

# DEVELOPMENT COOPERATION FOR ZIMBABWE'S PROSPERITY



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Zimbabwe



17. It covers all activities pertaining to the mobilisation, management, implementation, monitoring and evaluation, as well as reporting of development cooperation, execution of which will ensure adherence to, implementation and monitoring of the Development Cooperation Policy.
18. The Manual also encompasses generic approaches for managing Budget support instruments (general or sector budget support), which will be subject to further refinements and contextualisation, when an enabling environment and the policy base will be set up to allow for the development of a realistic and reasonable activity plan.
19. The target audience of the Manual of Procedures includes Ministries, Departments and Agencies of the Government of the Republic of Zimbabwe and those public officials within these institutions involved in the mobilisation, management, implementation, monitoring and evaluation, as well as reporting of development cooperation.

## Aid Information Management System

20. Over and above the policy gaps which necessitated review of the development cooperation architecture, information challenges have also been noted to be one of the key impediments that affect coordination of development assistance.
21. Cognisant of this, Government, with the assistance of partners, is investing in an Aid Information Management System to improve information sharing between the State, Development Partners and Civil Society Organisations.
22. However, the ability of the system to provide credible data for reporting and its sustainability will depend on all stakeholders in the development cooperation partnership, all of whom will share responsibility to ensure data in the system is regularly updated.
23. The International Cooperation Department in the Ministry of Finance and Economic Development will manage the system and conduct quality control.

## Accessibility

24. Both the Development Cooperation Policy and the Manual of Development Cooperation Procedures will be publicly accessible to Development Partners, other non-Government entities (implementing partners, civil society, the private sector) and the general public, involved or otherwise interested in development cooperation. This will be through the Ministry of Finance and Economic Development website.
25. These entities and individuals are expected to respect the policies, procedures and systems outlined in the two documents and avoid creating parallel procedures and systems.

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# Development Cooperation that Supports Zimbabwe's Prosperity

## Introduction

1. The existence of a clear policy on management and coordination of Development Cooperation ensures coherence in public sector interventions, and guarantees that development assistance plays a strong catalytic role in economic and social development.
2. Through an extensive consultative process, encompassing stakeholders in the local and international development community, Government is in the process of strengthening the Development Assistance Framework. This lays the foundation of and buy-in to **"The Development Cooperation That Zimbabwe Wants"**.
3. This has culminated in the development of the Development Cooperation Policy and the accompanying Manual of Development Cooperation Procedures, also guided by Vision 2030, and the Transitional Stabilisation Programme.
4. The Policy presents a formal framework which ensures that development assistance is properly integrated and linked to the country's development agenda, as well as accountability of development results.



## Objectives of the Development Cooperation Policy

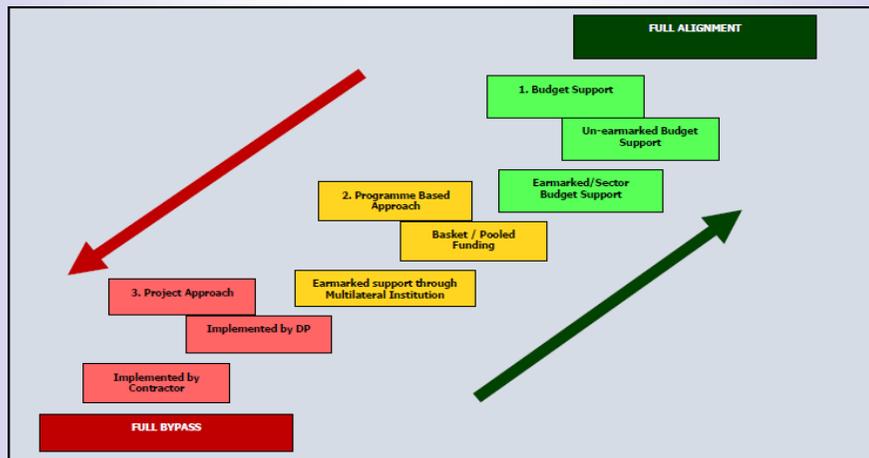
5. The guiding framework of the Development Cooperation Policy is the centrality of national priorities and country ownership, as well as simplicity of procedures, in order to maximise the benefits of development assistance for all Zimbabweans.
6. The Policy sets the foundation for strengthening cooperation between Government and all Development Partners, relations with whom had been constrained since the turn of the millennium, as well as the formal framework that ensures development cooperation is properly integrated and coordinated with the country's planning and budgeting processes.
7. It also lays the foundation for Government to gradually attain greater control over development resources, strengthen negotiating positions, as well as account, report and raise awareness on the positive impact of development assistance.
8. Furthermore, the Policy addresses concerns related to opaque institutional coordination platforms, inadequate and often unclear procedures related to mobilisation, negotiation and management of external resources, as well as inadequate accountability systems.
9. It is expected that, through implementation of the Development Cooperation Policy, Development Assistance effectiveness will be improved significantly, with removal of unnecessary overlaps and fragmentation, that way guarding against duplications and, at the same time, increasing alignment with our national priorities.

