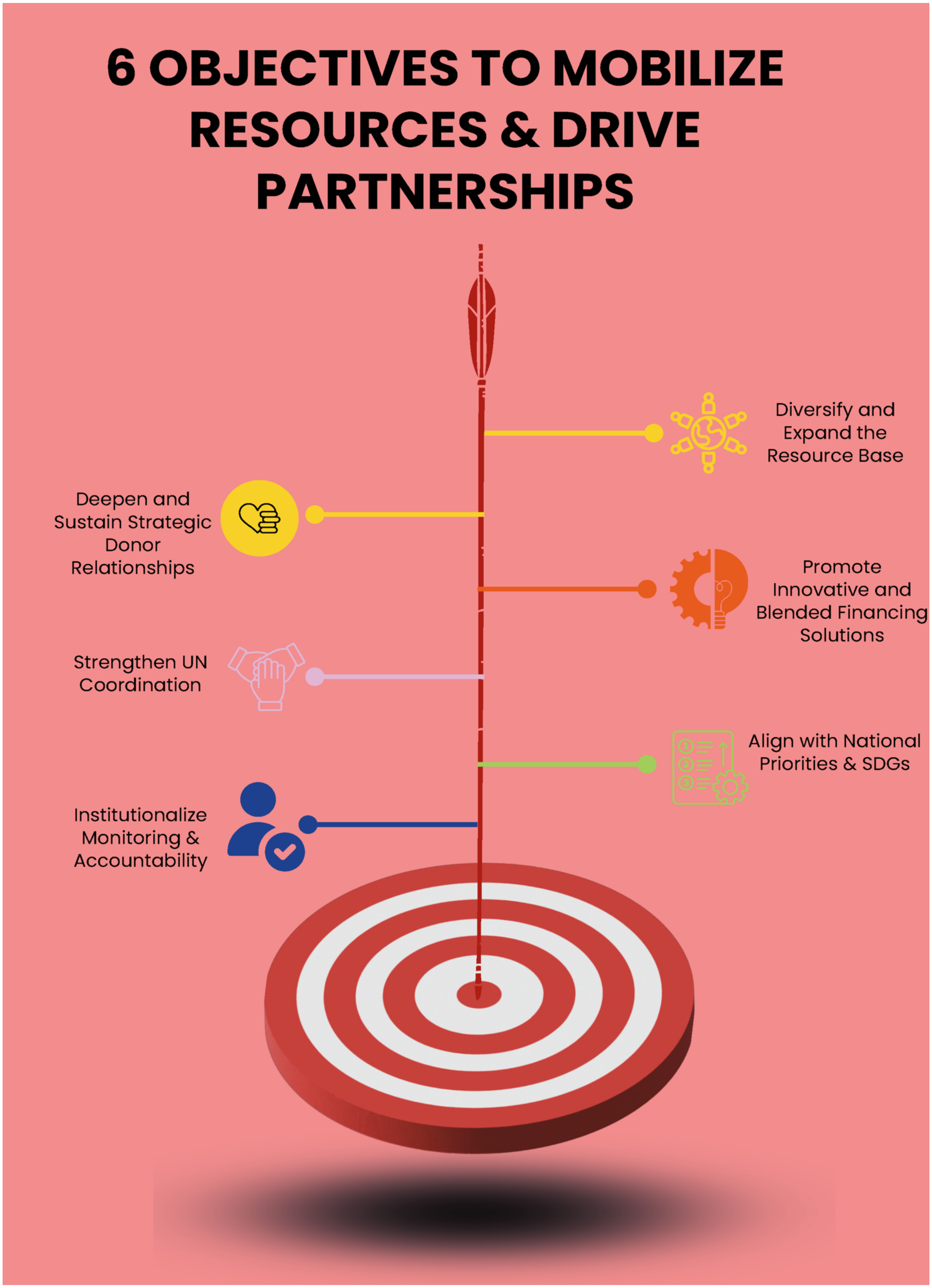
4. Energy Access and Affordability: Solar power projects are facilitated by the UN for public institutions, with a USD 10 million SDG RE Fund expected to leverage USD 100 million for a national renewable energy fund.

