

### Implementation Plan of Recommendations

**Project Title and Reference No.: Building capacity to advance National Adaptation Plan Process in Zimbabwe (ZWE-RS-002)**

**Contact Person (TM/PM): Emily Fadzai Matingo / Gift Gewona**

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
<p><b>Familiarization with systems strengthening in Zimbabwe.</b> CCMD are well placed to work with others to identify the weaknesses in NAP systems, and work with government departments and other entities to strengthen those systems. Systems strengthening work should identify the current interlinkages between the component parts of the NAP system. The purpose of this would be to familiarize MDAs to the current obstacles and barriers that exist in Zimbabwe, while also generating a vision as to how the NAP system could be strengthened in an incremental manner. For example, how will changes in national policy and legislation affect planning and budgeting at district levels, or how will better monitoring and learning lead to corrective action being taken.</p>	Yes	Sustained engagement with the government departments and other relevant entities to create awareness and organize working sessions and workshops on the NAP Process and the mainstreaming of climate change in development planning. Subsequent UNEP follow up projects should focus on systems strengthening.	December 2024	Emily Fadzai Mat/Gift Gewona UNEP/CCAU

Management-Led Terminal Review, UNEP

<p><b>Formal agreement with Meteorological Services Department.</b> CCMD should undertake detailed consultations with the Meteorological Services Department around the arrangements that need to be in place to improve the way hydrometric data is collected, cleaned, validated, analysed, and published. This should set out:</p> <ul style="list-style-type: none"> <li>• Plans for sharing both raw and analysed data</li> <li>• O&amp;M plans for sustaining the national monitoring network</li> <li>• Frequency and format of published data</li> <li>• Commitments to share data with local communities and decision-makers</li> </ul>	Partially	CCMD will engage met services department to discuss and recommend on the collection, validation and publishing relevant data for policy and decision makers in December. A plan of action will be developed with Met Services within the framework of data sharing protocols.	December 2024	Emily F. Matingo /CCMD
<p><b>Face the finance challenge.</b> CCMD and its partners need to develop a better understanding of the true costs of NAP project interventions (hardware and software) at subnational levels. This will require dedicated technical assistance and needs to include both Capital Expenditure and the associated recurrent costs (such as Capital Maintenance Expenditure). Only then will communities and district level authorities have a clear understanding about what they are taking on. Options will also need to be developed as to how recurrent costs will be covered through tariffs, taxes, or transfers.</p>	YES	CCMD will develop a concept for furthering work on adaptation costing for potential funding. Follow up projects will also focus on this aspect.	December 2024	CCMD
<p><b>More and better local government funding for NAP implementation and O&amp;M.</b> CCMD recognise the need to work with and through local government structures. CCMD are well placed to work with</p>	YES	Engage the ministry of finance to provide budgets for adaptation interventions. Follow up	December 2024	CCMD/UNEP

Management-Led Terminal Review, UNEP

<p>district government and local structures to advocate for increased funding and resources. The logic for this recommendation is that increased district budgets will support CCMDs policy, training, and oversight role.</p>		<p>projects should be designed to work with the local government structures</p>		
<p><b>Articulation of a clear strategy for gender, equity, and social inclusion.</b> The strategy for GESI, such as exists, is vague and receives little attention in the current NAP document. A clear strategy is required for working with women, youths, people with disabilities and vulnerable groups. NAP processes should be gender-transformative and this will require a ‘systems thinking’ approach rather than assuming stand-alone training will lead to the desired societal and behavioural change.</p>	<p>YES</p>	<p>In collaboration with the Ministry responsible for Gender, implement the recently developed (Gender Action Plan) GAP. GAP implementation would also be possible through follow up projects.</p>	<p>December 2024</p>	<p>CCMD</p>
<p><b>Continuous learning and knowledge sharing.</b> The people working in CCMD, and others involved in the NAP process are key to successful climate adaptation in Zimbabwe. This means a process of continuous monitoring and learning is required so people develop their knowledge and skills. A systematic process for documenting and sharing learning needs to be developed.</p>	<p>YES</p>	<p>The project developed a M and E framework that integrates lessons learnt in the NAP Process. Concerted efforts will be made towards integrating this system into the broader monitoring and evaluation framework.</p>	<p>N/A</p>	<p>Emily F. Matingo</p>
<p><b>Articulation of a clear strategy for external support.</b> CCMD does not possess the necessary skill sets to implement all aspects of the NAP process without external technical assistance. UNEP have supported the readiness project and are well-placed to continue this support. However, more could be done to identify areas for support and develop better collaborative working with CCMD. This is a two-way</p>	<p>YES</p>	<p>CCMD will need technical support in implementing key aspects of their NAP Process. CCMD will share with UNEP specific areas that require external intervention through mostly</p>	<p>December 2025</p>	<p>CCMD</p>

