

UNCLASSIFIED



USAID | **ZIMBABWE**
FROM THE AMERICAN PEOPLE



COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS)

AUGUST 4, 2022 AUGUST 4, 2027

Approved for Public Release

Table of Contents

I.	Executive Summary	1
	Results Framework Diagram	4
II.	Country Context	5
III.	Strategic Approach	9
IV.	Results Framework	12
	GOAL: ZIMBABWE TRANSITIONS FROM CHRONIC VULNERABILITY TO A MORE RESILIENT, INCLUSIVE, AND DEMOCRATIC SOCIETY	12
	DEVELOPMENT OBJECTIVE 1: Ability of Zimbabweans to Live Healthier Lives and Sustainability Adapt, Mitigate, and Recover from Shocks and Stressors Strengthened	13
	DEVELOPMENT OBJECTIVE 2: Youth Contribution to Zimbabwe’s Development Enhanced	22
	DEVELOPMENT OBJECTIVE 3: Good Governance Improved	28
V.	Monitoring, Evaluation, and Learning (MEL)	34
VI.	Annex	37

ACRONYM LIST

ADS	Automated Directives System
CCNPSC	Cooperating Country National Personal Services Contractor
CDCS	Country Development Strategy Statement
CLA	Collaborating, Learning, and Adapting
COVID-19	Coronavirus Disease 2019
DEIA	Diversity, Equity, Inclusion, and Accessibility
DO	Development Objective
DREAMS	Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe
EU	European Union
GBV	Gender-based Violence
Global Fund	Global Fund for AIDS, Tuberculosis and Malaria
GOZ	Government of Zimbabwe
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICS	Integrated Country Strategy
IR	Intermediate Result
JSP	Joint Strategic Plan
MEL	Monitoring, Evaluation, and Learning
MNCH	Maternal, Neonatal, and Child Health
MOHCC	Ministry of Health and Child Care
NDSI 2025	Government of Zimbabwe National Development Strategy I: 2021-
NGO	Non-governmental Organization
NPI	New Partner Initiative
NSS	National Security Strategy
PASA	Participating Agency Service Agreement
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
PMP	Performance Management Plan
PRC	People's Republic of China
PSC	Personal Services Contractor
PSLA	Private Sector Landscape Analysis
PVO	Private Voluntary Organization
TB	Tuberculosis
TI	Transparency International
UK	United Kingdom
U.S.	United States
USAID	United States Agency for International Development
USDH	United States Direct Hire
YALI	Young African Leaders Initiative
ZDERA	Zimbabwe Democracy and Economic Recovery Act
ZimVAC	Zimbabwe Vulnerability Assessment Committee

I. Executive Summary

The overall goal of USAID/Zimbabwe's Country Development Cooperation Strategy (CDCS) for 2022-2027 is that Zimbabwe transitions from chronic vulnerability to a more resilient, inclusive, and democratic society. This goal, along with the strategy's results framework, reflects the Mission's realistic assessment of Zimbabwe's current development path, trajectory, and operating environment. It builds on development theory and past achievements and is supported by lessons learned from the last four decades of assistance, including the Mission's last five-year strategy. The goal statement defines resilience broadly to include the most immediate and visible causes of vulnerability—*infectious disease, droughts, natural disasters, entrenched poverty, and chronic violence*—as well as the underlying causes of vulnerability—*poor nutrition and health care, livelihoods insecurity, insufficient social cohesion and individual agency, and the under-realized potential of natural resources*—that require a long-term approach. The inclusion of “democratic society” in the goal statement reflects the central role that accountability, citizen participation, rule of law, good governance, and policy making play in resilience. The word “inclusive” in the goal statement recognizes that Zimbabwe cannot emerge from fragility if youth, women, and other marginalized members of society are left behind.

Over the five-year lifespan of this CDCS, USAID/Zimbabwe expects that the implementation of the strategy will result in the Zimbabwean people becoming healthier, more food secure, and better able to cope with continuing shocks and stressors—as compared to what the outcomes would be without USAID assistance—as measured by improved health indicators, reduced poverty, and a reduced need for humanitarian assistance. It is further anticipated that, compared to a theoretical control sample, citizens will be more active in civic life; the Mission posits that this will enable improved access to and quality of necessary services and resources due to improved local governance. The CDCS focus on youth envisions young Zimbabweans as active development partners in this journey.

The Mission recognizes that national level progress in the democracy space will be gradual and incremental and perhaps marked by setbacks. The country cannot achieve sustainable, inclusive progress without addressing fundamental issues of good governance and democratic participation. The Mission recognizes the value and achievements of past and current USAID investments outside of governance, and it seeks to build on those achievements and to prevent backsliding. However, governance and citizen (particularly youth) agency are absolutely essential to solidify those gains and to reduce aid dependence.

To achieve the CDCS goal, USAID/Zimbabwe will work through three integrated Development Objectives (DOs):

- DO1: *Ability of Zimbabweans to live healthier lives and sustainably adapt to, mitigate, and recover from shocks and stressors strengthened*
- DO2: *Youth contribution to Zimbabwe's development progress enhanced*
- DO3: *Good governance improved*

These DOs deliberately promote an integrated, cross-sectoral approach that will better allow USAID to tackle Zimbabwe's underlying development challenges in a more holistic and focused manner to bring about sustainable impact. The Mission recognizes that this is a more challenging approach than the traditional sectoral framework, yet it is convinced that this approach provides the best chance for tackling the underlying causes of chronic vulnerability in Zimbabwe with the limited resources available. The Mission's approach to operationalizing this approach is discussed in the management section.

To date, Zimbabwe's development trajectory has not lived up to its potential. The country boasts many advantages that should facilitate positive growth and prosperity, including an 88 percent adult literacy

rate,[#] over 1,000 active and vocal non-governmental organizations, climate and soils that are conducive to agriculture (the country was once one of the most agriculturally productive countries in southern Africa), and an abundant natural resource base that includes wildlife, forests, and highly valued minerals. Nevertheless, Zimbabwe's development path has been on a downward trend for the past 20 years. The number of Zimbabweans in need of humanitarian assistance grew over the past several years, with an estimated 6.8 million people, or almost half of the population, in urgent need of assistance in 2021. In 2019 it was estimated that 49 percent of Zimbabweans lived in extreme poverty, with urban poverty increasing at a faster rate than rural poverty. Chronic water shortages, erratic supplies of electricity, a quickly depreciating currency, environmental degradation, a deteriorating health system, and chronic political violence are further indicators of Zimbabwe's negative development path. The contraction of the formal economy led to a burgeoning informal sector that in 2018 was estimated to contribute 61 percent of the country's gross domestic product.

Zimbabwe's young population profile—42 percent of Zimbabweans are considered “youth” between the ages of 10 and 29 years—represents both an opportunity and challenge to the country's development prospects. Multiple economic, political, social, and cultural challenges limit the ability of youth to meaningfully contribute to the country's progress. Similarly, despite an empowering legal framework, women continue to face political, economic, and social marginalization as well as gender-based violence (GBV) and early marriage.

The Mission carefully crafted this CDCS to realistically respond to this complex development context and adhere to appropriation law. The strategy addresses the immediate needs of the populace and promotes improved governance, strengthens citizen agency, capitalizes on strategic opportunities, and effectively targets limited resources to build long-term resilience and reduce chronic vulnerability.

As in the previous CDCS, USAID/Zimbabwe will support activities in traditional development sectors. Humanitarian assistance, economic growth, natural resource management, health programming, and democracy and governance activities will continue. The difference will be in the approach to both *programming* and *partnerships*.

Priority programming approaches: This CDCS centers on the recognition that governance is at the heart of Zimbabwe's challenges, and seeks to ensure that investments in all sectors contribute to improved governance, accountability, and rule of law. Because USAID is primarily engaged at the community level, most of its governance investments in the health, humanitarian, agriculture, and environment sectors target influencing local level governance, rather than governance at higher levels. Complementing this cross-sectoral approach to governance, this CDCS also adopts an integrated approach to building Zimbabweans' ability to mitigate, adapt to, and recover from the impacts of governance challenges and other shocks and stressors in a manner that reduces chronic vulnerability and facilitates inclusive growth. Each DO, explicitly or not, is related to resilience and the achievement of each DO depends on investments in every sector. Similarly, the CDCS notes that climate change is at the core of the resilience concept and integrates the management of natural resources and the strengthening of ecosystem services across all DOs.

Partnerships: This CDCS is premised on the belief that both resilience and long-term, positive, sustainable change must be driven by Zimbabweans. To this end, the CDCS promotes localization, private sector development, and inclusive development as drivers of change. Building on the Mission's extensive prior experience in working with local partners, this CDCS adopts a New Partner Initiative (NPI) action plan with the objective of increasing local citizens' influence and action to shape Zimbabwe's development. Although the business environment in Zimbabwe is challenging and subject to the vagaries of GOZ economic policies, the strategy recognizes that partnering with the private sector

offers opportunities for more sustainable development and integrates a five-year Private Sector Engagement Plan to guide private sector investments for each DO. Building on both proven development practices and USAID's renewed focus on diversity, equity, and inclusion, the CDCS promotes inclusive development to ensure that marginalized populations are included in its planning and activity design processes. In particular, the CDCS recognizes the critical role that youth and women must play.

The strategy outlined in this CDCS advances key Administration objectives, as outlined in the March 2021 Interim National Security Strategic Guidance, with each DO addressing specific priorities. DO1 expands economic prosperity and opportunity with an emphasis on working families' livelihoods. It also increases community resilience by adapting to climate change, strengthening health systems, and building community cohesion. DO1 further showcases American values by providing humanitarian assistance to the most vulnerable and needy. DO2 encourages innovation as well as equitable and inclusive growth with a focus on youth. DO3 reflects America's commitment to realizing and defending democratic values and combating threats to free societies. Both the Russian Federation and the PRC actively invest in Zimbabwe's private sector and enable bad behavior. USAID will continue to expose corruption and human rights abuses related to these investments and relationships. In 2021, Zimbabwe was placed on the U.S. Trafficking in Persons Tier 2 Watch List—a downgrade from its previous Tier 2 position. Opportunities to protect children and reduce the risk of trafficking are built into this CDCS, across all DOs, and will be discussed in relevant sections.

This CDCS advances the USAID priorities of localization, women's empowerment, strategic competition, preventing rising authoritarianism, addressing climate change, and preparing for future pandemics and other emerging threats. Each topic is integrated into discussions at the DO and intermediate result (IR) levels. In implementing this strategy, USAID will coordinate with other U.S. government agencies, like minded donors, regional entities, local civic and faith-based organizations, the private sector, communities, and the people of Zimbabwe to bring about sustainable positive change that will directly improve the lives of millions of Zimbabwean citizens.

Results Framework Diagram

Goal: Zimbabwe transitions from chronic vulnerability to a more resilient, inclusive, and democratic society

DO 1: Ability of Zimbabweans to live healthier lives and sustainably adapt to, mitigate, and recover from shocks and stressors strengthened

DO 2: Youth contribution to Zimbabwe's development progress enhanced

DO 3: Good governance improved

IR 1.1: Food and nutrition security enhanced

IR 2.1: Youth innovation, employability, and entrepreneurship enhanced

IR 3.1: Citizen participation in development and democratic processes enhanced

IR 1.2: Health outcomes improved

IR 2.2: Youth civic and social agency enhanced

IR 3.2: Culture of rule of law and constitutionalism promoted

IR 1.3: Ecosystem services strengthened

IR 2.3: Use of health and social services by youth increased

IR 3.3: Accountability of key governance institutions and systems increased

IR 1.4: Community cohesion enhanced

Cross cutting objective: Women and Girls' Empowerment

Cross cutting objective: Inclusive Development

Cross cutting objective: Private Sector Engagement

II. Country Context

Overview

Zimbabwe, once touted as a beacon of progressive development and the breadbasket of southern Africa, boasts many advantages that should facilitate growth and prosperity. Zimbabweans highly value education, with an adult literacy rate over 88 percent¹ and a net enrollment rate for primary school of 86 percent.² With over 1,000 non-governmental organizations (NGOs) operating in the country across all sectors, civil society is active and vocal. Zimbabwe was once one of the most agriculturally productive countries in southern Africa, producing and exporting cotton, maize, beef, and tobacco. Further, Zimbabwe has an abundant natural resource base, including wildlife, forests, and minerals.

Nevertheless, Zimbabwe's development path has been on a downward trend for the past 20 years due to governance challenges and deteriorating rule of law.³ Despite the adoption of a progressive constitution in 2013 and a solid national strategic plan, an estimated 49 percent⁴ Zimbabweans live in extreme poverty. The country's well-developed infrastructure of the past—which sustained health, education, transportation, and utilities during this period of decline—has deteriorated, resulting in chronic water shortages; erratic supplies of electricity; quickly depreciating currency;⁵ and crumbling roads, schools, and health facilities.

Governance challenges

The adoption of Zimbabwe's 2013 Constitution was a significant milestone. The new Constitution establishes a unitary state, recognizes socio-economic rights, calls for parity between men and women, limits the presidential term of office to two five-year mandates, and establishes a Constitutional court. It also provides for a government organized at the state, provincial, and local levels, with a devolved system of governance, and requires parliamentary approval for all declarations of a state of emergency.⁶ However, the Constitution has not yet been fully implemented.

Zimbabwe's national development priorities 2021-2025

The National Development Strategy 1: 2021-2025 (NDSI), is the GOZ's five-year plan aimed at realizing the country's Vision 2030, while simultaneously addressing the global aspirations of the Sustainable Development Goals and Africa Agenda 2063. The NDSI is expansive and has 14 priorities,⁷ many of which overlap with USAID/Zimbabwe priorities, including economic growth and stability; food security and nutrition; environmental protection; health and well-being; governance; climate resilience and natural resource management; public service delivery; social protection; youth, sport and culture; and devolution and decentralization. The GOZ has produced a well-structured development plan but lacks the budget to implement the plan.

¹ <https://countryeconomy.com/demography/literacy-rate/zimbabwe>

² <http://uis.unesco.org/en/country/zw>

³ The Economist, February 26 2017. *How Robert Mugabe Ruined Zimbabwe*. <https://www.economist.com/the-economist-explains/2017/02/26/how-robert-mugabe-ruined-zimbabwe>

⁴ The World Bank, June 2021. *Zimbabwe Economic Update*.

<https://openknowledge.worldbank.org/bitstream/handle/10986/35748/Overcoming-Economic-Challenges-Natural-Disasters-and-the-Pandemic-Social-and-Economic-Impacts.pdf?sequence=1&isAllowed=y>

⁵ Reuters, May 8 2022. *Zimbabwe Suspends Bank Lending in Bid to Arrest Currency Decline*.