5. Digital Connectivity: Zimbabwe's National ICT Policy sets roles for digital infrastructure and security, including connecting 6,611 rural schools by 2030.

6. Jobs and Social Protection: Support for strategy development through skills audits and harmonized social protection systems is underway, even as challenges persisting with NEET youth engagement demand attention.

Realignment of Government Expenditures and Financial Flows

- Health Budget: Advocacy increased health sector budget allocation to 13.01% for 2025, ensuring essential services.
- Social Protection: Public allocations to key social sectors increased, expanding support for vulnerable populations.
- Disaster Risk Reduction (DRR): All local authorities implemented DRR programs, enhancing localized resilience.
- Clean Energy: GCF funding reduced reliance on fossil fuels, cutting GHG emissions significantly.
- Procurement and Digitalization: Strengthened systems and digital transitions have improved implementation efficiency and data quality.
- Private Sector and Diaspora Engagement: Initiatives have focused on enhancing contributions to sustainable development and entrepreneurship.



6 OBJECTIVES TO MOBILIZE RESOURCES & DRIVE PARTNERSHIPS
Diversify and Expand the Resource Base
Deepen and Sustain Strategic Donor Relationships
Promote Innovative and Blended Financing Solutions
Strengthen UN Coordination
Align with National Priorities & SDGs
Institutionalize Monitoring & Accountability

Strategic Objective 1: Diversify and Expand the Resource Base

Rationale

Zimbabwe's development funding needs far exceed the current levels of Official Development Assistance. The traditional donor landscape has shifted, with increasing competition for limited resources and a global shift toward thematic and performance-based funding. A diversified resource base—one that goes beyond bilateral and multilateral donors to include private sector actors, philanthropic foundations, development banks, diaspora communities, and non-traditional partners—is essential to maintain programme continuity and scale impact.

Strategic Approaches

- **Comprehensive Donor Mapping and Intelligence Gathering**: Establish and regularly update a donor intelligence platform that captures data on donor priorities, funding cycles, decision-making mechanisms, historical engagements, disbursement trends, and alignment with UNSDCF outcomes. This platform should also include disaggregated data by sector, geography, and funding modality.
- **Tailored Market-Specific Resource Mobilization Plans**: Develop country-specific or region-specific resource mobilization plans, targeting key donor markets. For example, targeting the Gulf region may require an emphasis on faith-based giving and Islamic finance, while outreach to Nordic countries could highlight human rights, governance, and gender equality.
- **Cultivation of Non-Traditional Donors**: Engage non-traditional donors such as philanthropic foundations, diaspora investors, sovereign wealth funds, and social enterprises. This entails segmenting donor profiles, developing tailored value propositions, and leveraging diaspora networks to connect with high-net-worth individuals.
- **Deepening Private Sector Engagement**: Identify priority sectors (e.g., agribusiness, renewable energy, digital services, infrastructure) where public-private partnerships can drive mutual value. This includes mapping potential partners, understanding their sustainability goals, and developing joint ventures or co-branded initiatives tied to SDG outcomes.
- **Thematic and Regional Pooled Funds**: Structure interventions into compelling thematic baskets (e.g., climate-smart agriculture, women's economic empowerment, youth innovation) and regional portfolios that facilitate multi-donor contributions and reduce transaction costs.
- **Leverage Multilateral Development Finance Institutions (DFIs)**: Build partnerships with DFIs to design co-financed programmes where concessional capital from UN sources can unlock larger DFI investments.

- **Facilitating Access to Climate Finance**: Support national and subnational actors in accessing climate funds (e.g., Green Climate Fund, Adaptation Fund) by offering technical assistance for proposal development and fiduciary readiness.

