

UNHCR Evaluation Management Response			
<b>Evaluation title:</b>	<i>Country Strategy Evaluation – Zimbabwe 2019-2022</i>		
<b>UNHCR evaluation reference:</b>	<i>EVO/2023/03</i>		
<b>Entity that commissioned the evaluation:</b>	<i>Evaluation Office</i>		
<b>Due date of Management Response:</b>	<i>30 June 2023</i>		
<b>Coordinator of Management Response:</b>	Name: Yasir Masoud, Sayed Mustafa Hussaini and Rita Gwarada	Job title: Regional Controller, Senior Project Control Officer RBSA and Assistant Programme Officer Zimbabwe	Country Office: RBSA and Zimbabwe Country Office
<b>Management Response approved by (senior manager in commissioning office):</b>	Name: Valentin Tapsoba and Ahmed Baba Fall	Job title: Regional Director RBSA and Zimbabwe Country Representative ai	Country/Office: RBSA and Zimbabwe
<b>Date:</b>	<i>27 June 2023</i>		

<b>General comments on the evaluation:</b>	In general, UNHCR Zimbabwe operation agrees with most recommendations contained in the evaluation report and partially agrees to Recommendation 1; 3 and 6. Most of the recommendations are still helpful in increasing the effectiveness and efficiency of UNHCR's response to the forcibly displaced in Zimbabwe and strengthening coordinated efforts with strategic partners.
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<b>RECOMMENDATION 1:</b>	<p><a href="#">Support the strategic and evidence-based transformation of the refugee camp to a holistic and comprehensive service centre while enhancing refugees' self-reliance.</a></p> <p>UNHCR should, in collaboration with Government of Zimbabwe, <b>develop a medium-term strategy and costed work-plan to implement its commitment of transforming the Tongogara Refugee Camp into a holistic, comprehensive service centre for refugees and the communities that host them.</b> This should be informed by the UNHCR's strategic framework for climate action, the global framework for sustainable action, and other studies such as cost-benefit analyses. (Within six months)</p>
<b>Management response:</b>	<p>▫ <b>Partially agree</b></p>
<b>Reasons (if partially agree or disagree):</b>	<p><i>The process is government led and UNHCR primary role is to support and advocate with the government. Taking into consideration that it's an election year, six months is not a realistic time frame to come up with a final medium-term strategy and a costed work-plan given the other lined up activities in the operation e.g Joint Assessment Mission. The realistic time frame would be by June 2024 and has been reflected in the expected completion date. The DRS in HQ also agrees that the 6 months' time-frame is too short to develop a costed plan together with the Government. However, as this is a GRF year, UNHCR Zimbabwe will be working with the government leading up to the GRF to outline a plan, which could consequently be costed in collaboration with selected partners.</i></p>

Unit or function responsible:		UNHCR Zimbabwe Country Operation				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Engagement meeting with the government to understand their vision	Zimbabwe CO Management-Protection and Programme units	Letter and meeting to unpack the government vision.  Support from RBSA (Protection, Operations, Livelihood, Development) and Geneva DSPR-Development	June 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
2	Support the government to develop a concept note and costed plan of action in consultation with the relevant stakeholders	Zimbabwe CO Management-Protection and Programme units	Consultative multi-stakeholder meetings including with donors and other strategic partners including UN and donors and workshops with support from RBSA.	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
3	Support the government in the development of medium-term strategy and costed work-plan	Zimbabwe country office management with support from RBSA	Engagement of a team of consultants with support from RBSA. The medium-term strategy and costed workplan will be validated by all stakeholders and approved by the government. The validation may happen beyond June 2024 as such processes take time.	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
4	Resource mobilization and engagement in both transactional and non-transactional partnerships	Management-Protection and Programme RBSA	This is expected to go beyond June 2024 and will be an ongoing exercise, but a resource management strategy will be in place by June 2024. It is worth noting that the resources needed to transform TRC into a "holistic, comprehensive service centre for refugees and the communities that host them" would be major and the legal framework is still not conducive to allow full economic participation of refugees and asylum seekers. It is therefore essential that it is made clear what expectations are included in a "comprehensive service centre" and what role UNHCR should have versus the government and other partners. Very few development actors currently provide financing in the country while we also note UNHCR Zimbabwe's limited Operating Level (OL) budget while additional funding has been needed to implement basic economic inclusion interventions in previous years.	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
<b>RECOMMENDATION 2:</b>		Enhance advocacy for GOZ to provide additional land to meet international standards of land size allocation for livelihood projects.				