<https://www.reuters.com/world/africa/zimbabwe-suspends-bank-lending-bid-arrest-currency-decline-2022-05-07/>

⁶ <http://constitutionnet.org/country/zimbabwe-country-constitutional-profile> (extracted from the USAID Briefing Book)

⁷ <https://www.veritaszim.net/node/4583>

Relationship with the Government of Zimbabwe

The United States stands by the commitments we made to the people of Zimbabwe at independence in 1980; to work together to promote democratic institutions, equitable economic growth, public health, and food security. The United States desires improved bilateral relations with Zimbabwe. Though the governments of the United States and Zimbabwe may differ on the best means of achieving a better future for all Zimbabweans, we seek to engage in a respectful dialogue that upholds the universal values and rights Zimbabweans fought so hard to gain 40 years ago.

All USAID programming in Zimbabwe must align with U.S. appropriation law, which contains multiple restrictions on assistance. While there are numerous exceptions to these requirements, such as for life-saving assistance, USAID must be careful to use these exceptions judiciously and to do no harm. USAID invests hundreds of millions of dollars each year to support the health system and to provide life-saving emergency assistance. While the GOZ does make significant investments in the health sector, due to the zero-sum nature of budgeting this means less funding in other sectors. Without proper macroeconomic management, increased revenue, and reduced graft, there is no path for the GOZ to fund its own development. By investing heavily in governance, civil society, and citizen agency, USAID will safeguard its other investments and promote sustainable development in Zimbabwe.

Economy

As a result of policy decisions, natural disasters, and climate change, in 2019 an estimated 49 percent of Zimbabweans lived in extreme poverty. Urban poverty is increasing at a faster rate than rural poverty. The number of Zimbabweans in need of humanitarian assistance grew over the past several years, with an estimated 6.8 million people, or almost half of Zimbabwe's population, in urgent need of assistance in 2021.⁸ Despite an improvement in the food security situation in most parts of rural Zimbabwe following an above-average 2020/2021 harvest,⁹ the 2021/2022 harvest reminded observers that achieving food security requires continued investment and improved governance.

Zimbabwe has significant economic potential, yet that potential is not fulfilled. The mining sector, in particular, is not presently an engine of broad-based growth. Elites remain heavily involved in the economy, particularly in the mining, fuel, and agricultural sectors. Government-managed cereal and grain reserves and agricultural recovery/humanitarian/social safety net distributions will benefit from increased transparency and political independence. Some saw positive economic trends in 2021, and national GDP growth was expected by some to rebound to 5.1 percent after a two-year contraction,¹⁰ but rising inflation and a recent ban on all bank lending nationwide threaten growth.

Zimbabwe's informal economy is the second largest in the world, contributing about 61 percent of the country's gross domestic product in 2018.¹¹ However, informal sector actors remain largely

⁸ <https://www.humanitarianresponse.info/ru/operations/zimbabwe/document/2021-zimbabwe-humanitarian-response-plan-draft>

⁹ <https://reliefweb.int/report/zimbabwe/zimbabwe-humanitarian-response-dashboard-january-september-2021>

¹⁰ <https://www.worldbank.org/en/country/zimbabwe/overview#1>

¹¹ International Monetary Fund, January 24 2018. *Shadow Economies Around the World: What Did We Learn Over the Last 20 Years?* <https://www.imf.org/en/Publications/WP/Issues/2018/01/25/Shadow-Economies-Around-the-World-What-Did-We-Learn-Over-the-Last-20-Years-45583>

economically and socially excluded, often demeaned, marginalized, and sometimes criminalized or harassed. Women are four times more likely than men to be out of the formal labor force.¹²

Russia, and more so the PRC, maintain significant interests in Zimbabwe. The PRC is Zimbabwe's fourth largest trading partner and its largest source of investment. In recent years, Zimbabwe has borrowed over \$3.4 billion from PRC institutions, making the country one of the PRC's main borrowers in Africa. The PRC thus has significant interests and influence over Zimbabwe.

Deteriorating health system and service delivery

Zimbabwe is dependent on international donor funding to maintain quality health services. Seventy percent of the GOZ health budget is for salaries, while support for the broader health system (commodity needs and distribution, laboratory, health facility operational costs, etc.) is mainly funded externally. In 2021, the GOZ increased the amount budgeted for health in the national budget to the 15 percent Abuja recommendation—an important landmark. Actual expenditure in health is not known but has not reached that level.

Significant donor investments have resulted in impressive gains in combating both HIV/AIDS and malaria, the two leading causes of mortality in Zimbabwe. However, Zimbabwe's health system struggles to provide other basic health services to the population due to challenges in maintaining infrastructure and staffing levels. There has been an exodus of key health personnel, particularly doctors and nurses, to other countries such as the United Kingdom (UK), South Africa, Botswana, and New Zealand, due to higher wages abroad and superior working conditions. A February 2022 news article stated that Zimbabwe's Health Services Board reported that over 2,200 nurses and doctors had left the country since the previous year, leaving the public health systems crippled.¹³ The COVID-19 pandemic further strained the already weak health system.

Climate change and other environmental shocks and stressors

Climate change is a growing problem for Zimbabwe's economy, which is particularly vulnerable given that so many Zimbabweans depend on rain-fed agriculture for their livelihood. The Notre Dame Global Adaptation Initiative Country Index, which measures countries' climate vulnerability and readiness to improve resilience, ranks Zimbabwe 171 out of 182 countries.¹⁴ Increased heat, intense precipitation events, flooding, erratic rainfall, and drought are expected to reduce crop yields and livestock productivity, reduce forest cover, worsen water scarcity, and contribute to a wider distribution of disease parasites. In addition to climate change, the major contributors to deforestation, land degradation, and habitat fragmentation are unregulated infrastructural development and land use, including urban growth.¹⁵ ¹⁶ Zimbabwe also regularly endures natural disasters, including localized flooding and Cyclone Idai that ravaged communities and families in Chimanimani and Chipinge districts, with the impact continuing to this day.¹⁷ Both legal and illegal mining have deleterious environmental impacts. The future impacts of climate change in Zimbabwe will exacerbate the harmful effects of poor

¹² International Labor Organization, June 2021. Zimbabwe: Putting Decent Jobs at the Centre of the Economic Development Strategy. https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/---sro-harare/documents/publication/wcms_819125.pdf

¹³ <https://www.aa.com.tr/en/africa/renewed-exodus-of-healthcare-workers-hits-zimbabwe/2510150>

¹⁴ <https://gain.nd.edu/our-work/country-index/rankings/>

¹⁵ SIDA, 2016. Environmental and Climate Change Policy Brief Zimbabwe.

¹⁶ USAID/Zimbabwe, Foreign Assistance Act Sections 118/119 Tropical Forests and Biodiversity Analysis, July 2021

¹⁷ <https://reliefweb.int/report/zimbabwe/zimbabwe-tropical-cyclone-idai-final-report-dref-operation-n-mdrzw014>

land-use practices, notably deforestation, soil degradation and water pollution. Targeted investments will mitigate the sharpest impacts.¹⁸

A young population

Zimbabwe's young population profile represents both an opportunity and challenge to the country's development prospects. According to Zimbabwe's 2012 census, 42 percent of the population falls within the youth cohort (10-29 years of age), as defined by USAID's 2013 Youth in Development Policy, with 67 percent of the population below the age of 35. The median age in Zimbabwe is 19.¹⁹ Slightly over half of this youth cohort is female. Zimbabwean youth face multiple challenges such as unemployment, tokenistic participation and involvement in political processes, unaffordable education, substance and drug abuse, poor access to health care due to excessive poverty, forced mobility (migration) due to limited opportunities, child marriages, and sexual abuse of young women, among others.²⁰ The high unemployment rate has led to many young people resorting to vending, cross border trade, and other activities in the informal sector to support their livelihoods.^{21 22}

Women and gender

Zimbabwe has embraced the concept of gender equality and women's empowerment through its legal framework; however, implementation capacity is insufficient, and a number of strategic and operational challenges persist. The Constitution of Zimbabwe (2013) recognizes men and women as equal citizens and provides a framework for equal access to resources. The Constitution's sections 17, 78, 80, 85, 245 and 246 all provide legal backing for advancing the rights of women. Despite these constitutional provisions, the government has not adequately implemented the legal framework and women continue to face political, economic, and social marginalization. Inequitable access to resources, exclusion from decision-making, gender-based violence (GBV), and disproportionately negative health outcomes mean that Zimbabwean women face significant challenges. Cultural, religious, and ideological beliefs²³ place Zimbabwean women at high risk of GBV and early marriage, while economic hardship increases rates of sex trafficking and forced labor.²⁴ While the Constitution and the Zimbabwean Labour Act both provide for equal remuneration for equal work; workplace rights; and the prevention of discrimination on the grounds of sex, marital status and pregnancy, a significant wage gap between men and women persists.²⁵ Pandemic-induced school closures and worsening economic conditions likely increased child sex trafficking and child labor.

¹⁸ Brazier, 2015. Climate Change in Zimbabwe – Facts for Planners and Decision Makers

¹⁹ <https://www.worldometers.info/world-population/population-by-country/>

²⁰ USAID/Zimbabwe Youth Squad - Position Paper on new CDCS

²¹ Afrobarometer, Round 6 Survey.

²² OHCHR Study On Youth and Human Rights: Youth in Zimbabwe submitted by: Zimbabwe Human Rights Commission (ZHRC)

²³ SADC Gender Protocol Barometer 2020 p3.

²⁴ In the 2021 Trafficking in Persons report, Zimbabwe was downgraded from Tier 2 to Tier 2 Watch List, indicating that the GOZ did not demonstrate adequate efforts to address human trafficking. According to the report, the government significantly decreased investigations and prosecutions and official complicity in human trafficking remained prevalent. The CDCS incorporates strategies for the protection of children and the reduction of the risk of trafficking. Specific actions include supporting civil society organizations that provide legal, health, and psychosocial support for victims; integrating child protection and human trafficking prevention into DREAMS and orphan and vulnerable children programming; and increasing employment, leadership, and youth agency to reduce the vulnerability of youth to human traffickers.

²⁵ Zimbabwean Labor Act Chapter 28:01.

III. Strategic Approach

PRIORITY PROGRAM APPROACHES

It's all about governance

Governance challenges are at the heart of Zimbabwe's development landscape and a major contributor to the country's vulnerability. Because USAID is primarily engaged at the community level, most USAID investments are better able to influence lower levels of government rather than government at its higher levels. This does not mean that the Mission must de-prioritize addressing the specific development deprivations inherent to specific sectors; it means that investments through all sectors can contribute to improved governance, accountability, and rule of law, and conversely, improved governance and civic participation is key to sustainability across sectors.

Integration for resilience

Governance challenges, coupled with other shocks and stressors, has left Zimbabwe's people, households, communities, and systems impoverished and vulnerable. This strategy emphasizes building resilience—i.e., the ability to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth—through an integrated approach. In any one individual or community, resilience comes from multiple sources. Because amplifying these sources is aided by an integrated approach, each DO, explicitly or not, relates to resilience. Under DOI the Mission addresses food security, the health of both humans and their environment, and community cohesion. DO2's focus on youth emphasizes inclusion and agency, particularly in the economic and health sectors, as central to resilience. Governance at all levels—including democratic behaviors and attitudes, institutions, and inclusive citizen participation—is crucial to a resilient society and is reflected in DO3. While sectoral objectives can be identified more explicitly at the IR and sub-IR levels, the strategy posits that synergies between the sectors will increase impact and that multidimensional technical solutions will help ensure that problems are addressed holistically.

The Mission will make use of mapping, geographic targeting, sequencing, and layering of activities to inform integration. The Mission recognizes that this is a more challenging approach than a traditional sectoral framework yet is convinced that this approach provides the best chance for tackling the underlying causes of chronic vulnerability in Zimbabwe with the limited resources available to the Mission.

Responding to climate change

There is an accelerating need to manage natural resources and strengthen ecosystem services in support of agricultural production, health, economic growth, and tourism. Strengthening adaptation to climate change is at the core of the resilience concept. Incorporating recommendations of the Mission's I18/I19 Tropical Forests and Biodiversity Analysis and in accordance with the Zimbabwe Mission Climate Risk Analysis, the Mission will integrate climate change throughout its CDCS. For example, efforts to increase agricultural production and productivity will be informed by climate change considerations, livelihood strategies will be adapted to mitigate the impacts of climate change, skill-building for youth will include climate/natural resource management topics, youth empowerment activities will promote youth leadership in climate change, citizen access to information will include climate change information and adaptation techniques, and climate-related policy frameworks and guidelines will be addressed through interventions in good governance. Annex E provides a detailed description of actions the Mission will take in each sector to integrate climate change issues.

PARTNERSHIPS

Promoting localization

This CDCS is premised on the idea that both resilience and long-term, positive, sustainable change must be driven by Zimbabweans. In line with Executive Order 13985, *On Advancing Racial Equity and Support for Underserved Communities through the Federal Government*, USAID/Zimbabwe developed a New Partner Initiative (NPI) Action Plan that the Mission will implement in support of the new CDCS. The NPI Action Plan aims to increase local citizens' influence on Zimbabwe's development. This will be achieved through the use of non-traditional and local partners, coupled with enhanced capacity development that considers Zimbabwe's specific country risks. In addition, the Mission will establish more deliberate avenues for local citizen input and leadership in development program design through actions like co-creation and community visioning, and participatory monitoring. USAID/Zimbabwe will continue to empower local actors to lead priority-setting, solution definition, decision-making, management, measurement, and other processes through which development assistance contributes toward increased agency and improved systems and outcomes for development.

LOCALIZATION

During the last strategy period, the Mission increased the use of NPI approaches from \$388,570,683 to \$526,402,702 and engaged 21 (out of a total of 49 awards) local direct partners. The Mission will continue on this trajectory into the new CDCS.

The Mission has extensive prior experience working with local partners and working in co-creation. Zimbabwe has a vibrant civil society with a history of development work, especially in the democracy and governance and health sectors. Historically, a significant portion of the Mission's Democracy and Governance portfolio has been implemented by local partners and 68 percent of the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) investments now go directly to local partners. This base of local partners presents an opportunity for the Mission to deepen or even expand its NPI efforts over the life of the new CDCS.

Engaging the private sector

Private sector engagement is a cross-cutting objective that will be integrated, as appropriate, into programs across all sectors. The Mission recently completed a [Private Sector Landscape Analysis](#) (PSLA) that highlighted the importance of Zimbabwe's informal economy, which contributes about 61 percent of GDP²⁶ and 76 percent of all employment nationally.²⁷ The formal sector, on the other hand, plays a smaller role in the economy, with productive sectors having contracted by an average of 3.3 percent since 2018.²⁸ In keeping with DO2's focus on youth, the landscape analysis highlighted the predominant role of youth in the private sector. Based on the PSLA and other sources, the Mission is developing a five-year Private Sector Engagement Plan to support this CDCS. It provides an overall framework for each of the Mission's four technical teams to increase their engagement with the local private sector. In addition, the Mission is finalizing an Informal Economy Assessment to highlight specific ways for USAID to support youth, women, and micro- and small-to-medium enterprises in the informal sector. The strategy's emphasis on private sector engagement directly supports the promotion of localization, mentioned above.