Management-Led Terminal Review, UNEP

process and there needs to be clear demand from CCMD.		technical support in form of projects		
<b>Develop a phased approach so that efforts to develop the NAP process and build resilience to climate change are aligned with SDG priorities to move people up the service ladder.</b> The NAP process will need to prioritise sectors and provinces that are most at risk to climate change so that it can demonstrate progress and maximise impact. This would require the Government of Zimbabwe to focus on national priorities, budget allocations, working with local government, fiscal decentralisation, and coordination of key sector players.	YES	This is an ongoing effort and already the Ministry of finance has mandated MDAs to submit budgets that integrate climate change adaptation. This will also be executed via follow-up projects.	December 2025	Emily F. Matingo / CCMD

The following is a summary of lessons learned from some of the project’s experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

<b>Lesson Learned #1:</b>	Systems strengthening work is about strengthening the environment in which the NAP process is being implemented. NAP preparedness projects need to strike a balance between ‘identifying projects’ to enabling others – especially through explicitly engaging with others in systems strengthening work. The NAP process involves numerous actors (national and local government, donors, NGOs, civil society, and private sector, academia), aspects (social, institutional, economic, and financial, technical, and environmental) and processes (planning, budgeting recruitment, monitoring and communication). Together these actors, aspects and processes combine and interact to deliver the NAP process. This is the system that CCMD needs to be able to influence, considering the dynamic nature of (government structures and processes) the system in which it operates.
<b>Context/comment:</b>	CCMD has ensured a sustained engagement with the MDAs on NAP integration at all government levels recognizing that NAP process can only be attained via collaborative efforts in national planning proceses. Efforts will be made to unpack the NAP into bankable ideas driving towards building resilience.

Management-Led Terminal Review, UNEP

<b>Lesson Learned #2:</b>	The NAP project placed strong emphasis on national autonomy. This is an important principle but can pose difficulties for supporting entities like UNEP whose recommendations to CCMD for external support and expertise may be overlooked. There are many actions that need to be performed to develop the NAP process and sub-optimal impact is likely if adequate support is not identified. It behoves CCMD to work with UNEP to ensure appropriate technical assistance is identified, recruited, and mobilized at the right time.
<b>Context/comment:</b>	CCMD endeavors to work with UNEP and other actors in their NAP Process. While national autonomy is encouraged, where there are gaps, these would be filled in by other actors at the international level.

<b>Lesson Learned #3:</b>	CCMD lacks the human and financial resources required to have a presence at the local level. This means they lack the ability to follow up training activities or consistently and effectively promote climate change mainstreaming in national planning, and influence NAP. This is a major constraint on their effectiveness and an area the project has not been able to address.
<b>Context/comment:</b>	This is true, CCMD alone cannot ensure that NAP is mainstreamed at all government levels. This calls for elaboration of effective NAP implementation structures at all government levels. Capacity building of MDAs would thus be key to ensure effective mainstreaming. Financial resources will also need to be sought after to ensure that all key interventions are supported. Additionally, a climate change bill is critical to foster mandate on issues of climate change mainstreaming.

<b>Lesson Learned #4:</b>	There is no conceptual framework for how Zimbabwe’s NAP capability will be strengthened in an incremental manner. It is important that Zimbabwe sets realistic expectations for how it will progress from basic, to intermediate and advanced planning functions.
<b>Context/comment:</b>	Noted. This is something that CCMD needs to ensure that it is put in place in follow-up projects.

<b>Lesson Learned #5:</b>	Donor funding from GCF places many demands on Zimbabwe’s institutions. We noted that people felt the application process was complex and onerous and this contributes to stagnation. There was also the perception that GCF are detached from the practical challenges that institutions in Zimbabwe
---------------------------	--

## Management-Led Terminal Review, UNEP

	face. There was a sense that GCF wants to fund projects but are less interested in systems strengthening work
<b>Context/comment:</b>	Noted, GCF and other partners needs to focus on systems strengthening work

<b>Lesson Learned #6:</b>	GCF, UNEP and CCMD could work together more effectively. This would prevent CCMD from 'ploughing their own furrow' and make it possible for more effective donor and technical assistance
<b>Context/comment:</b>	Noted, collaboration with all the actors at both national and international levels should be sought on a continuous basis.

<b>Lesson Learned #7:</b>	The consideration of gender equity and social inclusion needs more attention and to be more systematically included in NAP processes, and not in a tokenistic way.
<b>Context/comment:</b>	Implement the already developed Gender Action Plan for Zimbabwe