

Distribution: General

Date: 10 February 2017

Original: English

*\* Reissued for technical reasons  
(English only)*

Agenda Item 7

WFP/EB.1/2017/7/7/Rev.1\*

Country Strategic Plans

**For approval**

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## **Zimbabwe Country Strategic Plan (2017–2021)**

Duration	1 April 2017 – 31 December 2021
Total cost to WFP	USD 272 281 372
Gender marker*	2A

\* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

### **Executive Summary**

WFP's 2017–2021 Country Strategic Plan for Zimbabwe is based on: i) lessons learned; ii) discussions with the Government, donors and partners; iii) the findings of the zero hunger strategic review; iv) the three-pronged programming approach and similar processes; and v) an assessment of funding possibilities. WFP will maintain its humanitarian assistance capacity while sharpening its focus on supporting social protection and resilience agendas with a view to achieving zero hunger.

WFP will build on its innovative work in knowledge and evidence generation while strengthening the systems and institutions responsible for achieving zero hunger in Zimbabwe.

In view of persistently high rates of chronic undernutrition, WFP's will integrate consideration of nutrition issues into all parts of its portfolio. It will use gender and protection analyses to inform development and implementation of the CSP and ensure a gender-sensitive and "do no harm" approach throughout the portfolio. The principle of "less is more" will prioritize quality over breadth of coverage: it involves harmonization of activities, new geographic targeting and innovative financing options for enhanced impact.

This CSP supports the Government in achieving the following strategic outcomes:

- i) Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions.
- ii) Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025.

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- iii) Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030.
- iv) Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors.
- v) The social protection system enables that chronically vulnerable populations throughout the country are able to meet their basic needs all year round.
- vi) Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services.

The Government is WFP's primary partner. Other partners are the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the Joint United Nations Programme on HIV and AIDS, the United Nations Children's Fund, the United Nations Population Fund, the World Health Organization, the Scaling Up Nutrition initiative and the World Bank.

The plan is aligned with the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) and its clusters relating to food and nutrition security, social services and poverty eradication. It is integrated with the Zimbabwe United Nations Development Assistance Framework (2016–2020) and contributes to Strategic Results 1, 2, 3, 4, 5 and 8 in WFP's Strategic Plan (2017–2021).<sup>1</sup>

### **Draft decision\***

The Board approves Zimbabwe Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/7/Rev.1\*) at a total cost to WFP of USD 255.3 million.

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<sup>1</sup> See <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

## 1. Country Analysis

### 1.1 Country Context

1. Zimbabwe is a land-locked, low-income, food-deficit country with a population of 15.6 million people.<sup>2</sup> It ranked 155th of 188 countries in the 2015 Human Development Index, and 85th of 104 in the 2015 Global Hunger Index. The economy has declined after years of poor harvests and worsening terms of trade. The recent El Niño also resulted in economic and political stresses.

### 1.2 Progress Towards SDG 2

#### *Progress on SDG 2 targets*

2. Zimbabwe's food and nutrition situation is classified as "serious" in the 2015 Global Hunger Index; it fell short of Millennium Development Goal 1 and there are significant challenges with regard to Sustainable Development Goal (SDG) 2.<sup>3</sup>

#### *Access to food*

3. Overall, 63 percent of the population lives below the poverty line, and 16 percent lives in extreme poverty.<sup>4</sup> Household access to food is constrained by poverty, declining remittances, low productivity, inadequate employment opportunities, high food prices, recurrent weather shocks, economic instability, low growth, deflation and lack of liquidity.
4. Between 2009 and 2014 an annual average of 1 million people – 8.3 percent of the population – were food-insecure, of whom 38 percent were chronically food-insecure.<sup>5</sup> This is an improvement from the previous decade, when food insecurity affected more than half of the population at times. Erratic rainfall causes peaks in food insecurity every four to five years.<sup>6</sup> The recent El Niño caused widespread crop failures, thereby exacerbating food insecurity: 2.8 million people were food-insecure in the 2015/16 lean season, three times the number in the previous year, and maize prices increased by up to 75 percent as the need for imports peaked.<sup>7,8</sup> Although poverty is more prevalent in rural areas, a 2016 assessment estimated that 1.1 million people in urban and peri-urban areas will need food assistance during the 2016/17 lean season.<sup>9</sup>
5. Tongogara refugee camp hosts more than 8,000 refugees, mainly from the Great Lakes region and the Horn of Africa, who rely on WFP food assistance to meet their basic food and nutrition needs.

