

## Decentralized evaluation for evidence-based decision making

WFP Office of Evaluation

### Decentralized Evaluation Quality Assurance System (DEQAS)



## Management Response to Evaluation Recommendations

Evaluation of WFP's Lean Season Assistance (LSA) through the PRRO 200453 in Zimbabwe (May 2013 to June 2016) WFP Zimbabwe Country Office						
Rec. #	Recommendation Text (as per evaluation report)	Management Response <i>Is recommendation Accepted, partially accepted or not accepted?</i> (If partially accepted or not accepted, provide a brief response)	Actions to be taken (Briefly state what actions will be taken to address the recommendation)	Action By [WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]	Implementation timeframe [Month, Year]	Status Not started/ In progress/ On hold/ Complete
1	Strategically shift the emphasis of support strategy from short-term, survival-oriented to a more long-term development-oriented: "From Dependence to Resilience"	Accepted	With the launch of the CSP, the Country Office has placed more focus on activities aimed at graduating LSA beneficiaries to self-reliance through their incorporation into asset creation schemes (Activity 7), support to agricultural markets, and aggregation and marketing of surplus production targeting the smallholder farmers (Activity 5 and 6), and supporting risk management, insurance and financing mechanisms (Activity 10). In addition linkages will be established between activity 7 for instance with the school meals Programme (Activity 12). These resilience/development activities represent 39 percent of the total CSP budget.	WFP Country Office	April, 2017	Complete
2	WFP should differentiate its support strategy towards two different livelihoods (i) the needy, vulnerable labor-constrained households who are (almost) permanently food insecure (estimated to be about 10% of the rural population); and (ii) the borderline, non-labor constrained households who are only food insecure during below average production years (about 20 - 35% of the rural population; these categories often include female-headed households)	Accepted	Through CSP Activity 11, WFP and other organizations (e.g. UNICEF and the World Bank) will support the Government in establishing a central information systems for social protection programmes, using WFP's SCOPE platform. The system is currently being piloted and will have links with LSA and FFA programmes. Using this system, WFP will be able to differentiate the needy and the borderline households. The labour constrained households (the needy) would be gradually integrated into the national social protection systems while the non-labour constrained households would be absorbed into the asset creation schemes.	WFP Country Office	December, 2018	In progress

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3	WFP should consider a gradual phasing-out of LSA (in 3 - 5 years); only with a substantial shortfall in agricultural production at national level should WFP return to LSA food assistance	Partially Accepted	WFP has already considered a gradual phasing-out of LSA as demonstrated in the approved CSP. The activities on the CSP focus on phasing out LSA during the duration of the CSP (5 years), through the following activities– asset creation; support to smallholder farmers; and risk management, insurance and financing mechanisms as well as gradual integration into national social protection systems. This is captured on paragraph 40 of the CSP.	WFP Country Office	April 2017 to December 2021	Complete
4	WFP should put a greater emphasis on Asset Creation: Increase focus on Resilience Programming (strategic) along the lines of current PAC interventions (mainly water harvesting, garden development and dip tanks)	Accepted	The approved CSP already places a large emphasis on addressing the root causes of food and nutrition insecurity through various activities. Furthermore, the design of the CSP reflects a gradual increase on an annual basis of this focus area – paragraph 50 of the CSP and implemented through activity 7.  CO is already negotiating with donors for possibility of multi-year funding, to ensure the PAC activities are well funded and stable before moving to another location. Most of the assets identified are weir dams, nutrition gardens, dip tanks, fish ponds and horticulture.	WFP Country Office	February 2017	Complete
5	The Programme for Asset Creation should further include labor-intensive development work such as erosion control (in particular watershed protection, appropriate drainage in areas prone to flooding, gully protection etc)	Accepted	Since the launch of the CSP, it is now a pre-requisite for Cooperating Partners to draw-up an Environmental Management Plan which they are encouraged to have certified by the Environmental Management Authority. These are submitted together with their proposals for partnership with WFP in implementation of FFA. All FFA proposals are systematically checked for compliance on all aspects of protection works. WFP will achieve this through its partnerships with FAO and the Ministry of Environment as well as Ministry of Agriculture in addition to WFP operating procedures.	WFP Country Office and partners	June, 2017 – November 2018	In Progress
6	In line with the 2014 evaluation of the PRRO, WFP should make a deliberate effort to establish a long-term relationship with about 15 - 20 target districts in Eco-Regions 4 & 5	Partially Accepted	The advent of CSP allows WFP to concentrate its efforts in the same districts and same communities. Selected districts will be targeted during the entire duration of the CSP. Through Integrated Context Analysis (ICA) and Seasonal Livelihoods Programming (SLP), 11 priority districts have been selected in 2017 These 11 districts will be targeted for the duration of the CSP and any additional district will be based on funding potentials.	WFP Country Office	August, 2018	In progress