		UNHCR Zimbabwe should continue <b>advocating the GOZ to provide the additional land required for the refugees to meet international standards on land allocation and</b> enable refugees achieve the levels of productivity required for self-reliance. This should go hand in hand with the completion of the livelihood strategy that will inform on the best approach to <b>add value to the land (including irrigation, climate smart agriculture practices and value chain management)</b> . (Immediate and ongoing)				
Management response:		<b>Agree</b>				
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected] N/A				
Unit or function responsible:		UNHCR Zimbabwe Country Operation				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Completion and approval of the Costed Livelihood strategy	Country Office, RBSA	<p>The final draft has already been completed and is currently with RBSA for review and approval. The livelihood strategy will be shared with Geneva by June 2023.</p> <p>Additionally, UNHCR CO will integrate the UNHCR strategy into the joint Zimbabwe livelihood strategy to be undertaken in partnership with FAO and WFP. This will be informed by findings from the JAM and a feasibility study that is expected to be completed by December 2023.</p>	June 2024	[indicate: planned / ongoing / completed / delayed]	any other information pertaining to implementing the action]
2	Resource mobilization to facilitate the clearing and irrigation infrastructure development of the availed 100ha (US\$750,000) and undertake / review the feasibility study on the land provided	Programme, RBSA and DRS	<p>In 2022 the government availed an additional 100ha which is bringing the total hectareage of 150ha. The plot size will serve to increase household plot size from 0.1ha to 0.2ha recommended by FAO.</p> <p>The operation is currently in communication with DRS for additional funds towards self-reliance initiatives. The operation received \$250,000 in 2022 and is expecting \$750,000 from DRS for irrigation scheme development. Locally, the programme management and external engagement offices have begun engaging local private sector and other strategic partners to participate in burden sharing.</p>	31December 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
3	Allocation of plot size in line with international standards of 0.2ha per family	Programme Management, Livelihood Officer	The current plot size is 0.1Ha per household benefiting 435 household (385 refugee households; 50 host community households). From September 2023 the plot size will be increased to 0.2ha benefiting 750 households (675 refugee households and 75 from the host community) up from the current 435 households.	30 <sup>th</sup> September 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]

			<p><i>With the completion of the 100Ha under development, plot size per household will be increased to 0.2Ha towards the FAO recommendations for sustainable and subsistence agricultural production.</i></p> <p><i>UNHCR and FAO Zimbabwe are in communication and FAO has been giving technical backstopping with the livelihoods focal point</i></p>			
<b>RECOMMENDATION 3:</b>		<p>Review and map the organization structure and staff required to respond to the transformation from a camp to a service centre more effectively while leveraging existing capacities within GOZ and partners.</p> <p>As the transition continues and refugees become more self-reliant, integrated into the community and GOZ delivery mechanisms, UNHCR Zimbabwe in close collaboration with RBSA should lead <b>periodic mapping and review (every two to four years) with partners the capacities and staffing of UNHCR and GOZ that will be required to deliver the transformation.</b> This should ensure that key capacities including irrigation / WASH, livelihood, M&amp;E, development, and community engagement are included in the GOZ, implementing partners, operational partners or UNHCR capacities (Within six months)</p>				
<b>Management response:</b>		<b><u>Partially Agree</u></b>				
<b>Reasons (if partially agree or disagree):</b>		Considering the concern over future funding and reviewing progress, implementation of this recommendation will ultimately depend on funding availability from others in lieu of UNHCR. UNHCR will however continue engaging government and capitalizing on opportunities of reviewing the structure. This is expected to go beyond the suggested six months.				
<b>Unit or function responsible:</b>		UNHCR Zimbabwe Country Operation in close collaboration with RBSA				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Conduct annual multi-year strategy review, capacity building assessments for partners and Government and map the required human and financial resources to achieve the transformation agenda and strategic priorities.	CO senior Management with support from RBSA and DHR	<p><i>The operation has submitted an organisational structure and staffing to RBSA for approval.</i></p> <p><i>The medium-term strategy will determine the additional staffing required to support the government and partners in the transformation agenda. This is while DRS has co-funded the livelihoods position for the past 4 years which may not be sustainable and therefore this position could be mainstreamed into the staffing structure.</i></p> <p><i>DHR will be contacted once the agreement with CO and GOZ is reached after June 2024.</i></p>	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
2	Provide technical expertise to partners and government in identified areas for systems	CO Programme and Protection departments	<p><i>The operation will be circulating an expression of interest for the selection of implementing partners for 2024-2026 cycle. The operation might retain or select a new set of partners.</i></p>	June 2024	[indicate: planned / ongoing /	[any other information pertaining to