²⁶ IMF, 2018

²⁷ ZIMSTAT, Zimbabwe Labor Force and Child Labour Survey, 2019

²⁸ RBZ 2020, Annual Financial Stability Report

To reduce risks associated with working with the local private sector in Zimbabwe and to adhere to policy restrictions, USAID will conduct due diligence on potential partners to reduce the risk of inadvertently aiding or associating with malign actors.

Inclusive development

USAID will consider groups that are often marginalized or overlooked in its planning and activity design processes, with particular emphasis on women, youth and the disabled. It is estimated that the disabled make up approximately nine percent of Zimbabwe’s population²⁹ and are among its most vulnerable groups. USAID will champion the inclusion of people with disabilities through specific, disability-focused programming as well as by ensuring the inclusion of people with disabilities in other, non-disability-specific programming. Indicators for inclusivity will be included in monitoring activities to ensure that vulnerable groups are not excluded.

As discussed previously, youth comprise 67 percent of Zimbabwe’s population, yet they lack access to education, health services, and economic opportunities. Zimbabwe’s limited democracy prevents meaningful participation, and youth civic and social agency is low. DO2 reflects the Mission’s conviction that youth inclusion is critical to sustainable development in Zimbabwe.

Given the gender inequalities in Zimbabwe, the Mission will prioritize women and girls’ empowerment in its programming implementation. This is reflected in the Mission’s decision to place women and girls’ empowerment as a key cross-cutting objective across its program portfolio. The results framework section describes how the Mission will integrate women and girls’ empowerment under each DO.

The Case for Inclusion

The perceived tension between inclusion and growth—and the false belief that they should be addressed separately—has hampered efforts to pursue and achieve inclusive growth. But in fact, insufficient economic inclusion is a threat to prosperity, and it is difficult to improve economic mobility and resource distribution without increasing the overall size of the economy.

McKinsey & Company, The case for inclusive growth, April 28, 2021 | Report

Engagement with and contributions of development partners

The GOZ relies heavily on both bilateral and multilateral funding for humanitarian assistance as well as on the UK’s Foreign, Commonwealth & Development Office for health and social sector support. Local organizations, including philanthropic and religious organizations, are also highly dependent on external donor support. The U.S. government is the largest bilateral donor to Zimbabwe, followed by the UK, while the Global Fund for AIDS, Tuberculosis and Malaria (Global Fund) is the largest multilateral source of financing. At the highest level in-country, the Zimbabwe Development Partners Forum provides a venue for coordinating activities and approaches. This group is supplemented by sector working groups (Humanitarian Country Team, Health Development Partners, etc.) that coordinate more closely around technical programs and issues.

Sector Focus—Other Donors

- **Education:** UK and Germany (likely reduced due to UK cuts)
- **Civil Society:** UK, EU, Sweden, Germany
- **Climate Change:** EU
- **Regional Economic Integration:** Japan
- **Empowerment of Women and Girls:** UK, Sweden, Germany
- **Health:** Multilateral Global Fund
- **Social Protection:** UK, EU, Sweden, Switzerland

²⁹ ZIMSTAT Intercensal Demographic, 2017

Donor coordination is particularly important to the achievement of DO3. The general governance status quo benefits from donor disunity and indiscipline; a more united donor front would increase donors' ability to accelerate GOZ momentum towards achieving the reforms to which it has committed.

Interagency efforts

The Department of State's Public Diplomacy section seeks to enhance U.S.-Zimbabwean engagement through cooperation between U.S. and Zimbabwean universities as well as through programs such as Fulbright, the Young African Leaders Initiative (YALI), and the International Visitor Leadership Program. These efforts boost Zimbabwean citizen capacity and agency for country-led development. "Hard" diplomacy directly engages GOZ entities to promote reforms in line with ZDERA. USAID political and governance objectives (DO3) and economic and health priorities (DO1) will be particularly important as the Mission strives to maintain an open civic space as the 2023 elections approach. The U.S. Centers for Disease Control and Prevention invests in the fight against HIV, the COVID-19 response, and pandemic preparedness.

IV. Results Framework

GOAL: ZIMBABWE TRANSITIONS FROM CHRONIC VULNERABILITY TO A MORE RESILIENT, INCLUSIVE, AND DEMOCRATIC SOCIETY

With an estimated 7.9 million people, or almost 49 percent³⁰ of the Zimbabwean population, living in extreme poverty in 2020 and some 30 to 40 percent of the population annually dependent on humanitarian assistance, support for resilience-building that allows individuals and society to transition away from chronic vulnerability is an immediate priority for the Mission.

The CDCS goal, *Zimbabwe transitions from chronic vulnerability to a more resilient, inclusive, and democratic society*, addresses all four resilience impact areas identified by USAID's Center for Resilience: economic, social, climate and environment, and governance.³¹ USAID will address the most immediate and visible causes of vulnerability— infectious disease, droughts, natural disasters, entrenched poverty, and chronic violence—as well as the underlying causes of vulnerability—poor nutrition and health care, livelihoods insecurity, insufficient social cohesion and individual agency, and the mismanagement of natural resources—that require a long-term approach. USAID will foster accountability, citizen participation, rule of law, good governance, and policy-making that are necessary for a democratic society. This CDCS internalizes findings that investments in good governance at the subnational and local levels can deliver enhanced resilience.³² Recognizing that Zimbabwe cannot emerge from fragility if

RESILIENCE

Resilience is the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.

Resilience Evidence Forum Report, 2018

³⁰ The World Bank, June 2021. Zimbabwe Economic Update.

<https://openknowledge.worldbank.org/bitstream/handle/10986/35748/Overcoming-Economic-Challenges-Natural-Disasters-and-the-Pandemic-Social-and-Economic-Impacts.pdf?sequence=1&isAllowed=y>

³¹ <https://resiliencelinks.org/impact-areas>

³² Bedi, Nikki; Bishop, Madilynn; Hawkins, Ukiah; Miller, Olivia; Pedraza, Rodrigo; Preble, Anna; and RicoRairan, Angela (2014) "Linking Resilience and Good Governance: A Literature Review," *Anthós*: Vol. 6: Iss. 1, Article 3. <https://doi.org/10.15760/anthos.2014.15>

youth and marginalized members of society are left behind, the CDCS promotes proactive inclusivity,³³ championing active youth participation as a driving force in Zimbabwe's development and deliberately targeting women and the disabled for greater inclusivity.

The broad terms in the goal statement set a strong foundation for the CDCS' three development objectives and three cross-cutting objectives. Because chronic vulnerability results from an integrated set of challenges, the development objectives are fashioned to promote integrated thinking and co-location and layering of interventions for greater and more sustainable impact.

To achieve the CDCS goal, USAID/Zimbabwe will pursue three integrated Development Objectives:

- DO1: *Ability of Zimbabweans to live healthier lives and sustainably adapt to, mitigate, and recover from shocks and stressors strengthened*
- DO2: *Youth contribution to Zimbabwe's development progress enhanced*
- DO3: *Good governance improved*

The Mission acknowledges that there are areas of overlap between the DOs and that the DOs do not align with USAID's typical technical area organizational structure. While this overlap presents challenges for measuring and differentiating outcomes, the integrated DOs reflect the cross-sectoral reality of development challenges, particularly in Zimbabwe's complex context.

To strengthen impact and bring about improved development results, the Mission will also integrate three cross-cutting objectives into all programming:

- Women and girls' empowerment
- Private sector engagement
- Inclusive development

Over the course of the CDCS, the Mission anticipates that implementation of its three cross-sectoral development objectives, supported by the three cross-cutting objectives, will result in the Zimbabwean people being healthier, more food secure, resilient and better able to cope with continuing shocks and stressors, as indicated by improved health indicators, reduced poverty, and a reduced need for humanitarian assistance. It is further anticipated that citizens will be more active in civic life and will have better access to necessary services and resources at the local level due to improved local governance. The CDCS focus on youth envisions young Zimbabweans as active development partners in this journey.

DEVELOPMENT OBJECTIVE 1: Ability of Zimbabweans to Live Healthier Lives and Sustainability Adapt, Mitigate, and Recover from Shocks and Stressors Strengthened

Strengthening resilience requires long-term, multisector investments to strengthen sources of resilience including expanded and diversified economic opportunities, social capital, access to financial services, increased human capital, gender equality and social inclusion, and sustainable agriculture and natural resources. These sources of resilience should not be seen as ends in themselves, but rather as resilience capacities that enable people, households, communities and systems to effectively respond to shocks and stresses when they occur³⁴

³³ Colin Hay, Tom Hunt & J. Allister McGregor (2020) Inclusive growth: the challenges of multidimensionality and multilateralism, Cambridge Review of International Affairs, DOI: [10.1080/09557571.2020.1784849](https://doi.org/10.1080/09557571.2020.1784849)

³⁴ USAID, Resilience Evidence Forum Report, April 18, 2018

DOI overview

The ability to adapt to, mitigate, and recover from shocks and stressors is at the heart of resilience. In Zimbabwe, recurrent shocks and stressors, both natural and man-made, are the primary proximate causes of food insecurity and poverty.

Over the past ten years, an increasing number of Zimbabweans have become more vulnerable. The number of extreme poor has more than doubled since 2011, with 7.9 million people, or 49 percent of the population, classified as “extreme poor” in 2020. An average of 30 to 40 percent of Zimbabweans, primarily in 60 rural districts, have required humanitarian assistance in each of the past 10 years. The 2020 Zimbabwe Vulnerability Assessment Committee (ZimVAC) reports that Global Acute Malnutrition for children 6 to 59 months reached five percent in three provinces—the benchmark for a public health emergency,³⁵ while an estimated 3.5 million children are chronically hungry.³⁶

Poor health, both a consequence of and a contributor to poverty, is reflected in high maternal mortality rates, and high rates of HIV, tuberculosis, infant and childhood illness and, in some areas, malaria infection. Zimbabwe has a highly donor-dependent and fragile health delivery system that faces frequent health worker shortages, strikes, and stock-outs of critical medicines. Meanwhile, declining agricultural production, climate change, environmental degradation, and insufficient social cohesion further contribute to the deteriorating circumstances of many Zimbabwean families.

DOI adopts a two-pronged approach to building resilience. First it provides short-term, immediate, targeted life-saving assistance to households most affected by recurring shocks and stressors. Support for food commodities, complementary nutritional products, emergency livelihoods recovery, and critical health care will continue to receive significant funding and attention. Secondly, DOI emphasizes longer-term interventions that reduce the root causes of chronic vulnerabilities. For longer-term resilience, USAID will focus on enhancing agricultural production and productivity, ensuring that households have access to diverse nutritious foods, diversifying income sources, and ensuring that families employ basic hygiene practices. In partnership with the Ministry of Health and Child Care (MOHCC), USAID will support improvements in the quality and accessibility of health services, increasing their uptake among target populations, strengthening the systems that deliver health services, and improving the enabling environment for public health. DOI will also work with other development partners to respond to the

Why Resilience?

With both internal and external shocks and stressors expected to increase over the life of this CDCS, Strengthening the ability of Zimbabweans to sustainably adapt, mitigate, and recover from difficult situations is a necessary part of any viable path to self-reliance and to decreasing long-term dependence on external humanitarian and development assistance.

DOI: Development Hypothesis

IF the food and nutrition security of Zimbabweans is more assured because of improved agricultural production, consumption, and related household practices; IF the quality and use of health services improves so that Zimbabweans have better health outcomes; IF improved natural resource management practices and livelihood strategies lead to stronger ecosystem services; and IF communities become more socially cohesive by mitigating and managing conflict and accessing needed services; THEN Zimbabwean households and communities will be better able to live healthier lives and adapt, mitigate, and recover from reoccurring shocks and stressors, BECAUSE improvement in all of these sectors are necessary for sustainable reductions in vulnerability.

³⁵ <https://docs.wfp.org/api/documents/WFP-0000119650/download/>

³⁶ <https://borgenproject.org/poverty-in-zimbabwe/>

role that climate change plays in recurring shocks and disasters and the accelerating need to manage natural resources and strengthen ecosystem services for both immediate and long-term agricultural production, health, economic growth, and tourism. Finally, USAID will work with communities to establish a common vision and sense of belonging that will help the populace jointly address GBV, climate change, pandemics, diseases, and other challenges that threaten their well-being.

Integration and linkages

Development Objective 1 is broad in scope and addresses all four resilience impact areas defined by USAID's Center for Resilience: economic, social, climate and environment, and governance.³⁷ IRI.1, with its emphasis on short- and long-term food and nutrition security, falls under the economic impact area; IRI.2, with its focus on health outcomes, is in the social impact area; IRI.3 fits squarely in the climate and environment impact area; and IRI.4, on community cohesion, falls within the governance impact area. The causal results framework structure, however, does not adequately capture the strong links and reinforcing principles that each IR offers to the other IRs. For example, IRI.1 and I.3 are closely linked through their mutual concerns with soil, water, the environment, and climate change. Environmental conditions also impact health outcomes (IRI.2), while IRI.1's support for community organizations (Water Point Committees, watershed management committees, village savings and loan groups) contributes directly to IRI.4 and broader democracy-building efforts (DO3). The breadth of DOI reflects the complexity of resilience, the need for multi-sectoral investments, and USAID's understanding that a holistic approach to reducing vulnerabilities is required for lasting impact.

In addition to the intra-DO linkages described above, DOI is closely associated with both DO2 and DO3.

The fact that youth will provide much of the labor force and leadership for food production, employment and natural resource management links DOI and DO2. As the largest age group in Zimbabwe, youth are in a position to improve or vastly harm the environment. To reach climate and conservation objectives, youth must feel they have a stake in conservation and take a leadership role advocating for stronger conservation policies. DOI's involvement in social cohesion not only involves youth (DO2) but also contributes to good governance (DO3) and respect for rule of law. Conversely, good governance provides the foundation for agricultural policy, functioning health systems, natural resource management, and community-building that allow Zimbabweans to adapt and recover from shocks. Finally, DOI, DO2 and DO3 are all linked through the provision of services, particularly health services, for youth and other vulnerable groups.

Programmatic adaptations

The Mission identified several adjustments that will be incorporated into program planning across DOI. USAID will work more closely with communities to assess their preparedness for shocks and to develop locally led solutions. USAID will also make greater use of digital tools for capacity building, taking advantage of cellphone and communication technology. To counter the threat of political violence, USAID will specifically target potential perpetrators and solution holders with activities to reduce or mitigate risks, including engaging more proactively in early warning and early response mechanisms. To address ongoing economic turmoil and maintain momentum, USAID will continue supporting local economic systems, savings, and financial literacy; increase focus on cash and non-cash income; build the capacity of stakeholders to advocate for consistency in policy formulation and implementation; and intensify engagement with the private sector to maximize field impacts, drive innovation, and advocate for transparent, market-led approaches.