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			Discussions with potential partners ongoing to see potential synergies and areas of convergences. For the entire CSP duration, WFP will concentrate its efforts in the 11 districts already targeted in 2017.			
7	WFP should develop framework contract with Implementing Partners for a period of 3 years (instead of annual tendering) for all aspects of support to target districts	Accepted	There is a corporate review of the legal instrument of partnership which once rolled out will allow for long term legal partnerships. Meanwhile technical meetings have been initiated to discuss possible areas of long-term collaboration, which will be put down in MOUs with the various implementing Partners.	WFP Headquarters/Regional Bureau and WFP Country Office and partners	June, 2018	Not Started
8	Targeting for PAC participation should be based on ranking but with some fixed criteria (livestock ownership; access to gardens; remittances)	Partially accepted	The criteria recommended do not entirely qualify within the target criteria for PAC as both livestock and gardens constitute less than 20% of eligibility and accurate information on remittance is almost impossible to determine. Selection of beneficiaries is done through the community ranking, which has similar criteria to the one proposed. Chronic food insecurity and willingness to work are also additional conditions. Labour constrained households are also considered through the 10% inclusion clause. The above constitute the basis of implementation of this activity and has been taken into account and implemented with the ongoing PAC activities which runs from May to October 2017.	WFP Country Office	May to October 2017	In Progress
9	WFP should give more priority to the participation of female-headed households in PAC; also possibility for soft participation (10%) of vulnerable households should be maintained	Partially Accepted	Women in most of the activities are prioritized. Certain works however require men to assist, especially where heavy construction works are involved. The 10% participation of vulnerable households has been Targeting for 2017 FFA was based on this criteria and beneficiaries have been registered along these standards.	WFP Country Office and Partners	August, 2017	Completed
10	In terms of transfer modality, preference should be given to mobile cash (if possible with	Not Accepted	WFP will continue to prioritize mobile cash where and as appropriate. The CO is moving away from mobile cash to the SCOPE platform. The CO has prioritized the scale up SCOPE to register all its beneficiaries onto the system to effectively track benefits to beneficiaries and keep count of the beneficiaries	N/A		

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	shorter intervals; e.g. every two weeks)		attending distributions and those missing distributions and eliminate any duplicated beneficiaries. This will eventually enhance the effectiveness of CO programmes.  Fortnightly distributions are not economically efficient within the context of Zimbabwe and the operational plan			
11	In Disaster years LSA to be provided in-kind in combination with mobile cash; a pilot could be started whereby households can indicate their preference (mobile cash; in-kind or a mix) on a quarterly basis	<b>Not Accepted</b>	This would be ideal, however it would be very challenging operationally especially in emergency situations like LSA as it depends on what is available to the CO (food v/s cash), conditions attached to the funding by donors, economic/market situation in the country (availability of cash, food commodities at the markets, etc) and additional resources that may be required to address each beneficiary's preferences. The CO will continue to engage with donors to lobby for flexibility of funding conditions. In addition, CO will continue to be guided by the findings of market assessments.	N/A		
12	WFP should focus on moving Livelihood Category I (needy, vulnerable labor constrained households) from LSA to social protection through support to Ministry of Social Welfare to operationalize the recently launched national social protection policy (estimated target of 250K households)	<b>Partially Accepted</b>	The CSP focuses on gradual integration of labour constrained households into national social protection systems as suggested. The process will be gradual to allow for the establishment/scaling up of social protection systems. WFP is providing support to the establishment of a beneficiary management system. However to achieve the proposed figure (estimated target of 250K households) it will take Government commitment and effort	WFP Country Office, Government	December, 2018	In progress
13	Focus to be on developing/strengthening national social protection system targeting labor-constrained households, and its operationalization at district level	<b>Accepted</b>	WFP is engaging government and other partners on Social protection for strengthening of these systems. Discussions on developing a common database have started.	WFP Country Office, Government	December, 2018	In Progress