	strengthening and sustainable inclusion of the forcibly displaced in national and partner programmes.				completed / delayed	implementing the action]
<b>RECOMMENDATION 4:</b>		<p>Diversify resource mobilization efforts to tap into development funds and leverage strategic partnerships for joint resource mobilization.</p> <p>UNHCR Zimbabwe in close collaboration with RBSA and DRS should prioritize <b>fundraising independently and with partners for livelihood projects</b> in line with the requirements to transition from subsistence to economic self-reliance. The approach of sourcing local or regional financiers, accessing UNHCR global funds and increasing the allocation of livelihood funds in UNHCR Zimbabwe's portfolio should be maintained. Finding new sources of livelihoods funding for UNHCR and partners to meet the requirements to transform livelihoods from subsistence to surplus production should remain a priority. (Immediate and ongoing)</p>				
<b>Management response:</b>		<b>Agree</b>				
<b>Reasons (if partially agree or disagree):</b>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		UNHCR Zimbabwe Country Operation in close collaboration with RBSA and DRS				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
1	Organise regular donor, development actors, private sector, and other strategic partners' engagement meetings to increase visibility of the UNHCR programmes	CO senior management	The first in-country donor engagement meeting for 2023 which included local private sector was done in May 2023. Meetings will be conducted regularly - quarterly basis. Progress will be reported in December 2023.	December 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
2	Advocacy for joint resource mobilisation using UNCT and national platforms to present forcibly displaced and people at risk of statelessness as an SDG issue.	CO senior management	<p>Zimbabwe has arrears to multilateral development banks hence is not receiving much development funding though there are opportunities for joint resource mobilization that can be pursued.</p> <p>Additionally, DRS will continue to support fundraising opportunities for Zimbabwe so that economic inclusion activities are funded as much as possible. This may also require additional OL space to be considered by Regional Bureau provided funding availability.</p>	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
<b>RECOMMENDATION 5:</b>		<p>Enhance advocacy on implementation of commitments and legislation that GOZ has signed up to so as to align national laws and policies with international standards.</p> <p>UNHCR Zimbabwe should, in conjunction with other UN agencies, <b>increase its advocacy, engagement and technical support for the implementation of commitments that GOZ has signed up to.</b> The main commitments that need to be prioritized include the GRF, 1951 and 1969 convention so that it further aligns its national laws and policies with international standards for refugees and persons at risk of statelessness. (immediate / ongoing)</p>				

<b>Management response:</b>		<b>Agree</b>				
<b>Reasons (if partially agree or disagree):</b>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		UNHCR Zimbabwe Country Operation in close collaboration with RBSA and DRS				
Top-line planned actions		By whom	Comments	Expected completion date	Status	Comments
1	Continue with the ongoing advocacy on the GoZ to lift the reservations made in the 1951 Convention for the realization of the GRF pledges.	Senior CO Management, Protection, RBSA,	<p>The CO will take advantage of any UNHCR High level missions to Zimbabwe for high level advocacy and to get specific commitments.</p> <p>During the inter-ministerial meeting held in June 2023, the GOZ re-affirmed its commitment to review the refugee act and update the legal and policy framework on refugees and asylum-seekers in Zimbabwe.</p>	December 2023	<i>[indicate: planned / ongoing / completed / delayed]</i>	<i>[any other information pertaining to implementing the action]</i>
2	Work closely with the UN Agencies and RCO to provide support to the GoZ in the implementation of the GRF commitments.	Senior CO Management, Protection,	<p>2023 is an election year and most meetings will be held after elections (August) with the support from the bureau.</p> <p>Organize a meeting with senior UN Agencies representatives, and developmental partners to brief them on the pledges and solicit their support.</p> <p>Government will organize an inter-ministerial meeting to review the pledges (after elections but before the Geneva meeting in December).</p>	December 2023	<i>[indicate: planned / ongoing / completed / delayed]</i>	<i>[any other information pertaining to implementing the action]</i>
<b>RECOMMENDATION 6:</b>		<p>Continue advocacy for the study on statelessness to be completed by building on progress from the 2022 census data.</p> <p>UNHCR Zimbabwe should maintain <b>advocacy and work with the GOZ to undertake the planned study on statelessness</b> in Zimbabwe and the actions to implement the pledges made during the High-Level Forum on Statelessness and should identify an implementing partner to support this. (Immediate and ongoing)</p>				
<b>Management response:</b>		<b>Partially agree</b>				
<b>Reasons (if partially agree or disagree):</b>		<p>The recommendation to identify an implementing partner to support the work on Statelessness is difficult to implement due to government sensitivities. The discussions on statelessness have evolved and are moving towards bilateral and mutually beneficial discussions between GOZ and UNHCR. UNHCR pursued dialogue with the relevant government departments until government agreed to deal directly and bilaterally with UNHCR. UNHCR can work with operational partners such as Zimbabwe Lawyers for Human Rights [ZLHR], the Legal Resources Foundation [LRF] among others on specific thematic areas such as legal aid for which they are best placed. UNHCR has been collaborating and will continue collaborating with UNICEF and the Civil Registry Department on the Civil Registration and Vital Statistics Assessment because UNICEF has a direct bilateral collaboration with the Civil Registry similar to UNHCR's.</p>				