³⁷ <https://resiliencelinks.org/impact-areas>

Government of Zimbabwe priorities

Economic growth and stability, food and nutrition security, health and wellbeing, environmental protection/climate resilience/natural resource management, and social protection are all listed as priorities in NDSI. With the partial exception of health, the GOZ has struggled to uphold financial, policy, or personnel commitments in these areas. Indeed, poor agricultural and economic policies, inefficient market systems, and endemic corruption have undermined the agricultural sector and exacerbated food insecurity. In the health sector, the GOZ and donor community work collaboratively and share common priorities, but key programs in the sector, such as HIV/AIDS, are heavily dependent on donors and the GOZ struggles to keep its human resource base in-country due to deteriorating salaries and working conditions.

Other donors

A number of donors support resilience building interventions in Zimbabwe, including the UK, the European Union (EU), Canada, Japan, and Switzerland. These donors collaborate extensively and have formed a number of clusters and working groups to tackle specific issues within Zimbabwe. Donors also coordinate on specific, joint messages to the GOZ to help advocate for change.

IRI.1: Food and nutrition security enhanced

Some 68 percent of Zimbabweans live in rural areas and depend on rain fed agriculture for their livelihoods. However, the country has seen a substantial decline in agricultural production since 2000 due to a combination of erratic seasonal rainfall patterns, drought, low soil fertility, and institutional and policy factors related to the Fast Track Land Reform. Similarly, the quality of livestock breeds has declined, leading to losses in the value of smallholder farm assets and a negative impact on household nutrition. Climate change has contributed to an increased number of crop pests and diseases and environmental degradation has reduced soil fertility and water quality. Food insecurity has become the norm for many rural as well as urban dwellers.

Most Zimbabweans engage in some form of agriculture as both rural and urban dwellers cultivate subsistence crops. However, their capacity for success is limited by lack of access to and use of quality inputs and markets. Cash shortages, transportation costs, and lack of market information further inhibit success. Women's capacity to meaningfully contribute to alleviating food insecurity is further constrained by restrictions on women's access to productive land and assets, unequal patterns of power and decision-making, and traditional roles and responsibilities in the household that limit mobility. Women also have less secure access to assets and resources, particularly land and credit, which would enable them to secure their livelihoods, and their decision-making authority tends to be limited to the family level, while male family members typically have more power over household resources and major decisions. For both genders, opportunities for casual labor, a source of income that in earlier times helped families during lean seasons, have become increasingly limited as the country's economy declines.

Drawing on guidance in the U.S. Government Global Food Security Strategy 2022-2026, this IR will pursue a mixture of short- and long-term interventions to address food and nutrition security. In coordination with other humanitarian assistance partners, USAID will continue to prioritize immediate, lifesaving assistance to the most vulnerable. ZimVAC reports will help guide the allocation of resources provided through humanitarian assistance and help with planning national programs. New interventions will incorporate lessons learned, such as those provided by the March 2020 Final Performance Evaluation of the Amalima Development Food Assistance Project in Zimbabwe³⁸ that recommended, among other things, increased focus on water provisioning, the scale up of the use of mobile phone

³⁸ USAID, Amalima Development Food Assistance Project in Zimbabwe, March 2020.

technology, and the development of specific training modules. New attention will be placed on reaching children in humanitarian situations with psychosocial support. Cognizant of past experiences with the challenging political situation in Zimbabwe, USAID will remain vigilant to ensure that lifesaving, humanitarian assistance is distributed based on need, particularly in the lead up to elections.

Longer-term interventions under IRI.1 will focus on both the production and use of agricultural goods and the diversification of income. Because women in Zimbabwe tend to be responsible for household gardens and household meal preparation, USAID will continue to target women with nutrition-sensitive agriculture activities to increase dietary diversity. To complement these activities, USAID will also work with households to increase access to basic sanitation services and improve basic hygiene practices, contributing to better nutrient absorption and improved health. At the community level, the strategy intensifies support for smallholder producers, working with male and female farmers to improve agricultural management practices and strengthen linkages to markets. Through integration with activities in the environmental sector, USAID will introduce climate-smart agricultural technologies, promote adoption and implementation of water conservation practices, and encourage the use of flood-tolerant, salt-tolerant, and drought-tolerant agricultural inputs. USAID will help create the enabling conditions to incentivize private sector actors to engage with smallholder farmers by establishing value chain linkages between local producers, buyers/markets, processors, and aggregators. USAID will also assist households, particularly women-headed households and those with disabled members, in starting new income generating activities or finding other means of diversifying income sources.

IRI.2: Health outcomes improved

Zimbabwe's formerly robust public health sector has deteriorated significantly. While progress against HIV/AIDS, malaria, and tuberculosis (TB), where the international community has invested heavily, has been impressive, the country's maternal, neonatal, and child health (MNCH) indicators, once some of the best in Sub-Saharan Africa, have deteriorated significantly. Maternal mortality is now estimated at a concerning high level of 462 deaths per 100,000 live births.³⁹ Healthcare beyond the major urban centers is particularly problematic.

Zimbabwe's high rates of maternal mortality, malaria, tuberculosis, and infant and childhood illness not only impact the resilience of individuals, households, and communities, they also cause preventable disease and suffering that can be addressed through targeted investments in health service delivery, utilization, and enabling environment. The MOHCC has solid national level health policies and guidelines as well as costed multiyear national strategies in many priority health areas. However, actual amounts disbursed often fall below budgeted levels. Government funding, which is primarily used for salaries, is not adequate to maintain critical staffing levels or the crumbling infrastructure at hospitals and other health facilities. The severe shortage of nurses, midwives, and physicians is a particularly concerning constraint to the provision of adequate health care services. Large numbers of nurses have relocated to other countries due to the difficult economic circumstances in Zimbabwe. The COVID-19 pandemic boosted demand in some countries for skilled health workers, thus accelerating this trend.

Under IRI.2, USAID will continue to work closely with the MOHCC on health service delivery, complementing MOHCC investments in the health infrastructure and human resource areas with key commodities, mentoring, training, supply chain investments, and some additional human resources. With PEPFAR's Vision 2025, the President's Malaria Initiative's "End Malaria Faster" strategy, Zimbabwe's National TB Strategy, and Family Planning 2030 as guidance, USAID will continue investments in

³⁹ Zimbabwe National Statistics Agency (ZIMSTAT) and UNICEF (2019). Zimbabwe Multiple Indicator Cluster Survey 2019, Survey Findings Report. Harare, Zimbabwe: ZIMSTAT and UNICEF.

HIV/AIDS, malaria, and TB treatment and prevention and consolidate gains made over the past years against these pervasive infectious diseases. Under this IR, USAID will also increase its efforts to reduce maternal, newborn and child mortality through improved access to a broad range of family planning methods and increase access to quality maternal, newborn and child health services by supporting the MOHCC to scale up and roll out evidence-based, high-impact interventions.

Interventions will address both supply and demand for health services. Improvements in the quality and accessibility of services, including support for community systems for disease surveillance, will help address supply issues. USAID support for commodities, mentoring, and training will address immediate needs while also strengthening human resources for health and building longer-term sustainability in the health system. Behavior change interventions will focus on increasing the use of health services and maintaining healthy behaviors at home, including basic hygiene practices and maternal and child nutrition. In response to deteriorating MNCH indicators, particular emphasis will be placed on addressing the primary causes of maternal mortality through increased use of family planning; encouraging women to adhere to WHO-recommended eight antenatal care visits and give birth at a health facility; strengthening health worker knowledge, skills and attitudes; and upgrading Village Health Worker knowledge and skills to promote appropriate maternal and child health health-seeking behaviors. To solidify gains made through these interventions, the Mission will continue to work with the MOHCC to strengthen the health system and ensure that national health policies are established and updated to improve health service delivery. Issues such as health management information systems, human resources for health, supply chain, and health financing will all be addressed. In addition, USAID will help strengthen systems to better detect and respond to disease outbreaks and support efforts to make the health system more resilient to ensure continuation of services during times of crisis (e.g., future pandemics, natural disasters, emergencies). In addition to the MOHCC, USAID currently partners with the National AIDS Council, sub-national health systems, the private and non-profit health sector, and numerous local, community and faith-based organizations to facilitate links between communities and their health facilities and address health concerns. USAID also actively participates in several health-related technical working groups that promote a coordinated donor/government/community/NGO response to specific health issues. Under this CDCS, USAID will continue to seek new opportunities for local partnerships, with a goal of reaching 70 percent of funding for new and underutilized partners.

USAID will also explore strategic opportunities to leverage private sector partnerships and better incorporate the full array of private-sector delivery options to complement and fill critical gaps in the public sector.⁴⁰

IRI.3: Ecosystem services strengthened

Predictions point to a 30 percent reduction in agricultural production by 2050 due to climate extremes and land degradation.⁴¹ The quantity and quality of water resources is insufficient. Deforestation and desertification are spreading quickly, accelerating environmental damage and exacerbating the effects of climate change. Wildlife poaching and illegal wildlife trade pose massive problems for species conservation and biodiversity. Human population growth and poor land use practices are increasing competition for scarce natural resources and causing increased human-wildlife conflicts, further compounding rural poverty and ecological imbalance.

While environmental protection, climate resilience, and natural resource management are stated GOZ priorities, environmental policies to back up those priorities are not in place. Further, lack of

⁴⁰ The Mission's Private Sector Engagement Action Plan, still in draft, will contain details.

⁴¹ <https://www.usaid.gov/sites/d>

enforcement of existing regulations has led to environmental degradation that has reduced soil fertility and water quality. GOZ agencies entrusted with managing and protecting the environment are underfunded and lack the capacity to carry out their mandates. Instead, the country relies on external funding and NGOs to support conservation objectives. At the community level, citizens lack education, knowledge and resources to respond to climate change factors, including weather variations and increased number of crop pests and diseases. Further, with many poor and food insecure communities bordering protected areas, human-wildlife conflicts such as crop raiding, livestock depredation, human injury or death, and wild animal injury or death, are a growing problem, threatening biodiversity, food security, and human life.

Under IRI.3, USAID will adopt recommendations of its I18/I19 Analysis⁴² and work at the community level to increase the introduction, adoption and implementation of sound, locally-driven natural resource management practices. USAID will assist communities to use climate information; implement actions that reduce risk to climate change; and support soil conservation, improved watershed management, and climate-smart agricultural practices. Interventions will target biologically significant areas with improved management practices to improve biophysical conditions and support water-related investments like solar-powered boreholes, water treatment tanks, and toilet/hygiene facilities to provide safe drinking water and limit the pollution of local rivers and streams. Partnerships with the private sector, local organizations, and the communities themselves will develop viable conservation enterprises like ecotourism and non-timber forest product schemes to keep economic benefits from conservation within communities and strike a sustainable balance between economic development and the environment. The Mission will support holistic approaches to sustainably address human-wildlife conflicts in communities adjacent to biodiverse landscapes such as protected areas. Support for policy and legal advocacy on environmental governance will complement and reinforce community-level activities. USAID will also advocate for public-private partnerships in the national parks system to improve management of biodiverse wildlife areas, increase transparency, and create economic engines to better benefit surrounding communities.

IRI.4: Community cohesion enhanced

In Zimbabwe, widespread exposure to political violence is affecting national and individual psyches. Election periods have become synonymous with violence. Peaceful protestors, civil society, labor leaders, journalists, news reporters, and members of political parties have all fallen victim to violence. Unlawful arrest and detention of innocent civilians accelerated during COVID-19 lockdowns. All indications are that limits on human rights free assembly will continue throughout the CDCS period.

The repercussions of these actions can be seen in Zimbabwe's fraying social fabric. Fear and mistrust have grown, dividing communities and limiting citizens' willingness to work together. USAID's Democracy and Governance partners report that communities affected by periodic violence suffer high levels of trauma, and it is axiomatic that those with unaddressed trauma are much less likely to engage in their communities and will have lower development outcomes. On the other hand, cohesive communities are less likely to experience significant trauma and more likely to recover from trauma more quickly.⁴³ Stakeholders in an October 2015 consultative meeting identified several important areas of local disagreement that could be addressed through peacebuilding activities. These include intra- and inter-political party tensions, disagreements related to natural resources (including land, water, and

⁴² USAID/Zimbabwe, Foreign Assistance Act Sections 118/119 Tropical Forests and Biodiversity Analysis, July 2021

⁴³ *Can Community Social Cohesion Prevent Posttraumatic Stress Disorder in the Aftermath of a Disaster*, Hikichi, Hiroyuki, Jun Aida, Toru Tsuboya, Katsunori Kondo, and Ichiro Kawachi (2016 Digital Access to Scholarship at Harvard) <https://dash.harvard.edu/bitstream/handle/1/41275495/7808%20kwv335.pdf?sequence=1>

environmental degradation), violence against women and girls, and growing intolerance (especially at the political level).⁴⁴

Cultural, religious, and ideological biases⁴⁵ place Zimbabwean women at high risk of gender-based violence. The Southern Africa Development Community barometer⁴⁶ reported that 68 percent of women in Zimbabwe experience GBV from multiple partners and caregivers over their lifetime. Child marriage is very high, with 34 percent of Zimbabwean girls married before the age of 18 and five percent married before their 15th birthday.⁴⁷ These trends are exacerbated by hunger, poverty, and conflict, and by the pandemic and associated restrictions.^{48,49} A 2020 stakeholder exercise in Victoria Falls emphasized the importance of involving all community members in GBV prevention.⁵⁰

IRI.4 builds on a growing body of evidence that social cohesion and resilience are closely linked^{51 52 53} and that communities with greater social cohesion and more bonding capital are better able to respond to shocks and stressors by leaning on each other in times of need.⁵⁴ Social cohesion can also positively influence health outcomes⁵⁵ and is integral to building a diverse, tolerant, inclusive community.⁵⁶ IRI.4 is designed around the theme that communities need to work together to overcome chronic vulnerability and that establishing a common vision and sense of belonging will help community members jointly address political violence, GBV, climate change, pandemics, diseases, and other challenges that threaten their well-being.

In IRI.4, USAID will build on lessons learned through the Zimbabwe Conflict Management and Mitigation activities and a recent Conflict Mitigation and Management Evaluation to help resolve current sources of conflict in communities and avert future ones. The emphasis will be on locally driven solutions to strengthen communities' ability to collaboratively respond to shocks. Peacebuilding activities, including the development of platforms for conflict management, will be complemented by activities that foster collective action to strengthen community resilience. These might include income-generating projects, local public works activities, the creation of community groups, the development of

⁴⁴<https://my.southsouth-galaxy.org/en/solutions/detail/deepening-the-foundations-for-peace-dialogue-and-social-cohesion-in-zimbabwe>

⁴⁵ SADC Gender Protocol Barometer 2020 p3.