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14	Inclusion to be considered to include female-headed households with children under 5 and female-headed households with children 6 – 12	<b>Not accepted</b>	Targeting is based on the food insecurity status of the household and not necessarily the demographics. However, food insecure female headed households are usually prioritized.	N/A		
15	Introduction of a shared and agreed upon registration system (SCOPE)	<b>Partially Accepted</b>	Registrations directly into SCOPE, rather than paper will be expanded. Discussions for adoption of SCOPE with Government and other UN agencies like UNICEF are ongoing. However whether or not the system is adopted fully by others is not entirely in WFP's control as it depends on stakeholders' willingness and capacity.	WFP Country Office; Government; UNICEF	December, 2018	In Progress
16	Harmonization of support packages between all stakeholders	<b>Partially Accepted</b>	SCOPE is expected to assist with harmonization of beneficiary registration/list, which will in turn assist in identifying the needs, caseloads and available resources more efficiently. Discussions for adoption of SCOPE with Government and other UN agencies like UNICEF are ongoing. (There are many stakeholders so insofar as harmonization of support packages is the goal, it depends on stakeholder willingness and capacity).	WFP Country Office; Government; UNICEF; other stakeholders	December, 2018	In Progress
17	Provision of supplementary feeding support to pregnant and lactating women blanket iron-fortified feeding through health system	<b>Not Accepted</b>	CO is already providing feeding support to pregnant and lactating women nationwide in partnership with UNFPA through the Maternity Waiting homes, in line with paragraph 48 of the CSP. Considering that 35 % of women in Zimbabwe are already overweight the provision of a blanket supplementary feed is not accepted. Such a blanket supplement should be targeted to malnourished women.	N/A	N/A	
18	Provision of supplementary feeding support to Stunting prevention U2: blanket supplementary feeding	<b>Partially Accepted</b>	WFP Zimbabwe is currently implementing a pilot in one district – Mutasa with plans of expanding the programme in four more districts by 2018	WFP Country Office	December 2018	In Progress

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19	Blanket supplementary feeding for Female-headed households with children U5; targeted for other U5	<b>Not accepted</b>	This recommendation assumes that all Female Headed households are malnourished when the guidelines of blanket supplementary feeding are not taken into account. Food insecure female headed households are covered either under PAC or LSA, but not blanket supplementary feeding. In addition, children U5 in LSA districts receive Super cereal plus.	N/A	N/A	
20	School feeding programme for children (6 - 11 years) together with promotion of school cereals, pulses and vegetables. WFP should complement support to school feeding to what GoZ is doing	<b>Partially Accepted</b>	WFP will not be involved in school meals provision but technical support to the government. The lean season assistance emergency-school meal programme was part of the CO's humanitarian response. The CO therefore does not accept implementation of a school feeding programme as there is no schools feeding under the CSP.  The CO agrees that WFP should complement support to Government, which is in line with the objectives in the CSP – this will be done through policy/implementation framework development under south to south cooperation (CoE). In addition WFP will in partnership with UNICEF work on other complementary initiatives such as water source development, linking schools to markets and government cross country learning amongst others	WFP Country Office, Government of Zimbabwe	December 2018	In Progress
21	Adolescent girls (12 - 19 years) at secondary school should be supported with iron-fortified supplementation	<b>Not Accepted</b>	Iron-fortified supplementation is provided at clinics for free and as part of fortified foods. It will be implemented through use of Social Behavior Change Communication not only at schools but also other community areas to ensure girls who do not go to school are also informed.  Iron supplementation in clinics will be complemented by SBCC on dietary diversity including iron rich foods in schools and in the community.	Government	N/A	
22	Continuation of HIV-AIDS affected persons programme	<b>Accepted</b>	The HIV-AIDS activities are implemented under the PEPFAR funded program for Bulawayo, Harare and Mutasa district. Although this project is ending in December WFP will continue to provide technical support to the Government of Zimbabwe on Nutrition and HIV including but not limited to resource mobilization.	WFP Country Office	December 2017	In progress