Strategic Objective 2: Deepen and Sustain Strategic Donor Relationships

Rationale

Sustainable resource flows depend not only on expanding the donor base but also on building long-term, trust-based relationships with key stakeholders. The quality of engagement, clarity of value proposition, and responsiveness to donor expectations are crucial for retaining and growing support. Strengthening relationships also increases the likelihood of receiving multi-year commitments and core or lightly earmarked funds.

Strategic Approaches

- **Structured Donor Stewardship Framework**: Institutionalize a tiered system for donor relationship management, where high-priority donors receive dedicated engagement plans that include regular consultations, impact briefings, and annual partnership reviews.
- **Donor Visibility and Recognition Packages**: Develop standardized donor visibility offerings (e.g., field mission opportunities, branded publications, impact videos) that are linked to contribution thresholds and preferences, fostering a sense of ownership and recognition.
- **Joint Design and Co-Creation Mechanisms**: Involve donors in co-designing programmes, contributing to strategy development workshops, and providing technical input. This not only builds trust but also improves alignment and increases chances of securing funding.
- **Sector-Based Donor Roundtables**: Facilitate multi-stakeholder roundtables in key sectors (e.g., health, education, governance, environment) to foster peer-to-peer exchange among donors and to collectively review funding priorities and pipeline opportunities.
- **Bespoke Reporting and Impact Narratives**: Move beyond generic reporting by producing tailored impact narratives that use data, human stories, and visual storytelling to demonstrate value for money and transformative results.
- **Strategic Use of Resident Coordinator's Convening Power**: Leverage the Resident Coordinator's unique positioning to convene high-level donor dialogues, policy forums, and resource mobilization events that reinforce collective action and accountability.

Strategic Objective 3: Promote Innovative and Blended Financing Solutions

Rationale

Zimbabwe's development challenges require not only more resources but also smarter capital. Innovative and blended finance mechanisms can leverage additional capital, reduce risk for private investors, and align financial flows with development impact. The UN system can play a catalytic role in designing, brokering, and de-risking such mechanisms.

Strategic Approaches

- **Development of Country-Level Blended Finance Instruments**: Design instruments that blend concessional finance, grants, and private capital to support transformative initiatives in areas such as green energy, sustainable mining, and digital inclusion.
- **Piloting Results-Based Financing**: Explore social impact bonds and outcome-based contracting where private investors fund social programmes and are repaid by outcome funders (e.g., government, UN, donors) upon achievement of predefined results.
- **Green, Blue, and SDG Bonds**: Collaborate with financial institutions to structure Zimbabwe's first green or SDG bond, building investor confidence through UN-backed risk mitigation mechanisms and impact verification services.
- **Innovative Risk Sharing Mechanisms**: Work with insurance companies and DFIs to introduce guarantee funds, political risk insurance, and credit enhancement facilities to crowd-in private investment in fragile and underserved markets.
- **Establishing a Development Finance Advisory Platform**: Create a cross-agency platform to incubate finance innovations, share best practices, and provide technical assistance to government and private sector actors.
- **Digital Fundraising and Crowdfunding Campaigns**: Pilot mobile and online donation platforms targeting local communities, diaspora, and global citizens in support of flagship initiatives.

Strategic Objective 4: Strengthen Coherence and Coordination of UN Engagements

Rationale

A unified, coordinated approach across the UN system significantly enhances efficiency, consistency, and strategic influence. Fragmented resource mobilization can result in overlapping efforts, mixed messages to partners, and diminished funding opportunities. Therefore, enhancing inter-agency collaboration is essential.

Strategic Approaches

- **UN Joint Programming and Budgeting Framework**: Operationalize a unified programming framework anchored in the UNSDCF to guide joint resource mobilization. This includes harmonized budgeting, planning, monitoring, and evaluation systems.
- **Consolidated Communications and Outreach**: Establish a common platform for donor engagement and visibility that pools communications resources from participating agencies and delivers consistent, branded messages.
- **Cross-Agency Proposal Writing and Quality Assurance Support**: Offer a shared support team to assist agencies in the development of compelling, data-driven proposals that reflect the collective strength of the UN in Zimbabwe.
- **Collective Engagement Strategies**: Develop thematic approaches that involve multiple agencies delivering integrated packages. Examples include integrated climate resilience or youth employment clusters.