⁴⁶ SADC Gender Protocol Barometer (2020) (p3). Available at <https://genderlinks.org.za/what-we-do/sadc-gender-protocol/sadc-protocol-barometer/sadc-gender-protocol-barometer-2020/>

⁴⁷ USAID Gender Assessment 2021

⁴⁸ USAID Gender Analysis 2021, p. 19.

⁴⁹ <https://borgenproject.org/child-marriage-in-zimbabwe-2/>

⁵⁰ <https://journals.sagepub.com/doi/10.1177/1077801220917448>

⁵¹ Ronak B. Patel and Kelsey Gleason. 10/2017. "The association between social cohesion and community resilience in two urban slums of Port au Prince, Haiti." *International Journal of Disaster Risk Reduction*

⁵² Ludin SM, Rohaizat M, Arbon P. The association between social cohesion and community disaster resilience: A cross-sectional study. *Health Soc Care Community*. 2019 May;27(3):621-631. doi: 10.1111/hsc.12674. Epub 2018 Oct 21. PMID: 30345603.

⁵³ Jewett RL, Mah SM, Howell N, Larsen MM. Social Cohesion and Community Resilience During COVID-19 and Pandemics: A Rapid Scoping Review to Inform the United Nations Research Roadmap for COVID-19 Recovery. *International Journal of Health Services*. 2021;51(3):325-336. doi: [10.1177/0020731421997092](https://doi.org/10.1177/0020731421997092)

⁵⁴ <https://resiliencelinks.org/impact-areas/social-capital>

⁵⁵ <https://health.gov/healthypeople/objectives-and-data/social-determinants-health/literature-summaries/> social-cohesion

⁵⁶ <https://tedcantle.co.uk/about-community-cohesion/>

a social fund, or activities targeted at women and youth empowerment. Activities that build women's agency will reduce vulnerabilities related to GBV and human trafficking.

Cross-cutting objectives

Women and girls' empowerment: DOI directly addresses women and girls' empowerment through its investments with women on health, agricultural production, nutrition, and income diversification. Activities provide women with the skills and opportunities needed to improve their household incomes and access to productive resources such as credit from financial institutions and inclusion in economic activities. The Mission will also deepen women and girls' participation and leadership in household and community activities. Investments in health not only improve the health of women and their children, but also free them from the burden of caring for ill household members. Community cohesion interventions will increase women's agency in social settings, provide women with access to critical services, and help reduce women's vulnerability to GBV and human trafficking.

Private sector engagement: DOI offers multiple opportunities for engaging the private sector. Short-term humanitarian relief programs will work with the private sector to access diverse local distribution channels, marketing capabilities, and additional sources of finance. Longer-term interventions related to food security include engaging the private sector to expand access to finance among agricultural value chain players, expanding adoption of technology and sustainable farming practices for increased productivity, and increasing access to competitive prices, markets and services for smallholder farmers. In the ecosystem arena, USAID plans to promote private sector innovations towards climate mitigation and adaptation and strengthen community-based natural resource management practices for improved management of water, land, and wildlife resources. Through enhanced engagement with the private sector, USAID's health program will pursue strategic shifts and develop new interventions to support sustained control of the HIV epidemic and TB, elimination of malaria, and continued improvement in maternal and child health. Specifically, the health program will build the capacity of private sector actors in health; expand private sector engagement in sustainable financing of the health sector; and improve the accessibility and quality of health services for priority populations where there is a comparative advantage of the private sector.

Inclusive development: USAID programs across DOI will ensure that groups that are often marginalized or overlooked are considered in its planning and activity design processes. Particular opportunities exist with targeted lifesaving assistance, agricultural production and productivity, diversified household incomes, and community adoption of sound natural resource management practices. Health interventions to improve the accessibility of health services will reach marginalized groups such as people living with HIV and AIDS, youth, key populations, and people with disabilities. Efforts to build community cohesion explicitly embrace the spirit of inclusion.

Preparation for pandemics and other threats: In addition to the three CDCS cross-cutting objectives, DOI identified preparation for pandemics and other threats as a DO-specific objective that cuts across all DOI IRs. Planned actions in support of this objective include strengthening the health system to be better able to prepare for, detect, and respond to pandemics such as COVID-19; strengthening planning to use the time between outbreaks more effectively; value chain investments that boost firms' resilience in the face of pandemic-related economic shocks; building community cohesion; and efforts under IR 1.3 to better manage natural resources and conserve biodiversity. Biodiversity conservation and healthier ecosystems reduce the risk of zoonotic diseases by providing additional and improved habitats for species to thrive; supporting wider populations containing greater genetic diversity; and reducing the potential contact between wildlife, livestock, and humans. Other crucial

measures include anti-wildlife trafficking, which creates opportunities for diseases to jump from animal to human populations, while considering the needs of local communities.

DOI Assumptions	DOI Risks
<ul style="list-style-type: none"> • Continued positive working relationships between MOHCC leadership and technical counterparts and USAID. • Continued alignment of MOHCC and USAID priorities in public health. • Climate change adaptation measures continue to gain gradual acceptance, while climate change continues apace. • Women and girls will be willing to engage in income diversification efforts and families and communities will support their engagement. • EU/UK continue to invest in agriculture in Zimbabwe at/near current levels. • PEPFAR funding continues at/near current levels. • USAID funding levels remain constant. 	<ul style="list-style-type: none"> • Investment in agriculture decreases. • Regional instability increases, particularly in Mozambique and South Africa. • Instability in Zimbabwe increases. • Acute brain drain of healthcare workers accelerates. • Climate change accelerates faster than anticipated, negatively affecting livestock and crop production. • Ethnic divisions within Zimbabwean politics are exacerbated, resulting in increasingly divided communities.

DEVELOPMENT OBJECTIVE 2: Youth Contribution to Zimbabwe’s Development Enhanced

Youth bulge—a demographic dividend or demographic bomb?

When the increased number of working aged individuals can be fully absorbed into the economy and employed in productive activities, incomes across a country increase and the youth bulge provides a great dividend for the country. However, when the large cohort of youth cannot find employment or earn adequate salaries, there is great potential for the youth bulge to become a “bomb,” with frustrated, disaffected youth becoming a source of social and political instability.

DO2 overview Zimbabwe's long-term resilience and development require the positive involvement, active participation, and influence of its young population. Investments in young people are investments in a socially cohesive, economically vigorous future. Yet, Zimbabwe's burgeoning young population is currently marginalized socially, economically, and politically. Zimbabwe's most recent (2012) population census estimated that over 4.7 million people, or 36 percent of Zimbabwe's national population, were youth (persons between 15 and 35 years of age) and 13 percent were young adolescents (10-14 years of age). When including all persons under 35 years of age, estimates place Zimbabwe's "young" population as high as 67 percent.

High levels of youth unemployment is a primary challenge in Zimbabwe. The unemployment rate is about 17 percent but is 27.5 percent for youth 15 to 25 years. Among those working, 80 percent are in informal employment, where earnings are low and poor working conditions threaten their health, safety, and overall well-being. A 2019 study by the Youth Empowerment and Transformation Trust⁵⁷ (YETT) found that 93 percent of young people are not formally employed. A recent study by the International Labor Organization (ILO) revealed that youth are four times more likely than adults to be out of the labor force. The study also revealed that education does not seem to reduce the risk of unemployment in Zimbabwe, as the skills acquired in tertiary and vocational schools are not always relevant in the labor market. The deterioration of Zimbabwe's once-strong education system, coupled with the shrinking formal job market, means youth are not being set up for successful futures.

Young Zimbabweans with college degrees leave school to find an employment sector woefully underprepared to absorb their level of qualification. Many young men and women become—voluntarily or involuntarily—micro and informal entrepreneurs. But success has been limited as most young people lack basic skills such as business idea generation, financial literacy, and business management—skills that are critical to the success of a burgeoning enterprise. Young Zimbabweans also have challenges accessing finance to start or grow their enterprises as they lack the needed collateral and are perceived as high-risk clients, which ultimately increases the cost of borrowing and in most cases unavailability of the much-needed funding support for their small businesses. In the end, young potential entrepreneurs do not know where to go as there is no support system of local actors who can provide essential services that can help young people on a path to success. These untapped resources could hold the next generation of solutions for Zimbabwe's development challenges across all sectors.

DO2 Development Hypothesis

IF youth acquire and utilize skills and knowledge to lead and actively participate in socio-economic, health, and governance opportunities; and IF social, economic and political structural and systemic conditions do not deteriorate significantly; THEN young Zimbabweans will drive Zimbabwe's development, BECAUSE while youth are keen and possess innovative ideas, they require support to overcome challenging macroeconomic, social, and political constraints.

⁵⁷ <http://hdl.handle.net/10625/59189>

Definition of Youth

Youth include a full spectrum of the population, aged 10-35, regardless of socioeconomic status, ethnic identity, religion, race, sex, sexual orientation and gender identity, disability, political affiliation, or physical location.

USAID Youth Policy: Zimbabwe's National Youth policy

Beyond mobilization to vote, youth participation in broader civic and political processes is highly limited, with few available avenues for expressing their voice. Young people are often reluctant to engage with “systems” they feel are built to exclude them.⁵⁸

Substance and drug abuse is another emerging development challenge facing Zimbabwean youth. This is common with youth in urban areas, particularly those in high-density suburbs and slum communities. It is argued that drug abuse has significantly contributed to a rise in mental health cases and is a trigger to GBV, thereby impacting youths' productive engagement and contribution to growth.

To compound this situation, economic conditions and cultural practices negatively impact the health of Zimbabwe's youth. Early marriage and early childbearing continue to be commonplace, GBV is pervasive, and adolescents and young people are not performing as well as older people across the HIV treatment cascade.

These factors combine to make youth vulnerable to forced labor and sex trafficking. According to the 2021 Trafficking in Persons Report,⁵⁹ traffickers exploit children for cattle herding, domestic service, and artisanal mining.

Based on the youth context and discussions at the CDCS midterm stocktaking exercise, the Mission decided that the CDCS should include a youth-specific DO. With DO 2, USAID seeks to unleash the potential of young people's contribution to Zimbabwe's long-term development by addressing significant challenges faced by the youth. Recognizing that an educated, healthy, employed, and civically engaged youth can meaningfully drive economic growth, natural resource management, democracy, and prosperity, USAID will support youth in becoming more employable by increasing their skills and knowledge and helping them to access productive resources so that they can succeed in both the formal and informal job market. To drive growth and development in their communities, USAID will promote youth innovation to enable growth-oriented and scalable entrepreneurship ventures that will not only create self-employment but also provide decent jobs to more youth. USAID will also increase the agency of youth by building civic awareness, increasing youth participation in civic processes, and creating opportunities for youth to provide leadership across sectors, thus enabling them to decide their own futures. In addition, USAID will improve the health outcomes of youth by making health and other social services more accessible to youth.

Integration and linkages

IR2.1 and its sub-IRs are closely linked to DOI as youth play a central role in strengthening the ability of Zimbabwe to adapt to, mitigate, and recover from shocks and stressors across the different sectors. As the majority in the population, youth will provide much of the labor force and leadership for food production, economic growth, and natural resource management. IR2.2 and its sub-IRs are broadly linked to DO3, particularly to IR 3.1 and IR 3.2, as they point to citizen participation in development and democratic processes. Youth form a critical mass and voice that has the capacity to determine how a country is governed if they are able to participate in civic processes and take up leadership positions. Youth involvement and leadership are also linked to community cohesion in IR1.4. IR2.3 and its sub-IRs

⁵⁸ <https://idl-bnc-idrc.dspacedirect.org/handle/10625/59189>

⁵⁹ <https://www.state.gov/reports/2021-trafficking-in-persons-report/zimbabwe/>

are linked to DOI as use of health and social services will contribute to good health outcomes (IR1.2), which are essential for youth productivity as they participate in food production, employment, and natural resource management (IR1.1 and 1.3). Youth innovation (IR2.1) will be front and center as DO2 seeks opportunities for integration within the DO and across other DOs.

Government of Zimbabwe priorities

To complement the constitution, the GOZ developed various institutional and policy frameworks to address youth development (Zimbabwe Youth Policy, 2013; Zimbabwe Youth Council; Parliamentary Portfolio Committee on Youth; et al) and put in place a variety of programs to support youth.⁶⁰ Youth, sport and culture, economic growth and stability, health and wellbeing, governance, culture and gender mainstreaming, and social protection are all listed as priorities in Zimbabwe's NDSI. However, the GOZ has made very minimal financial, policy, or personnel investments to youth-specific needs in these priority areas.

While the GOZ has prioritized youth empowerment and the growth of the small and medium enterprise sector and encourages young people to take up opportunities in the agricultural and mining sectors, access to land and mining claims has been politicized and riddled with criminal activity. Access to GOZ youth economic programs and opportunities has not been equitable. Youth have previously been both victims and perpetrators of politically motivated violence and coercion during election periods.

Other donors

A number of donors support youth programs and interventions in Zimbabwe, including the UK, the EU, and Sweden. Those same donors also collaborate with United Nations agencies such as the International Labor Organization and various multilateral initiatives (Global Fund) specifically on health and youth employability. USAID and these donors collaborate extensively and have formed a number of clusters and working groups to tackle specific issues that focus on youth within Zimbabwe, including a Donor Youth Working Group.

To achieve the objectives set out in DO2, USAID will work with different stakeholders such as local (sub-national) systems/government entities; the GOZ Ministries of Small and Medium Enterprises, Social Welfare, and Health and Child Care; youth organizations; faith-based organizations; tertiary education institutions; vocational schools; civil society organizations; and private sector employers. The Mission will engage with local entrepreneurship innovation hubs, financial institutions, local business coaches and mentors, and other local actors who support young entrepreneurs to thrive. USAID will also work with private sector partners to promote innovation through the use of technology and human centered design approaches to tackle issues of availability and access to health and social services that are sensitive to the social, religious, and cultural context.

The Mission will use internal processes, including activity design, flexible procurement, and monitoring and evaluation as well as other Collaborating, Learning, and Adapting (CLA) approaches to better place youth "in the driver's seat."

IR2.1: Youth innovation, employability, and entrepreneurship enhanced

As a result of years of socio-economic decline and poverty, the formal job market in Zimbabwe has continued to shrink. The formal primary and secondary school curriculums do not provide young people with the skills they need to enter the current workforce, look after themselves and their families, or be self-sufficient.