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23	With regard to enhancing water harvesting and nutrition garden creation, a garden should be based on 20 - 30 households per hectare (300-500 m2 per household) in order to be effective to increase household agricultural productivity and diversification, garden plot sizes have varied substantially from one site to another, with some too small to have potential for boosting household productivity and crop diversity	<b>Not Accepted</b>	The biggest challenge is availability of land, water source capacity and high demand for plots.	N/A	N/A	
24	Provide technical assistance for construction and lay-out of water harvesting devices to address lack of technical expertise among WFP and implementing partners	<b>Accepted</b>	WFP now has 3 engineers on board. It is mandatory for each partner to recruit an engineer or a person with a technical background under FFA activities to provide the necessary expertise.	WFP Country Office	June, 2017	Complete
25	Pumping should be based on solar power (if gravity does not allow) instead of fuel-based engines in order to avoid maintenance issues and continued operational costs	<b>Not Accepted</b>	CO has enhanced its feasibility assessment prior to implementation in order to address such issues and advise partners accordingly. Gravity fed though remains the most preferred where possible, as it has lower maintenance costs and requires less technical expertise and is already being implemented.	N/A		
26	If plots are large enough, they could include irrigated feed lots for supplementary feeding of targeted animals at the end of the dry season (September/October): in particular milk producing cows or	<b>Partially Accepted</b>	This is already happening in some districts where livestock is the main livelihood and WFP is partnering with FAO. It should be recognized that UN Mandate is a very sensitive issue and rather than a recommendation for WFP's exclusive intervention, it would be best to recognize that this could only be achieved through partnership with FAO whose mandate covers such activities.	FAO	August, 2017	Complete

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	goats and oxen should benefit from these feed lots					
27	Linking production of small grains to markets and schools through a P4P approach	<b>Accepted</b>	Small grain producing farmer organizations have been identified and will go through capacity strengthening activities which would link them to the markets.	WFP Country Office	September, 2018	Not started
28	Improved storage (central or homestead)	<b>Partially Accepted</b>	Again it should be recognized that this is a shared responsibility between WFP and FAO. Against this understanding WFP and FAO are looking into establishing a joint programmes aimed at countering post-harvest losses at community and farmer group level for marketing purposes. Provide training, rehabilitate storage facilities and provide warehouse equipment where possible	WFP Country Office, FAO	December, 2018	In Progress
29	The introduction of a system of warehouse receipts to make it possible for farmers to be eligible for loans with the commodities as a collateral right after harvest	<b>Accepted</b>	CO has organized a study tour to Malawi for government, farmers and private sector stakeholders. Ministry of Agriculture plans to pilot WRS in one district. The timeline is dependent on Government	WFP and Government	To be determined	Not started
30	WFP should be equipped and organized for continued disaster preparedness during roughly 2 out of 5 years	<b>Partially Accepted</b>	<p>Since 2015, WFP has enhanced its Emergency Preparedness and Response capacity which was evidently demonstrated in the CO's response to the El Nino Emergency. It is work in progress and this constitute an integral component of our operational plan of the CSP.</p> <p>WFP CO plans to implement the updated Emergency Preparedness and Response Package by December 2017, streamlining elements such as cash based assistance and nutrition in its preparedness plans. Contingencies for a deterioration of the financial situation are already in place while the CO is working with development partners at the Humanitarian Country Team to support IA contingency planning.</p>	WFP Country Office	June, 2018	In Progress

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31	Together with the national government and other humanitarian assistance organizations need for development of harmonized central registry	<b>Partially Accepted</b>	SCOPE is aimed at harmonizing beneficiary registry. The Government has acknowledged and granted approval for the use of SCOPE to establish a Central Registry for its Social Protection Programme. Key Partners such as UNICEF and the World Bank as well as few donors have expressed interest and a technical committee is being established for the implementation. Full implementation will be contingent on Government willingness and approval as well as donors buy in	WFP Country Office	December, 2017	In Progress
32	WFP should further give priority for mobile cash transfer; with possibility to shift to in-kind; due to the high costs, intra-household tensions and continuous shortages Cash-in Transit (CIT) should be avoided	<b>Not Accepted</b>	This recommendation assumes that CBT is more cost-effective and efficient than in-kind assistance. Whenever possible, WFP uses mobile cash transfer, and usually ready to shift to in-kind if need be. For security and logistics purposes, CIT is used as a last resort when assessment determined the impracticability of mobile cash transfer.	N/A	N/A	
33	LSA targeting to exclude households with access to gardens and/or livestock ownership, and remittances	<b>Not accepted</b>	LSA targeting focuses on households which have suffered as a result of poor/no harvest, mainly due to climatic conditions. It however does not automatically exclude households with access to gardens, as the gardens may be completely empty following drought, floods etc. The same applies to those with very few livestock meant for provision of draught power only.	N/A	N/A	
34	LSA ranking to include some fixed criteria	<b>Not Accepted</b>	While common indicators have been identified, specific indicators do vary from one area to another as main livelihoods differ from one place to the other, hence the adoption of community based targeting	N/A	N/A	
35	LSA cut-offs to be based on relative weight of ward food insecurity	<b>Accepted</b>	The cut offs are already based on the ward level of food insecurity agreed in the DDRC. CO will continue to monitor registration processes.	WFP country office	December 2018	In progress