Strategic Objective 5: Align Resource Mobilization with National Priorities and SDGs

Rationale

Anchoring all resource mobilization efforts in national development strategies and the Sustainable Development Goals ensure greater government ownership, harmonization of efforts, and increased alignment with donor expectations. It also helps to embed sustainability and inclusivity in all UN-supported initiatives.

Strategic Approaches

- **Government-Led Joint Programming**: Support line ministries and local authorities in co-creating programme designs that reflect national priorities while also meeting donor requirements.
- **National Financing Dialogues**: Facilitate regular, high-level dialogues involving government, donors, private sector, and civil society to identify shared priorities, funding gaps, and mechanisms for joint resource mobilization.
- **Capacity Building for Domestic Resource Mobilization**: Strengthen national and subnational institutions to increase tax revenue collection, reduce illicit financial flows, and enhance accountability for public spending.
- **Advocate for and support the Government's adoption** of an Integrated National Financing Framework (INFF) to better align and manage all sources of

financing, ensuring coherence across public, private, domestic, and international investments.

Strategic Objective 6: Institutionalize Monitoring, Learning, and Accountability in Resource Mobilization

Rationale

To ensure long-term effectiveness, transparency, and learning, a results-driven resource mobilization strategy must be accompanied by robust monitoring, evaluation, and knowledge management mechanisms.