⁶⁰ Youth Unemployment and Government Pro-Employment Policies in Zimbabwe, Maulani & Agwanda, 2020

To address the effects of the social, economic, and political decay on youth's ability to find employment, create work, earn incomes and become self-reliant, the Mission will facilitate youth-led development by giving youth the tools, support, and opportunities to lead activity design, implementation, and monitoring. USAID support will focus on enhancing youth innovation, employability, and entrepreneurship through skills building, improving access to productive resources, and increasing public and private sector opportunities, rather than on formal education, which is supported by the UK. The Mission will support youth with market-relevant technical skills, vocational education and training, and internship programs. Opportunities to support youth with income generating activities will include working with youth in wildlife control (e.g., elephant and lion tracking), training youth to work as watershed volunteers (e.g., geo mapping), and piloting youth-only village savings and lending groups.

Through this IR, USAID will help young people, especially young women and girls, young people with disabilities, young people living with HIV, and members of key populations, access economic strengthening support services; information, communication, and technology resources; and the latest information on innovation.

USAID will also build on its early successes in which it deliberately included youth in community visioning sessions.⁶¹ To increase the effectiveness of planned youth activities, USAID will apply the findings and recommendations from recently completed or planned studies, including a youth focused module in the community visioning process to capture youth aspirations and visions; a study on youth-related off-farm employment opportunities; a labor market assessment to inform youth capacity and training needs; a gender analysis to identify gender gaps and potential risks and opportunities; and a mapping and assessing exercise on vocational and technical tertiary institutions for youth participation.

IR2.2: Youth civic and social agency enhanced

Youth participation in civic processes is highly politicized in Zimbabwe and youth have been systematically excluded from leadership opportunities, feedback mechanisms, and other forms of meaningful involvement. As a result, the capacity of young people to challenge abuses and advocate for the rule of law are limited. This IR acknowledges the importance of helping youth gain agency by increasing civic awareness and opportunities for youth leadership and participation in the civic space.

USAID will work with young people to identify and solve challenges they are facing in their communities. The Mission will support the participation of youth in civic engagement activities by offering capacity building, leadership, and training opportunities. USAID will also promote opportunities for volunteerism in communities and transformational leadership for youth in corporate and civic spaces. The IR will also facilitate leadership development, exchange opportunities, and peer networks, and strengthen youth-led civic organizations working on a range of governance issues such as elections, local governance, anti-corruption, accountability, and systems strengthening.

IR2.3: Use of health and social services by highly vulnerable youth increased

Economic conditions and cultural practices negatively impact the health of Zimbabwe's youth. Early marriage, early childbearing, and gender-based violence are pervasive, and adolescents and young people are not performing as well as older people across the HIV cascade. Public health services, strained by limited budgets, inadequate numbers of healthcare workers, cultural biases, and the demands of COVID-19 are unable to provide the health services needed by youth. This IR responds to youth's need for critical health and social services by increasing the availability of and access to youth-friendly services.

⁶¹ Amalima Loko, Takunda, DREAMS

Under this IR, USAID will address economic and cultural barriers that negatively impact the health of Zimbabwe's youth. Support for interventions such as economic strengthening will address poverty among the youth while community dialogues using evidence-based approaches will address gender norms. To mitigate GBV, USAID and partners will build capacity of healthcare providers to strengthen clinical inquiry and provision of post-violence clinical services. Furthermore, USAID will work with civil society to create awareness in communities on GBV. To address early marriage, the CDCS will support parenting programs as well as education support that will keep girls in school. The provision of education support will be strengthened by the provision of an evidence-based curriculum that addresses HIV and sexual violence, gender norms, and financial literacy. Responding to the needs of youth, USAID will help civil society strengthen the provision of sexual and reproductive health services.

Cross-cutting objectives

Women and girls' empowerment: Drawing from USAID's 2021 Gender Analysis,⁶² GBV and child marriage are some of the harmful practices consistently linked to cultural norms that disproportionately affect gender power relations, especially for young women. In this DO, USAID will work with its partners in the advocacy space, as well as with the GOZ, to improve the implementation and enforcement of laws that protect youth and adolescent girls and young women. Many women in Zimbabwe learn at a young age to suppress their goals and aspirations. Supporting an enabling environment for agency among young women and girls, or at a minimum not reinforcing existing power imbalances between genders, is a critical component to the advancement of all Zimbabwe's youth. Zimbabwean gender power imbalances exist at every level of social and political life. To shine a spotlight on and learn from positive examples of increased women's decision-making power, USAID will integrate mentorship opportunities into its youth and adolescent girls and young women programming. This will allow young women to benefit from the experience of women who have successfully negotiated an increased level of authority in their community and will help ensure that progress continues to build upon successes, rather than be reinvented multiple times over. USAID will also continue to support GBV prevention and response initiatives, including community norms change activities.

Private sector engagement: DO2 will take advantage of numerous initiatives by the private sector that offer opportunities for public private partnerships, private sector engagement, and local capacity building and link the youth of Zimbabwe to these initiatives across all the technical teams and their focus areas. While USAID primarily works with the public health system, there is potential to pilot youth-inclusive models involving private clinics, faith-based clinics, pharmacies, universities, and drug shops to generate market-based solutions that drive scale in service delivery and long-term sustainability of health coverage and outcomes. Also in health, USAID will strategically engage the business community to expand partnerships with implementing partners for economic empowerment of youth and caregivers engaged with the Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) and orphans and vulnerable children programs. In the economic space, USAID partnerships with value chain actors and financial institutions will increase access to working inputs and finance for young entrepreneurs. To enhance youth skills development, USAID will work with private sector entities that provide internship opportunities, while work with job market players will ensure youth training initiatives are in line with market needs.

Inclusive development: This entire DO is oriented toward the inclusion of youth. USAID will specifically tailor approaches to consider life cycle factors and ensure interventions are appropriate for the needs of youth and other vulnerable groups. USAID's planned "National Skills and Employment Assessment for Young People with Disabilities" and Gender and Social Inclusion Analysis will inform the design of more inclusive approaches to employment and skills development programs. The DO will

⁶² Gender Analysis 2021 - USAID/Zimbabwe Country Development Cooperation Strategy

improve youth inclusion through co-creation processes that place youth in the driver's seat in identifying challenges and defining solutions to their issues. The Local Works activity conducted a national youth listening tour where youth identified issues affecting them and suggested solutions to USAID and the Zimbabwean authorities. This activity also has a youth advisory board involved in activity design, implementation, and youth outreach.

DO2 Assumptions	DO2 Risks
<ul style="list-style-type: none"> ● Donor support continues at current or higher levels. ● The business environment, although challenging, allows youth and women to start businesses. ● Political parties see value in young people contributing to the development of the country and make genuine efforts to win over and collaborate with youth. ● Youth are familiar enough with modern technologies to participate in a digital ecosystem. 	<ul style="list-style-type: none"> ● An ailing economy prevents youth from focusing on longer-term opportunities, causing them instead to focus only on day-to-day survival. ● Deep-seated youth apathy and cynicism inhibit engagement in political and civic activities. ● Zimbabwean youth cease to see the value in education in light of limited employment opportunities in the formal sector. ● The high mobility of youth may make programming and follow up challenging. ● Opportunities for the participation of youth in civic engagement activities at the local government levels could shrink due to election-related violence

DEVELOPMENT OBJECTIVE 3: Good Governance Improved

Good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account, and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.⁶³

DO3 overview

Zimbabwe is a country with vast natural resources, an educated populace, fertile soil, and a temperate climate. It has all of the ingredients to be a wealthy, successful nation, save one. For decades, Zimbabwe has suffered from governance and accountability challenges that have neutralized the country's many assets and severely hindered developmental progress. Indeed, governance and accountability challenges are at the heart of Zimbabwe's decline over the last 20-plus years and a major contributor to the country's vulnerability.

⁶³ <https://www.unescap.org/sites/default/files/good-governance.pdf>

DO3: Development Hypothesis

IF citizens, civil society, and the public and private sectors are empowered to engage more effectively in development and democratic processes; IF a culture of rule of law increases citizens' expectation that the government follows and enforces the law and uses public resources for their intended purposes; and IF citizens and institutions are empowered to hold the government to account for abuses of its authority; THEN governance practices will improve and citizens will increasingly have access to necessary services and resources, BECAUSE participation, accountability, transparency, and the rule of law across society are all necessary elements of good governance that are currently deficient in Zimbabwe

The power structure in Zimbabwe remains highly centralized, while political, social, and economic barriers hinder the meaningful participation of local communities in development processes. In particular, political representation and participation in development or governance processes by women, youth, and other marginalized groups are limited, even at the household or community levels. Women constitute more than half of Zimbabwe's population and the 2013 Constitution provides a quota of 60 seats set aside for women for proportional representation in Parliament, but their participation in electoral and governance processes, where decisions regarding their lives are made, are dominated by men.⁶⁴ Further, political violence, particularly during election periods, has traumatized much of the population and left people fearful of the government and apathetic regarding political and governance processes.

Progress in the democracy and governance space will likely be incremental. The USAID Mission to Zimbabwe posits that genuine change will *likely* be slow, and that genuine change *must* be founded upon and driven by Zimbabweans. Without a democratic culture, improved governance, and social cohesion, changes will remain superficial regardless of which party controls Parliament and who sits in the President's office.

Despite the likelihood that progress will be slow, there is no doubt that opportunities exist—*across all sectors*—for improving governance practices to benefit the general populace. While at the

higher levels of government there is little political will for change, more commitment and opportunities—and good faith—exist among community, traditional, and local-level governance individuals and structures, which play a leading role in local development and humanitarian activities.⁶⁵ Opportunities also exist for increasing citizen participation in and demand for good governance, including service delivery. While USAID must avoid directly or indirectly supporting malign actors, it can support the building blocks of democracy at the community level and leverage the efforts of well-intentioned individuals in government and the private sector.

DO3 proposes to work predominantly with non-governmental organizations (NGOs) and at lower levels of government, with local authorities, communities, and young people, where the potential for strengthening the foundations of democracy is greater. The focus will be on reinforcing and promoting good governance notions, practices, and culture. Investing in governance through health, agriculture, ecosystem services, humanitarian, or other investment channels can strengthen the foundations of democracy. Helping communities solve development problems in an inclusive, transparent manner can both address the development problem at hand and boost governance and democratic culture. IR 3.1 highlights, in part, how our work across sectors can promote civic participation through processes that foster democratic attitudes and expectations of good governance.

⁶⁴ Africaportal.org/features/rethinking-women's-political-participation-Zimbabwe's-elections

⁶⁵ Zimbabwe Decentralization and Local Government Assessment, September 2020

At the same time, USAID will make targeted investments—often through NGOs—at the central and higher reaches of government on issues such as rule of law, implementation of the Constitution, and regulatory reforms in areas such as the economy, justice, media, the environment, and health systems. The Mission will enhance accountability within targeted local and community-level structures, systems, and bodies across sectors through capacity building and system strengthening. Such investment will not only support improved outcomes in the governance sector; the effectiveness and sustainability of health investments, highlighted in Sub-IR 3.3.3, also depend on improved government institutions and systems.

To complement its work with governance structures, DO3 will also increase the amount and quality of civic participation by improving citizen access to information, working with citizens to reduce tolerance for corruption, advancing the rule of law in the courts and media, enhancing citizen oversight of governance systems, and reducing the barriers that prevent marginalized citizens from participating in development and governance processes. Under DO3, USAID will also seek to ensure that elections and other democratic processes, such as priority-setting at local, mid-, and national levels, are free, open, and available for citizens to express their opinions and preferences.

To implement these interventions, USAID will also partner with multilateral institutions and regional bodies such as the Southern Africa Development Community and African Union to improve GOZ accountability. Where appropriate, USAID will work closely with national and sub-national government entities, including independent commissions (but not government commissions), the MOHCC for health governance work, and provincial development coordinators and district development coordinators for governance work in the humanitarian assistance and resilience areas as well as the economic growth sectors.

USAID will help civil society engage with the judiciary,⁶⁶ the private and non-traditional media, chambers of commerce, the Bar Association, and groups that support victims of torture in implementing activities that promote constitutionalism and the rule of law.

Integration and linkages

DO3 relates to all DOs and IRs, as all sectors and segments of society benefit from the rule of law and from the implementation of the provisions of the Constitution. More specifically, IR3.1.2, on reducing barriers to participation, is directly related to DO2 on youth as well as cross-cutting objectives on inclusive development and women and girls' empowerment. IR3.1.4 is related to humanitarian assistance (IR1.1.1) and natural resource management (IR1.3) as well as IR1.4 on community cohesion. It is also directly related to DO2, especially IR2.2.2 on youth civic participation. IR3.3 is directly related to DO1 as government institutions must be accountable for their responses to shocks and stressors. DO3 also targets the healthcare system, a DO1.2 priority, for accountability.

Government of Zimbabwe priorities

While governance, devolution and decentralization are stated priorities of Zimbabwe's NDSI, as outlined above, at the highest levels of government, commitment to good governance practices lags. Zimbabwe's 2013 Constitution provides for a government organized at the state, provincial, and local levels, with devolution of power to lower levels of government. However, this form of power delegation has yet to be implemented and many of the relevant institutions and laws to support the implementation of a devolved government have not been established or reformed.

⁶⁶ USAID is working on a Judiciary activity that seeks to promote transparency and foster accountability of justice sector institutions to citizens and to the law.

Other donors

The primary like-minded donors supporting governance activities in Zimbabwe are the UK, the EU, Sweden, and Switzerland. Those same donors also specifically collaborate with U.S. initiatives (PEPFAR, President's Malaria Initiative) and multilateral initiatives (Global Fund) on health sector governance. Donors meet regularly and use diplomatic means to influence the GOZ, counter negative external influences, and lobby against repressive legislation such as the proposed Patriot Bill and PVO Amendment.

IR3.1: Citizen participation in development and democratic processes enhanced

Citizens have very little influence in governmental or societal processes affecting their lives. Lack of credible information; barriers to participation, particularly for women, youth and other marginalized groups; violence during election periods; and loss of faith in the electoral process combine to dampen participation.

IR3.1 adopts a bottom-up approach, striving to increase the amount and quality of citizen participation by improving access to information and reducing the barriers that prevent marginalized citizens from participating in governance processes. USAID will provide citizens with better access to relevant and credible information by training journalists and assisting traditional media outlets to publish quality information. Investigative journalists will develop the skills needed to expose corruption and the influence of malign actors that ultimately harm the populace, economy, and environment. USAID will also support new and traditional media in promoting civic engagement and increasing accountability. To reduce barriers to participation, USAID will work at the community level—in conjunction with USAID's social and community cohesion work under DOI—to encourage participation by children, youth, women and the disabled in community planning meetings and the development of community action plans, including those related to managing the community's natural resources in light of climate change. USAID will also support the establishment of platforms for citizen contributions to local and national development priorities. To promote citizen participation at the national level, USAID will focus on elections, including training election observers, assisting with voter registration, supporting voter education, and preventing electoral violence. It is anticipated that activities under IR3.1 will lead to increased voter participation and increased participation in local governance and development processes.