Unit or function responsible:		UNHCR Zimbabwe Country Operation				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Advocacy for the resumption of the Statelessness Taskforce meetings with the Civil Registry Department	UNHCR CO Management and protection colleagues responsible for statelessness	<p>CO management will be meeting periodically with the Registrar General to discuss progress, bottlenecks and solutions to the implementation of the study.</p> <p>UNHCR to join and support meetings with technical officers from the Civil Registry. The meeting will be focused on planning technical level implementation with UNHCR Protection staff.</p> <p>Technical staff have met and planned a management meeting with Registrar General and UNHCR Representative in May 2023. This meeting will pave way for the resumption of meetings of the Statelessness Taskforce [inter-ministerial committee] which is implementing the study.</p>	December 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
2	Support the government to undertake the statelessness field Survey	Civil Registry and UNHCR protection colleagues responsible for statelessness	<p>Planning meetings on the implementation of the Survey part of the Study are scheduled by end of July. Preliminary bilateral meetings have been held by technical teams and field missions for data collection will also be scheduled.</p> <p>The plan is to have the survey conducted in 2023 but being an election year, the operation is cognisant of potential operational challenges that may hamper the completion of the Field survey. The field survey is expected to be completed by December 2023.</p>	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
3	Track implementation of High-Level commitments on statelessness	Civil Registry and UNHCR	<p>Thematic reports from the results of the census are delayed due to the upcoming harmonised elections scheduled for July-August 2023. UNHCR will follow up after elections.</p> <p>The civil registration and vital statistics assessment has been completed. The report is pending submission to the cabinet for approval. The submission is expected to happen by December 2023.</p>	June 2024	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
<b>RECOMMENDATION 7:</b>		Review UNHCR's coordination role on IDPs in relation to Zimbabwe's needs, UNHCR's capacity and opportunities for working through other partners.				

		<p>UNHCR Zimbabwe should, as recommended by the Global Protection Cluster, <b>lead discussions with other partners with engagement from RBSA on the reformulation or deactivation of the protection cluster including the establishment of an alternative coordination structure</b> for protection and human rights issues in Zimbabwe. This would not be led by UNHCR, but it would remain an active member. (Within six months)</p>				
<b>Management response:</b>		<b>Partially agree</b>				
<b>Reasons (if partially agree or disagree):</b>		<p>UNHCR Zimbabwe will approach the Resident Coordinator and the GOZ to discuss the relevance of IDPs situation in country. During his visit to the RBSA Regional Director in 2022, the Zimbabwe Resident Coordinator and the UNHCR Regional Director discussed the appropriateness of having IDP operation in the country with the full set of interagency response, including a fundraising and HNO/HRP. As means of providing a lasting solution, the RC proposed to setup of an interagency group. This was to be discussed and the RC would revert with recommendations. It would be important to have the outcomes of discussion for UNHCR to better position itself on this important subject.</p> <p>In the meantime. In the event of a climate induced internal displacement, UNHCR will have to join the interagency response to address the adverse impact of the climate change on refugees as well as the protection issues that affect the most vulnerable populations across the country. If interagency responses are required to address climate induced displacement, a contingency plan will need to be developed under the leadership of the RC and the government, with anticipated mechanisms, including HNO/HRP, inter-cluster, funding mechanism to build the financial capacity of the various actors who will be involved. Zimbabwe will also use the conclusion of the 2021 symposium to articulate the plans and lead discussions with stakeholders.</p> <p>It will be important to remain strategic when deciding or not to deactivate or establishing an alternative coordination structure and any significant actions should be taken once the situation on the ground has been assessed after the August elections.</p>				
<b>Unit or function responsible:</b>		<i>UNHCR Zimbabwe Country Operation in close collaboration with RBSA.</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Conduct a protection monitoring visit to the IDP relocation sites in Chimanimani in partnership with IOM	Zimbabwe Protection Cluster Coordinator	Follow up and implement the protection monitoring visit to the Runyararo relocation site in Chimanimani to understand the IDP situation on the ground. In 2022 UNHCR undertook a mission to Runyararo relocation site. 145 households were relocated with 79 households awaiting relocation. This follow up visit would be to ascertain whether the remaining households were relocated.	December 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
2	Create a Protection toolkit for sharing in case of emergency	Zimbabwe Protection Cluster Members UNHCR	Produce a toolkit for onward sharing with other clusters/working groups and in case the cluster needs to be deactivated.	December 2023	[indicate: planned / ongoing / completed / delayed]	[any other information pertaining to implementing the action]
3	Discussion with the RC through the UNCT on the	CO senior Management with	The status quo will remain and the discussions with the RCO will be revisited after the August harmonised elections.	December 2023	[indicate: planned / ongoing /	[any other information pertaining to



	<i>deactivation or reformulation of the Cluster</i>	support from RBSA			<i>completed / delayed</i>	<i>implementing the action]</i>
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