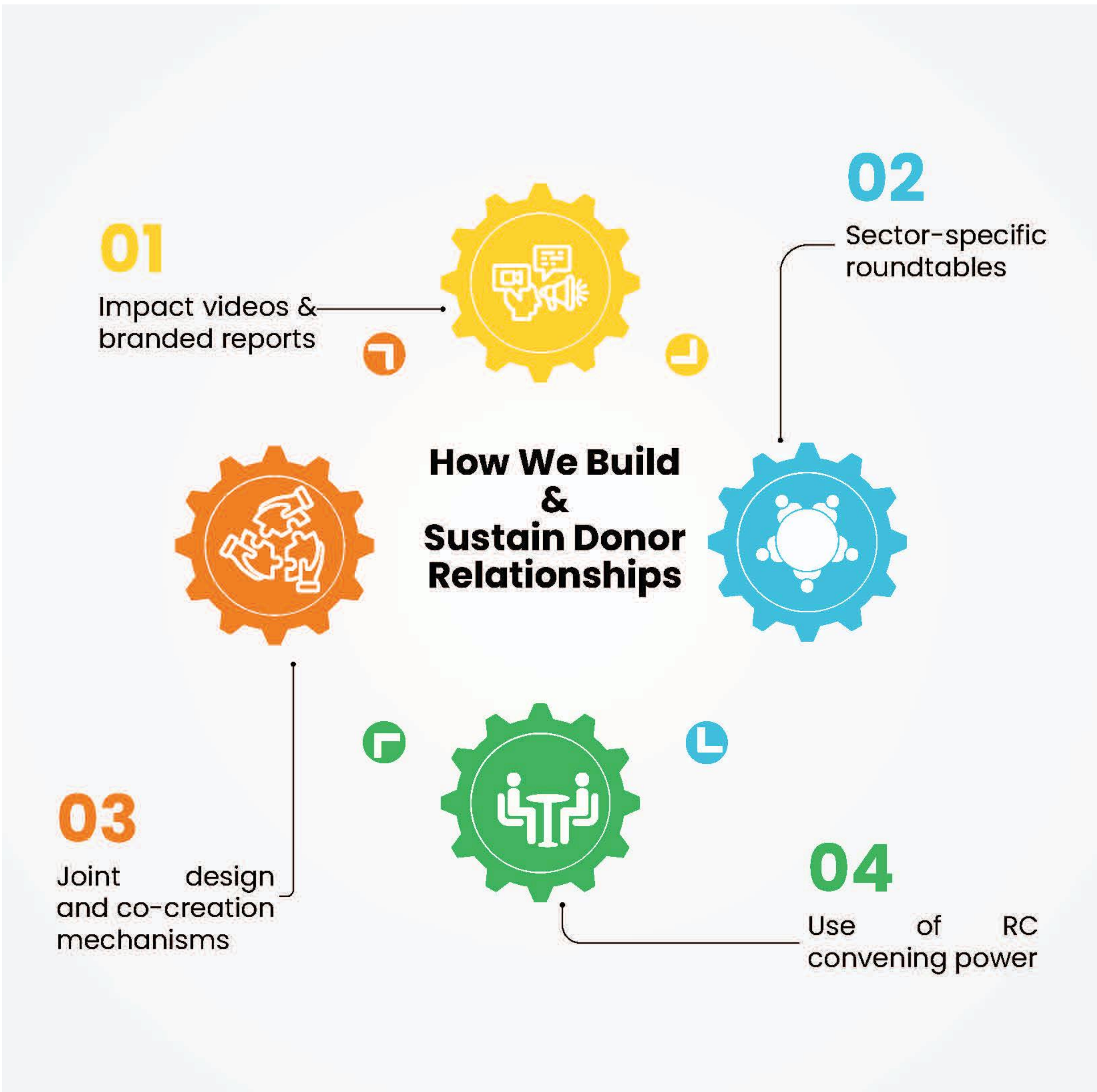
Strategic Approaches

- **Annual Learning and Strategy Refresh Workshops**: Conduct inclusive sessions that review performance, share lessons learned, and recalibrate approaches based on evidence and donor feedback.
- **Real-Time Data and Digital Dashboards**: Implement cloud-based tools to track funding pipelines, disbursement statuses, proposal conversion rates, and engagement histories.
- **Knowledge Sharing Communities of Practice**: Foster horizontal learning by facilitating peer-to-peer exchanges, case studies, and communities of practice among agency staff and partners.
- **External Evaluations and Oversight Mechanisms:** the UNCT Zimbabwe will commission mid-term and final independent evaluations to assess the efficiency, effectiveness, and impact of the UN Joint Partnerships and Resource mobilization Strategy in Zimbabwe. The findings will inform the refinement and improvement of the strategy over time and to respond to priorities of the next ZUNSDCF for 2027-2030[13]. Oversight will be maintained through a multi-stakeholder committee including representatives from Civil Society, Non-Governmental Organizations, the Private Sector, and academia, ensuring diverse perspectives and accountability.
- **Exclusion Criteria for Vested Parties:** To uphold integrity, transparency, and impartiality, participating UN agencies and stakeholders must adhere to the principles of neutrality and ethical conduct. Entities and individuals with potential conflicts of interest, those under formal investigation for misconduct, or with a documented history of non-compliance with UN ethical standards may be subject

[13] The UN in Zimbabwe has developed a 11-month roadmap to prepare the next UN Sustainable Development Cooperation Framework (ZUNSDCF) for the 2027–2030 programme cycle. The roadmap includes the development of a multi-year funding framework for the ZUNSDCF.

to exclusion from participation. Engagement is contingent upon alignment with the UN's core values and commitment to the objectives of the strategy.

- **Risk Mitigation and Ethical Safeguards**: Establish due diligence protocols and ethical guidelines for engagement with all funding partners, ensuring transparency, alignment with UN values, and avoidance of reputational risks.



XI. <u>Partnerships</u>

Promote the UN System in Zimbabwe's comparative advantage, through communication, visibility, and demonstration of results, as the partner of choice towards achieving the SDGs and supporting National Development Strategy one – 2021-2025.

UNCT in Zimbabwe is uniquely positioned to support Zimbabwe's development, with its extensive global network and multifaceted expertise. Its brand credibility, knowledge and capacity to build strategic alliances with Zimbabwean stakeholders and beyond is unparalleled. Nonetheless, inter-agency coordination within the UN System, with its diverse mandates and cultures, presents hurdles, as do funding limitations and bureaucracy.