IR3.2: Culture of rule of law and constitutionalism promoted

Zimbabwe's 2013 Constitution is progressive, establishing a unitary state, recognizing socio-economic rights, calling for parity between men and women, and establishing a constitutional court. However, the GOZ has not yet implemented provisions of the Constitution that would lead to more democratic governance, including devolution of power to lower levels of government.

IR3.2, with its focus on rule of law and implementation of the Constitution, targets key sectors such as the economic, justice, and health sectors for regulatory reform, while working with citizens to reduce tolerance for corruption and improve the rule of law through the courts and media. At the national level, USAID will work with civil society and other citizen groups to advocate for implementation of the Constitution and its provisions through the introduction, adoption, repealing, changing and/or implementation of key laws and public policies. At the local level, the Mission will work in and with local government areas and institutions that, among other things, demonstrate political will to address human rights abuses and corruption. Other factors might include level of community cohesion, nature of corruption in a given locality, significance of the institution and or local government in combating sub-national-level human rights violations, and replicability and scalability. The Mission will leverage existing

work with private and public media, including building the capacity of investigative journalism, to promote good governance.

IR3.3: Accountability of governance institutions and systems increased

The dynamic does not yet exist whereby the people of Zimbabwe demand accountable governance and the State responds with accountable governance. Basic government functions lack transparency and an absence of accountability breeds corruption. Zimbabwe's score on Transparency International's Corruption Perception Index declined by one point between 2020 and 2021, placing it at 157th out of the 180 countries scored.⁶⁷ The highly inflated prices paid for medicinal supplies to combat COVID-19⁶⁸ are a recent example of corruption in government procurement. The mining sector is also plagued by corruption and illegal activities.⁶⁹ All too frequently, those institutions charged with providing oversight and regulation are those that benefit from illegal activity. At the same time, democratic space that would provide citizen oversight and input seems to be shrinking as pressures mount on civil society organizations.

IR3.3 will build accountability from both the top down and bottom up. USAID's close working relationships in the health sector offer a particular opportunity for working from the top down. USAID will target health sector institutions with capacity building and system strengthening support to enable them to function more effectively and transparently. For example, USAID will support the national health program to implement the latest World Health Organization guidelines and will facilitate the functioning of health center committees at health facilities throughout the country. USAID will also leverage the PEPFAR Sustainability Roadmap activity to open up dialogue and support efforts towards sustainable health financing. At the community level, USAID will strengthen community institutions such as asset committees, natural resource management committees, and resident associations. At this level, USAID will build platforms to enhance citizen oversight, including feedback mechanisms and public forums in which solution holders and members of the public interact, such as Community Led Monitoring initiatives in the HIV program. These platforms will cut across sectors and include mechanisms that allow USAID-funded activities to routinely receive public feedback on its investments.

Cross-cutting objectives

Women and girls' empowerment: Sub IR 3.1.2 directly addresses women and girls' empowerment by increasing women's participation in community decision-making processes. Women will also be specifically targeted for participation in citizen input and feedback mechanisms. USAID's support for constitutionalism in IR3.2 promotes women's empowerment, as Zimbabwe's constitution provides for gender equality. More broadly, all efforts to improve governance benefit women and reduce their vulnerability to human trafficking through better implementation of the law.

Private sector engagement: DO3 will leverage the private sector to play a role in demanding transparent systems of governance and improved rule of law as anchors for sustained economic growth. DO3 will collaborate with the private sector as a funder, market shaper, and strategizing partner, co-investing and developing accountability tools that increase political participation. For example, DO3 will provide grants to media houses and journalism institutes to improve the quality of investigative journalism in Zimbabwe, engage the private sector to develop evaluation tools that can rank the ease of

⁶⁷ <https://www.transparency.org/en/cpi/2021/index/zwe>

⁶⁸ <https://www.transparency.org/en/press/open-procurement-and-transparency-of-company-ownership-needed-as-zimbabwe-responds-to-covid-19>

⁶⁹ <https://www.sarwatch.co.za/wp-content/uploads/2021/06/Decrypting-Illicit-Gold-Trade-in-Zimbabwe.pdf>

doing business in Zimbabwe and better inform potential investors, elevate awareness among the private sector of laws and rights, build private sector skills on safely raising concerns to government stakeholders, and promote the inclusion of private sector voices in policy development by encouraging dialogue with think tanks.

Inclusive development: Sub-IR3.1.2 specifically seeks to remove barriers to participation by marginalized communities. The DO will take aggressive action to ensure that requests for citizen participation, input, and feedback are inclusive and that all stakeholders are provided the opportunity to voice their concerns.

Civil society capacity strengthened: To highlight the importance of local civil society’s role in good governance, DO3 includes “civil society capacity strengthened” as a DO-specific cross-cutting objective. USAID recognizes that civil society organizations and local partners, especially in the Democracy and Governance sector, are often treated with suspicion and that staff members and beneficiaries are frequently harassed or even arrested. Local and central authorities frequently call for the shutting down of local non-governmental organizations and civil society groups.

USAID activities under this cross-cutting theme will prioritize capacity building for civil society organizations. To mitigate risks to local partners, USAID will also support organizations that provide human rights legal defense for local partner staff, provide branding and marking waivers to at-risk partners, and provide targeted capacity building on issues like personal and internet technology security. In addition, USAID will seek to work in a more coordinated fashion with other donors and multilateral bodies to support civil society organizations and highlight their roles in implementing funding provided by USAID as well as through the United Nations, International Monetary Fund, World Bank, Global Fund, and similar organizations.

DO3 Assumptions:	DO3 Risks
<ul style="list-style-type: none"> • There will continue to be entities both inside and outside the GOZ with the best interests of the country and people in mind so that USAID will have access to willing partners. • With barriers to citizen participation being reduced, more citizens will choose to engage in various forms of productive civic or political participation. • Communities will be open to increasing the level of participation in decision-making by women and other marginalized groups. • If efforts to build citizen action and influence at the community level are successful, other communities will recognize the benefits and replicate this model, leading to greater aggregate outcomes (i.e., there will be recognizable demonstration and multiplier effects). 	<ul style="list-style-type: none"> • Zimbabwe's highly contested political and electoral processes lead to increased violence and displacements. • Shrinking civil society space makes governance and human rights work untenable or too dangerous. • Due to economic difficulties, citizens focus primarily on day-to-day survival, with less interest in broader issues like civic participation and youth leadership.

V. Monitoring, Evaluation, and Learning (MEL)

The Mission's CDCS introduces and reinforces a number of concepts: integrated DOs, increased focus on youth, private sector engagement, and localization. The Mission MEL approach will be geared toward measuring progress and generating learning on these issues. Zimbabwe has a fluid political, social, and economic environment. To ensure agile programming and planning, the Mission MEL approach will also focus on context monitoring. The Mission will develop a Performance Management Plan (PMP) in line with ADS 201 requirements. The PMP will provide an in-depth plan for measuring strategy progress, learning and adaptation.

Monitoring

Monitoring of activities will focus on measurement and learning from integrated results. The Mission will develop topline indicators to measure progress in the different dimensions toward achievement of each integrated result at the sub-IR, IR and DO levels. In addition, the Mission plans to develop sector-specific indicators that will allow technical offices to demonstrate technical contributions to the integrated result. Given the emphasis on youth, the Mission will structure the PMP to measure USAID Positive Youth Development domains and draw lessons to improve implementation. In addition to the standard disaggregation of indicators by sex, the PMP will disaggregate indicators by age, where feasible and applicable. Capturing the sex and age disaggregation will allow the Mission to examine the level of youth and women participation and outcomes across all DOs and technical areas. In addition to the sex disaggregation of indicators, the Mission will monitor gender outcomes and progress toward achievement of the women and girls' empowerment cross-cutting objective for each DO.

One lesson from USAID Zimbabwe's previous CDCS was that predicting the future in Zimbabwe is very difficult. While using a "scenario shift" during its May 2019 midcourse stocktaking process, the Mission realized that, with proactive and common-sense management, it had actually made incremental adaptive shifts over the course of the previous years, continuously responding to Zimbabwe's changing context. Learning from that experience, this strategy embraces a more fluid approach that allows and encourages management to make incremental programmatic adjustments in a more immediate and timely manner. As outlined below, continued monitoring of changes in Zimbabwe's social, economic, and political situation, coupled with data from the MEL agenda, will be used to constantly inform adaptive program adjustments throughout implementation of the CDCS.

Learning agenda

The learning agenda will focus on information and evidence gaps arising from the Mission's adoption of an integrated approach, focus on youth, and private sector engagement. The Mission plans to answer the learning questions through regular monitoring, special studies, pause and reflect processes, assessments, and evaluations. The learning questions below present the broad intention of the Mission. The PMP will encompass a more detailed learning plan that will expand the learning agenda and provide detailed and expansive learning and evaluation questions per sector and DO. The Mission identified the following questions to guide its learning agenda during the course of the CDCS:

Learning Question	Platforms for answering the question
<p>Integrated programming: Has integration improved program outcomes at the sector level (Economic Growth, Natural resources Management, Health, Democracy and Governance) Which integration efforts are proving effective, and which ones are not?</p>	<p>Mission pause and reflect discussion series forum; quarterly senior staff integration meetings</p>

<p>A deliberate and increased focus on youth: Has the Mission’s approach of increasing meaningful youth participation in activity design and implementation influenced activity approaches and outcomes? If so, how? What have been the broader development outcomes and impacts of deliberately targeting youth?</p>	<p>Youth DO level evaluation</p>
<p>Private sector engagement: How can the Mission increase and deepen private sector engagement and embrace market-based approaches as a more sustainable way to achieve development and humanitarian outcomes under DOI?</p> <p>How can the Mission fully utilize the private sector to contribute to governance objectives?</p>	<p>Assessment of implementation of the Mission PSE plan</p>

Monitoring, evaluation, and learning processes and platforms

In addition to the regular program cycle processes, the Mission plans to introduce a quarterly pause and reflect discussion series to execute the MEL approach. The series will provide an opportunity to reflect on various topics that have implications for the Mission's strategic thinking and programming. While some sessions may be internal, the Mission will also invite internal and external speakers, including academics, partners, and other stakeholders, to speak on topics of interest. The Mission will curate each session in the series based on a specific topic of deliberation and will include a discussion on the implications of the presentations and findings for programming or thinking. The Mission will detail the structure of the series in the PMP. The table below illustrates the program cycle events and processes the Mission will use to execute its MEL approach.

Program cycle event/process	MEL and CLA focus
Mid-term CDCS stocktaking	<ul style="list-style-type: none"> Assess strategic approaches (e.g., integration, focus on youth) Monitor achievement of high-level outcomes
Pause and reflect series	<ul style="list-style-type: none"> Discuss broad topics of interest and their implications for Mission strategic thinking and programming
Strategic and operational portfolio reviews (each held annually)	<ul style="list-style-type: none"> Monitor the country’s socio-economic and political context using qualitative and quantitative indicators and discuss programming implications Monitor CDCS risks and assumptions Assess and discuss higher level results achievement for the integrated strategy
Learning summits	<ul style="list-style-type: none"> Review targeted learning from various sources of data at activity, sectoral, or objective level
Evaluations/Assessments	<ul style="list-style-type: none"> Design evaluations and areas of inquiry to focus on pertinent learning questions Ensure evaluation timing is in line with follow-on project/activity designs or the second phase of an activity/project

	<ul style="list-style-type: none"> ● Systematize tracking of the implementation of evaluation recommendations
Operational plan	<ul style="list-style-type: none"> ● Ensure budget allocations reflect agreed-upon adaptations (e.g., putting dollars into certain mechanisms, including cross-cutting assessments and evaluations) ● Ensure co-budgeting of activities and mechanisms between DOs/offices
Mission activities mapping	<ul style="list-style-type: none"> ● Map program areas for improved inter-team collaboration and integration ● Assess results/outcomes achieved through integration, co-location, and layering

In addition to its current internal MEL capacity, the Mission will work with the proposed Southern Africa MEL regional platform, which is expected to provide support for monitoring, evaluation, assessments and research, and facilitation. The platform will also provide capacity building in MEL and technical assistance related to project and activity design. Within this suite of services, the Mission will select those that best support Mission strategic learning priorities.