# Development Cooperation Policy

## Overview of Challenges

10. The Development Cooperation Policy seeks to address challenges that have proven to be stumbling blocks to ensuring the effectiveness and coordination of development cooperation. These include the following, among others:

- Lack of effective development cooperation coordination mechanisms between Government and Development Partners;
- Non-alignment of Development Partners' support to the National Development Agenda;
- Lack of clarity over division of responsibilities within Government, with Ministries, Departments and Agencies (MDAs);
- Weak Government-led multi-stakeholder structures for dialogue, consultation, joint analysis, decision-making, as well as monitoring and evaluation;
- Development cooperation implemented in parallel with Government systems, remaining off-plan and off-budget, resulting in exorbitant transaction costs and wasteful duplication;



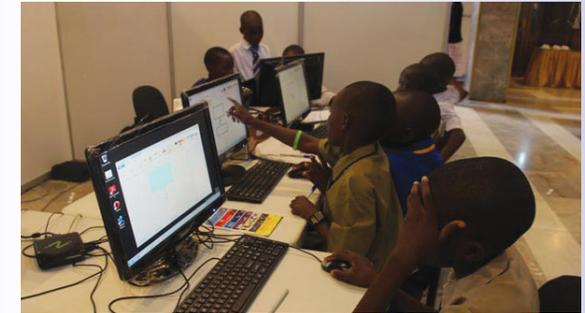
- Capacity challenges in national institutions, including attracting and retaining highly qualified and skilled staff, culminating in structural challenges with regards to delivery of development assistance; and
- Incomplete reporting on Official Development Assistance (ODA), which reduces transparency and hinders Government's ability to conduct meaningful analyses, as well as monitor and manage the assistance.

11. In order to improve coordination and maximise development results, the Policy seeks to mainstream principles espoused by the Paris Declaration on Aid Effectiveness (2005), Accra Agenda for Action (2008), the Busan Global Partnership for Effective Development Cooperation (2011), and the Nairobi Outcome Document (2016), which Zimbabwe endorsed, as well as other prior global initiatives on development cooperation effectiveness.

## Guiding Principles

12. The Principles include:

- Country Ownership;
- Alignment and Harmonisation;
- Transparency and Predictability;
- Inclusivity;
- Managing for Results;
- Accountability;
- Value for Money;
- Reducing Transaction Costs; and
- Coordination.



13. In order to monitor and evaluate the implementation and impact of the Policy, Government, in consultation with relevant stakeholders, will develop a robust coordination as well as monitoring and evaluation framework that will underpin annual reviews of development cooperation in Zimbabwe.

## Development Cooperation Procedures

14. Government has also developed a Manual on Development Cooperation Procedures, in order to operationalise the Development Cooperation Policy.

15. The Manual is divided into seven major sections focussing on:

Development Cooperation Architecture	The section defines workflows and information flows among institutions and structures, as well as coordination and reporting mechanisms.
Initiation and Negotiation of Multi-Annual Frameworks	Discusses methods for building and maintaining knowledge on Development Partner practices and procedures.
Project Cycle Management	Covers procedures for project identification, mobilisation, formulation, appraisal, implementation, and the monitoring and evaluation process.
Budget Support and Programme Development Assistance	Looks at policy priorities, budget support conditionalities, development cooperation approaches and issues in implementing Budget support.
Managing Technical Assistance	Covers policy requirements and institutional arrangements over the management of technical assistance.
Integrating Development Assistance into the National Budget	Looks at types of development assistance flows, information needs for integration, and procedures for putting assistance on-Budget.
Policy Implementation Programme Assessment	Discusses the methodology for assessing the status and quality of development cooperation.

16. The Manual defines key elements of the development cooperation architecture in Zimbabwe, including monitoring of results of development cooperation and assessment of the performance of national and international stakeholders.