External factors, such as donor shifts, political volatility and competition, and further complicate matters. However, UN Zimbabwe has the potential to fortify its leadership role in supporting the achievement of Zimbabwe's development objectives by synchronizing its strategy with government priorities, spotlighting its achievements and strengths, and diversifying funding avenues. The current global emphasis on the SDGs presents an exceptional platform to highlight UN Zimbabwe's competencies.

Intended Actions

The following actions will be taken towards this Strategic Objective:

1. Hold Joint Steering Committee (JSC) meetings to showcase UN contributions to the NDS I-II: Collaborate with the government to conduct JSC meetings that highlight the UN's contributions to the NDS-I for 2021-2025 through the effective implementation of the ZUNSDCF. The goal is to demonstrate the UN's comparative advantage in supporting national goals and to enhance its visibility among key stakeholders in the ongoing preparations for NDS-II for 2026-2030 and the roadmap of ZUNSDCF 2027-2030.

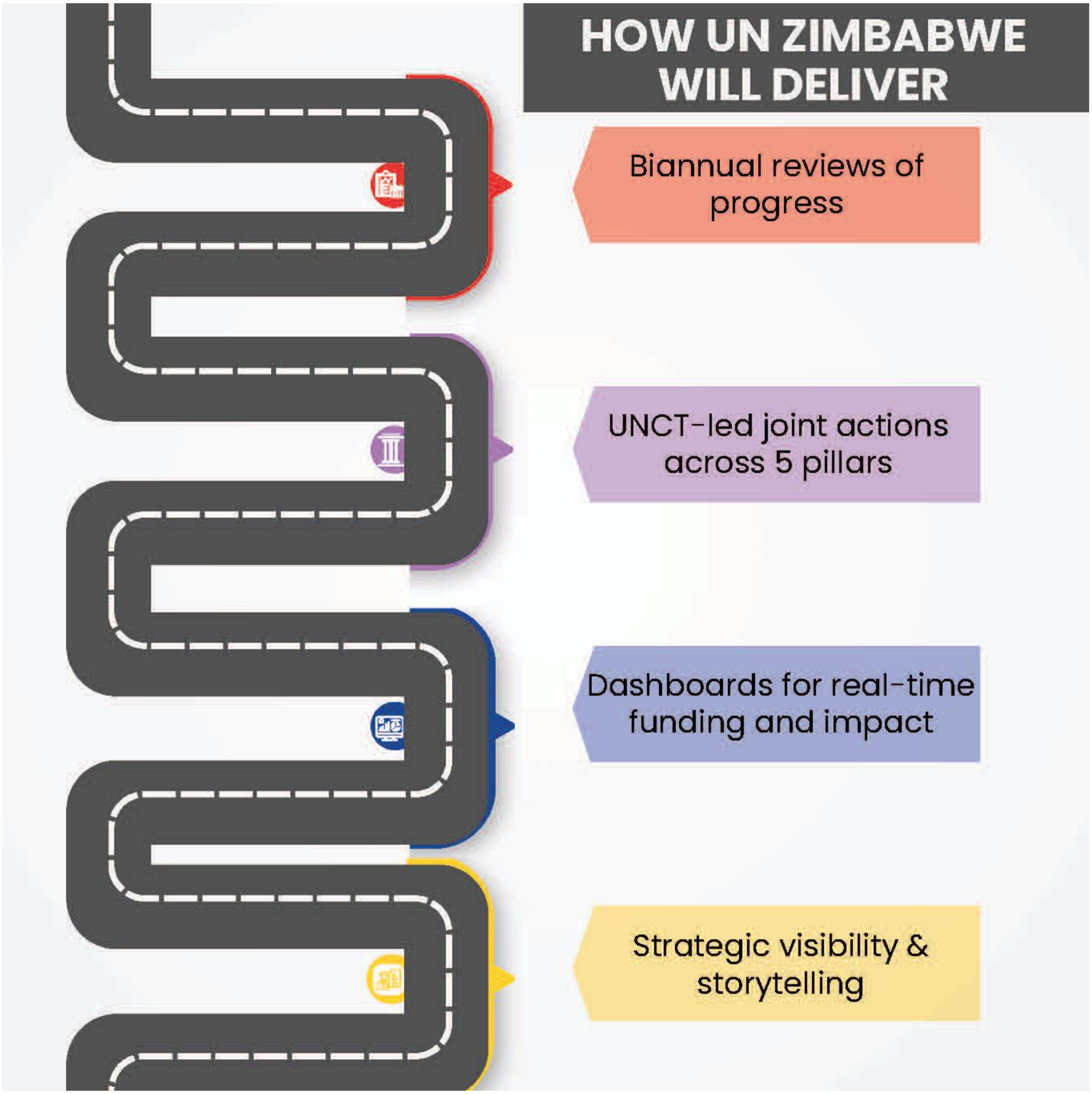
2. Convene regular meetings including breakfast meetings to showcase the UN's comparative advantage: Organize regular briefing/donor update meetings that bring together the government, donors, civil society, the private sector and other key stakeholders to present the UN's comparative advantages in advancing the SDGs and national priorities. The aim is to position the UN as the partner of choice in the achievement of the SDGs and national priorities.