VI. Annex- Zimbabwe Country Roadmap FY 2023
[Zimbabwe Country Roadmap FY 2023](#)

FULL ROADMAP ON THE FOLLOWING PAGES

ZIMBABWE

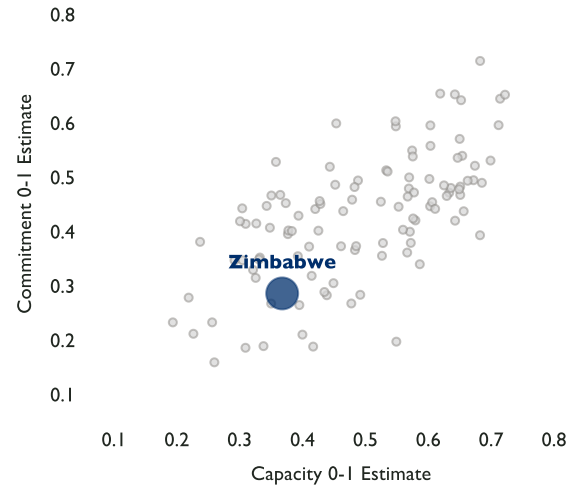
FY 2023 COUNTRY ROADMAP



LEGEND

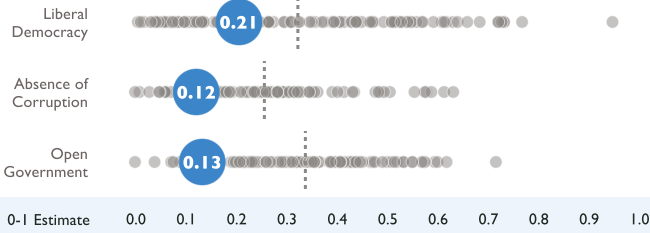


LOW- & MIDDLE-INCOME SNAPSHOT

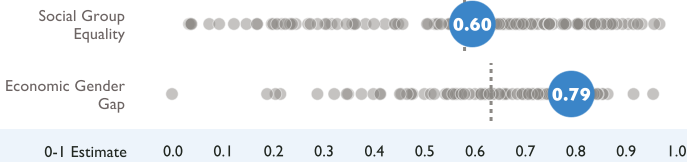


COMMITMENT

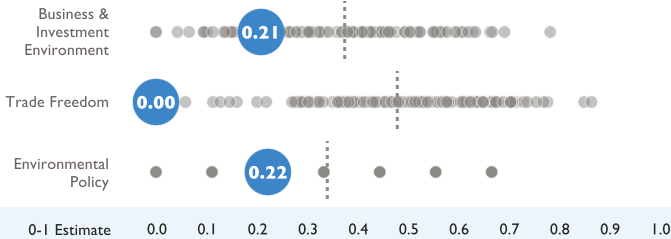
OPEN AND ACCOUNTABLE GOVERNANCE



INCLUSIVE DEVELOPMENT



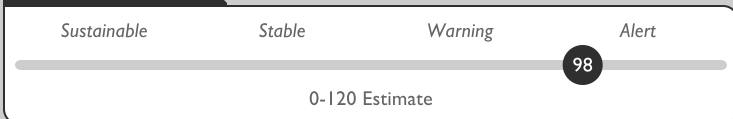
ECONOMIC POLICY



RISK OF EXTERNAL DEBT DISTRESS

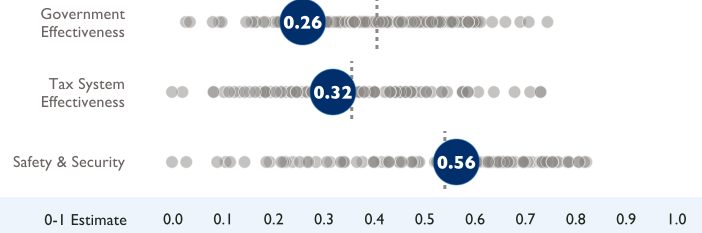


FRAGILITY

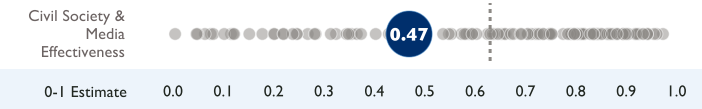


CAPACITY

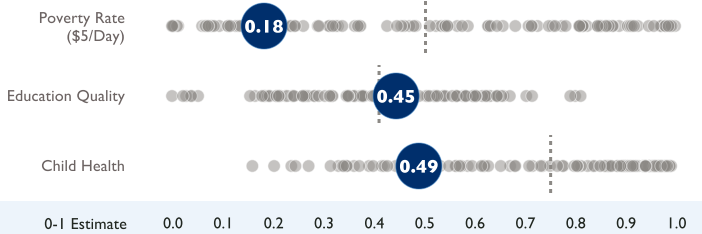
GOVERNMENT CAPACITY



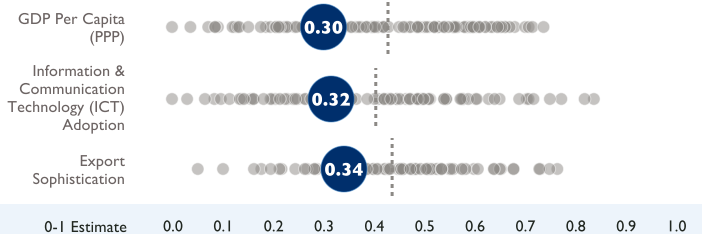
CIVIL SOCIETY CAPACITY



INDIVIDUAL CAPACITY



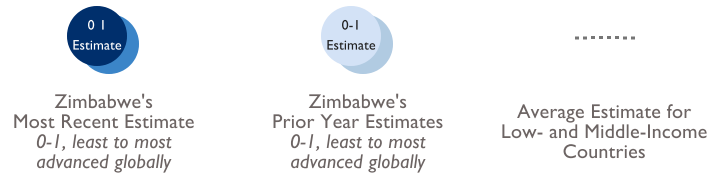
CAPACITY OF THE ECONOMY



ZIMBABWE

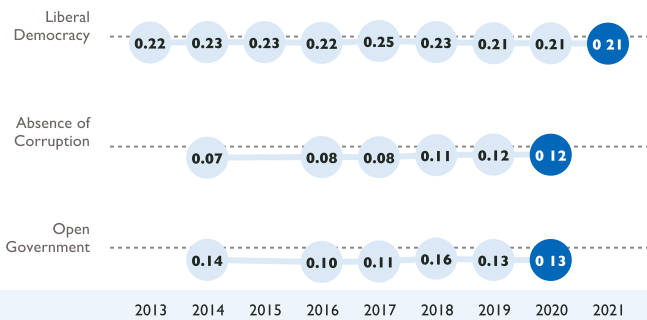
FY 2023 COUNTRY TRENDS

LEGEND

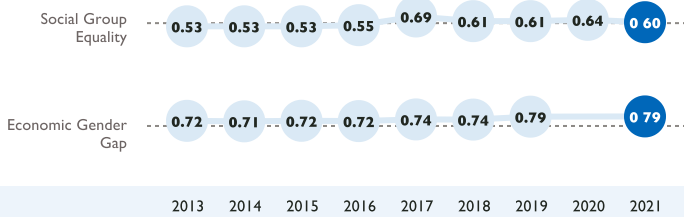


COMMITMENT

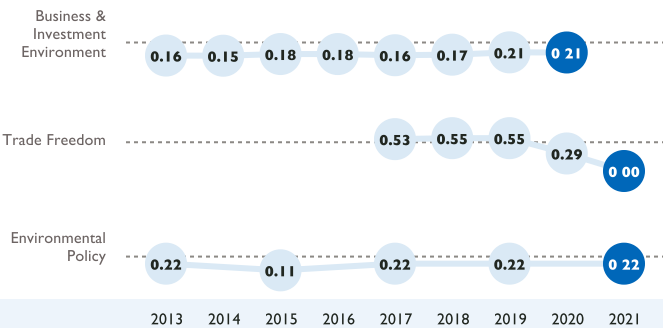
OPEN AND ACCOUNTABLE GOVERNANCE



INCLUSIVE DEVELOPMENT



ECONOMIC POLICY

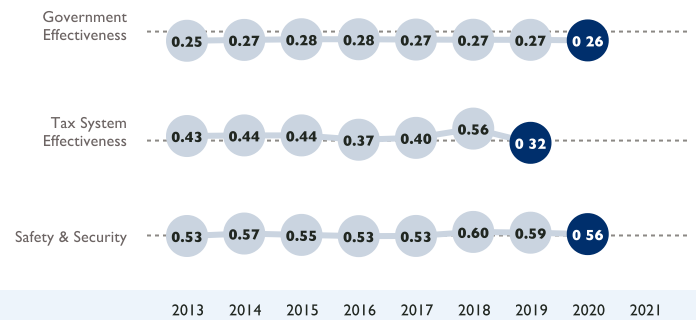


METHODOLOGICAL NOTES

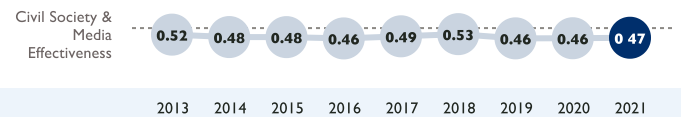
FY 2023 Country Roadmap results (darker shaded points) and prior year results (lighter shaded points) are normalized in the same manner to ensure comparability. In some instances, USAID has taken several additional measures to maximize comparability of results across time, including adjusting source reporting year to actual year of measurement and removing historical data that are no longer comparable due to methodological revisions. For more detail, please see the [USAID Country Roadmap Methodology Guide](#).

CAPACITY

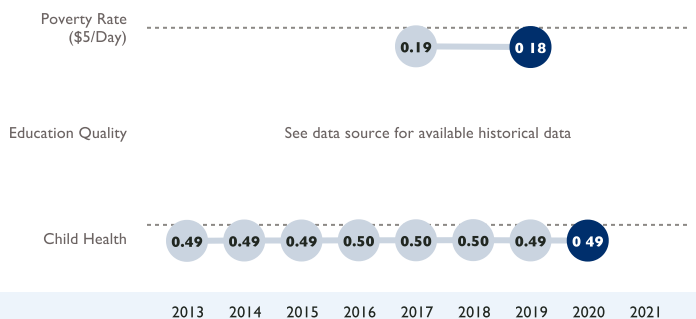
GOVERNMENT CAPACITY



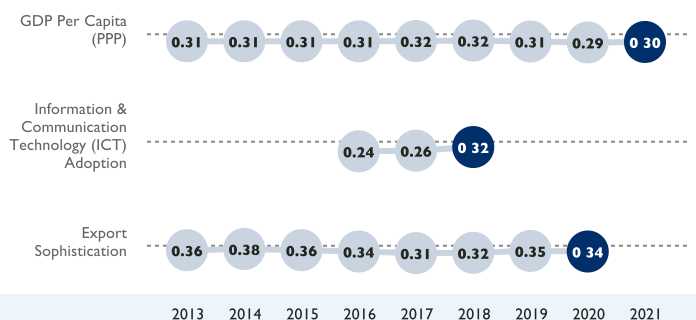
CIVIL SOCIETY CAPACITY



INDIVIDUAL CAPACITY



CAPACITY OF THE ECONOMY



COUNTRY ROADMAPS

INDICATOR DEFINITIONS AND SOURCES

The FY 2023 Country Roadmaps draw on the latest data available as of July 2022, with latest results typically covering the 2021 or 2020 period. All source data are derived from third-party institutions. All indicators are weighted equally in the calculation of the overall Commitment and Capacity scores. Map boundary representations are not necessarily authoritative. For more information on definitions and sources, please visit roadmaps.usaid.gov.

COMMITMENT

OPEN AND ACCOUNTABLE GOVERNANCE

Liberal Democracy: Measures freedom of expression, freedom of association, suffrage, elections, rule of law, judicial constraints on the executive branch, and legislative constraints on the executive branch. Source: [Varieties of Democracy \(V-Dem\)](#), [Liberal Democracy Index](#).

Absence of Corruption: Measures the prominence of three forms of corruption—bribery, improper influence by public or private interests, and misappropriation of public funds or other resources—among government officials in the executive branch, the judiciary, the military, police, and the legislature. Source: [World Justice Project](#), [Rule of Law Index](#).

Open Government: Measures the degree to which a government shares information, empowers people with tools to hold the government accountable, and fosters citizen participation in public policy deliberations. Source: [World Justice Project](#), [Rule of Law Index](#).

INCLUSIVE DEVELOPMENT

Social Group Equality: Measures political equality with respect to civil liberties protections across social groups as defined by ethnicity, religion, caste, race, language, and region. Source: [Varieties of Democracy \(V-Dem\)](#), [Social Group Equality in Respect for Civil Liberties](#).

Economic Gender Gap: Index comprising five components: (1) wage equality between women and men for similar work; (2) the ratio of female estimated earned income to male income; (3) the ratio of female labor force participation to male participation; (4) the ratio of female legislators, senior officials, and managers to male counterparts; and (5) the ratio of female professional and technical workers to male counterparts. Source: [World Economic Forum](#), [Global Gender Gap Report](#), [Economic Participation and Opportunity Sub-Index](#).

ECONOMIC POLICY

Business & Investment Environment: A composite measure gauging the conduciveness of a country's (1) enterprise conditions—the degree to which market, entrepreneurial, tax, labor, and other regulations enable businesses to start, compete, and expand—and (2) investment environment—the extent to which investments are protected adequately through the existence of property rights, investor protections, and contract enforcement, as well as the availability of domestic and international capital. Source: [Legatum Institute](#), [Prosperity Index](#).

Trade Freedom: Measures a country's openness to international trade based on average tariff rates and non-tariff barriers to trade. Source: [Heritage Foundation](#), [Index of Economic Freedom](#).

Environmental Policy: Gauges the soundness of environmental stewardship and natural resource management, factoring an array of macroeconomic policies with environmental and climactic consequences, such as energy and tax policies, and incentives for firms and households. The metric also factors whether legislation and regulations are effectively executed, as well as the influence of stakeholders beyond the government, including the private sector and civil society. Source: [Bertelsmann Stiftung Transformation Index \(BTI\)](#).

Risk of External Debt Distress: Rates each country's risk of public sector debt distress on a four-tier scale based on its debt and market structures, fiscal and macroeconomic outlook, and institutional capacity to manage debt burden. Ratings are available for 63 lower-income countries. Source: [International Monetary Fund](#), [Debt Sustainability Analysis for Low-Income Countries](#).

Fragility: Gauges the risk of the pressures facing each state overwhelming its capacity to manage those pressures, drawing on twelve key political, social, and economic indicators. Scores are provided on a 0-120 scale, with higher scores representing greater fragility. Source: [Fund for Peace](#), [Fragile States Index](#).

CAPACITY

GOVERNMENT CAPACITY

Government Effectiveness: Measures the quality of public services, the quality of the civil service and its independence from political pressure, the quality of policy formulation and implementation, and the credibility of the government's commitment to its stated policies. Source: [World Bank](#), [Worldwide Governance Indicators](#).

Tax System Effectiveness: Ratio between a country's actual tax collection and the estimated level of tax revenue that a country could achieve, given its macroeconomic, demographic, and institutional features. Source: [USAID](#), [Collecting Taxes Database](#), [Tax Effort Indicator](#).

Safety & Security: Measures the degree to which individuals and communities are free from war and civil conflict, terrorism, politically related terror and violence, violent crime, and property crime. Source: [Legatum Institute](#), [Prosperity Index](#).

CIVIL SOCIETY CAPACITY

Civil Society & Media Effectiveness: Measures the range of actions and mechanisms that citizens, civil society organizations, and an independent media can use to hold a government accountable. The mechanisms include using informal tools such as social mobilization and investigative journalism. Source: [Varieties of Democracy \(V-Dem\)](#), [Diagonal Accountability Index](#).

INDIVIDUAL CAPACITY

Poverty Rate (\$5/Day): Measures the percent of the population living on less than \$5/day in purchasing power parity (PPP) terms. Source: [World Bank](#), [Poverty and Inequality Platform](#).

Education Quality: Gauges both the quality of education—using harmonized scores across major international student achievement testing—and the quantity of schooling received—using age-specific enrollment rates—to evaluate the relative performance of educational systems worldwide. Source: [World Bank](#), [Human Capital Index](#), [Learning-Adjusted Years of Schooling Indicator](#).

Child Health: A composite measure that aggregates child mortality, access to at least basic water sources, and access to at least basic sanitation facilities. Source: [Columbia University Center for International Earth Science Information Network \(CIESIN\)](#).

CAPACITY OF THE ECONOMY

GDP Per Capita (PPP): Measures the flow of resources available to households, firms, and government to finance development as the country's total Gross Domestic Product (PPP) divided by the country's population. Source: [World Bank](#), [World Development Indicators](#).

Information & Communication Technology (ICT) Adoption: Index comprising: (1) mobile-cellular telephone subscriptions; (2) mobile-broadband subscriptions; (3) fixed-broadband internet subscriptions; (4) fiber internet subscriptions; and (5) internet users. Source: [World Economic Forum \(WEF\)](#), [Global Competitiveness Index](#).

Export Sophistication: Measures the diversity and ubiquity of a country's exported goods, key markers that can help gauge economic sophistication and resilience. Source: [Center for International Development at Harvard University](#), [Economic Complexity Index](#).