3. Enhance J-PRMS visibility and highlight UN Zimbabwe's partnerships and SDG achievements: Collaborate with the UN Communications Group (UNCG) to produce and distribute newsletters and related communications showcasing UN

Zimbabwe's achievements regarding the SDGs and ZUNSDCF priorities. Use targeted social media campaigns and partnerships with digital influencers to increase UN visibility. Promote awareness of the J-PRMS and its objectives to enhance UN Zimbabwe's profile in the country and emphasize its collaborations with the government and its development partners and stakeholders.

4. Conduct annual or semi-annual UN programme reviews: Undertake comprehensive programme reviews on an annual or semi-annual basis, in collaboration with the government and development partners. The focus is to shed light on how UN Zimbabwe is contributing to the NDS-1 and to assert its comparative advantage as the preferred development partner under NDS -II for 2026-2030.

5. Enhance UN Zimbabwe's participation in national coordination structures: Actively participate in key national coordination platforms, including the Thematic Working Groups, Sectoral Working Groups of the NDS, the Disaster Management and Consultative Forum and other essential national structures. The aim is to ensure the UN's inputs are well integrated into national planning and coordination efforts.



XII. <u>Implementation, Monitoring and Review</u>

Implementation of the Joint UN Partnership and Resource Mobilization Strategy is a joint responsibility of the UNCT and its working groups. The proposed areas of joint UNCT actions in Section VII and summarized in Annex A will be monitored and reviewed bi-annually.

Joint UNCT Action	*Lead*	*Timeframe / Target*
Pillar a. Advocacy and Resource Leveraging to "Leave No One Behind"		
- Advocacy to Government, regarding domestic resource allocation, and eventual domestic resource mobilization (after the planned Debt and Arrears resolution)	UNCT, with advice from Team of Policy Advisors	Integrated PMT AWP
- Data for Sustainable Development (disaggregated), including joint capacity development of ZimStat	PMT, under the Data for Development Group	PMT AWP
- Promotion of international norms and standards, particularly human rights (incl. joint capacity development of Human Rights Commission)	PMT, under the UPR team with support from UNCG	PMT AWP
- Facilitation of South-South and Triangular Cooperation	UNCT	PMT AWP
- Proactive engagement with the IFIs, including creation of a platform for regular UNCT and IFI engagement	RC, together with UNCT	PMT AWP
- Outreach to diaspora Zimbabweans	UNCT	IOM, PMT AWP
- Advocate for Enhanced Domestic Resource Mobilization (DRM)The UNCT should advocate for stronger tax systems, progressive taxation, and formalization of the informal economy to boost domestic revenues. These measures are essential for sustainable, nationally driven development financing.	UNCT: • Developing policy briefs on DRM aligned with global best practices; • Convening dialogues on fiscal reforms; • Supporting civil society to promote tax transparency.	PMT AWP
- Advocate for Adoption of an Integrated National Financing Framework (INFF) The UNCT should encourage the Government to adopt an INFF to coordinate and align financial resources with development priorities.	UNCT: • Supporting a financing landscape diagnostic; • Facilitating dialogue on INFF development;	UNCT AWP

	• Sharing international best practices and providing targeted technical support.	
Pillar b. Champion for Development Effectiveness		
- Advocacy for Development Effectiveness principles with development partners, including BRICS	UNCT with support from UNCG	Continuous
- Joint development of national aid coordination capacity	UNDP, with UNCT	UNCT AWP
- Strengthening the Government's Aid Coordination Unit to convene a platform for regular strategic exchange between the UN and development partners	RC, together with UNCT	UNCT AWP
Pillar c. Accountability and Transparency for UN's Results		
- Accountability to CF results through strengthened M&E system and transparent communication on challenges and lessons learned	PMT, through Result Groups	PMT AWP; RG meetings
- CF "real-time" data platform on funding and gaps on UN Zimbabwe website, to also facilitate informed decision-making by donors	RCO, with inputs from UNCT	UN INFO
- Promotion of joint funding mechanisms for enhanced flexibility of funding/less earmarking	UNCT under the global UN guidelines for establishing Local Funding Compact	UNCT
Pillar d. Participation		
- Strengthening of capacity and participation of CSOs, NGOs and the private sector	PMT	PMT AWP
- Strengthening of public participation and accountability for public resources	UNCG	UNCG AWP

- Support to increase the Government's accountability for public resources	Team of Policy Advisors	PMT AWP
Pillar e. Linkages with UN Regional and Global Initiatives		
- Continuous scanning of the regional and global horizons for emerging funding opportunities under the 2030 Agenda for Sustainable Development	UNCT, with support from RCO	PMT AWP
- Continuous scanning of to changes in development partners' development cooperation policies and priorities	PDFTF/RCO	Quarterly updates on development partner analysis
- Knowledge sharing at regional and global platforms of UN Zimbabwe's resource leveraging and partnership experiences	PDFTF/RCO	

References and Annexes

- UN Zimbabwe Financial Landscape Analysis, December 2023, Zimbabwe.
- 2022-2025 Zimbabwe UN Sustainable Development Cooperation Framework
- 2022-2026 Zimbabwe UN Sustainable Development Cooperation Framework Mid Term Review Report
- UN in Zimbabwe annual results report 2023
- UN in Zimbabwe Common Country Analysis Report 2024
- Global UN Joint Partnerships and Resource Mobilization Strategy Guide
- Financing the UN Development System – Resourcing for the Future
- Country Level Dialogues on Funding Compact
- FAQs 2024 Funding Compact
- UN Collaboration with IFIs
- UN Private Sector Engagements
- PBSO Example of Multi-Purpose Trust Fund Colombia Blended Finance Facility
- PBSO Opportunities for Private Sector Engagement
- UN Zambia Joint Partnerships and Resource Mobilization Strategy – 2023-2027

Annexes

Annex I: Concept note and agenda of the UN Zimbabwe joint partnerships and resource mobilization strategy workshop ConceptNoteAgenda_JPRMS_V04March.pdf

Annex II: Summary of the UN Joint Partnerships and Resource Mobilization Strategy Workshop 05-06 March 2025, Harare (Summary_PDFTF_JPRMSWorkshop_5-6March2025.docx)

Annex III: List of Participants

- Register-partnerships and RM register Day I-05 March.pdf
- Registration List Day II - 06 March.pdf

Annex IV:

- SOPs for joint resource mobilization
- SOP-UN Zimbabwe Joint Programme Concept Submission Form-Survey.docx