#### *End malnutrition*

6. Malnutrition rates are high: stunting is 28 percent, overweight is 33 percent among women and there are major micronutrient deficiencies among children.<sup>10</sup> Children in rural areas are more undernourished than those in urban areas. A maize-based diet leads to poor dietary diversity and insufficient consumption of essential nutrients. Only 8.4 percent of children aged 6–23 months consume a minimum acceptable diet.<sup>11</sup>

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<sup>2</sup> See <http://data.worldbank.org/country/zimbabwe>

<sup>3</sup> Zimbabwe Ministry of Economic Planning and Investment Promotion and the United Nations. 2013. *Millennium Development Goals Progress Report*. Harare.

<sup>4</sup> Zimbabwe National Statistics Agency. 2013. *Poverty, Income, Consumption and Expenditure Survey: 2011/2012 Report*. Harare.

<sup>5</sup> WFP and the National Food and Nutrition Council integrated context analysis, 2015.

<sup>6</sup> WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Rome.

<sup>7</sup> WFP. 2015. *El Niño Update. December 2015*. Rome.

<sup>8</sup> United Nations. 2016. *Humanitarian Response Plan – Zimbabwe*. New York.

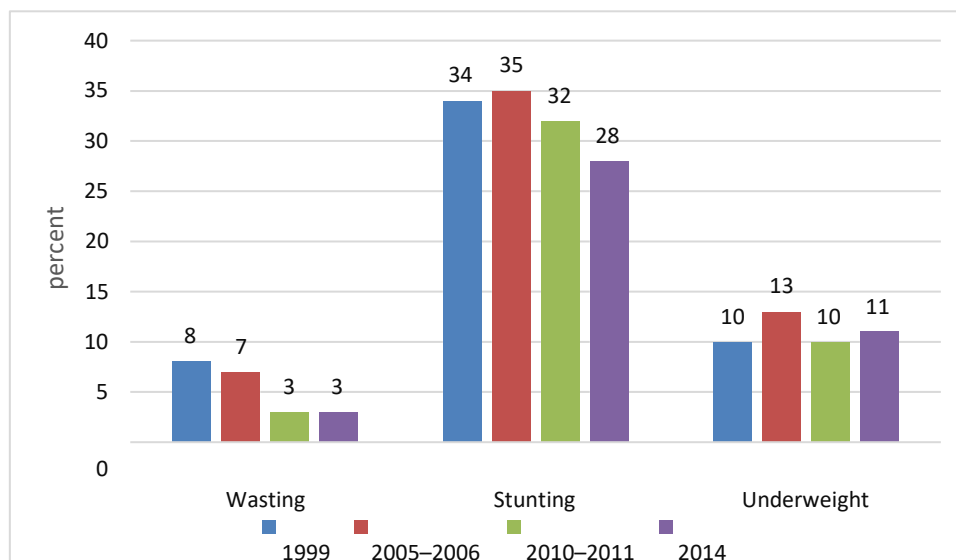
<sup>9</sup> WFP and the National Food and Nutrition Security Council, 2016 urban assessment.

<sup>10</sup> Zimbabwe National Statistics Agency. 2012. *Zimbabwe Demographic and Health Survey, 2010–11*. Harare.

<sup>11</sup> Government of Zimbabwe. 2010. *National Nutrition Survey*. Harare

7. High rates of stunting in areas of low food insecurity and good agricultural production indicate that access to cereals does not guarantee nutrition security<sup>12</sup> and that stunting may be caused by health-related factors.<sup>13</sup> Poor feeding practices, morbidity, limited access to health services and lack of clean water and sanitation are contributory factors. A 2014 survey of people living with HIV showed that undernutrition is strongly associated with morbidity and food insecurity.<sup>14</sup>

**Figure 1: Trends in undernutrition among children under 5**



#### *Smallholder productivity and incomes*

8. Agriculture, on which 70 percent of the population rely, accounts for 20 percent of gross domestic product (GDP).<sup>15</sup> It was dominated by large commercial farms until 2000, when land reforms transformed the sector: now, 98 percent of farmers are smallholders, who work 73 percent of the agricultural land.<sup>16</sup> Smallholder farming is characterized by low productivity, limited access to markets and lack of competitiveness, limited extension services, frequent adverse weather and poor access to finance and inputs.<sup>12</sup>
9. Land tenure is a major constraint for rural women and a barrier to increased production. Recent campaigns have helped to increase women's access to and control of land, but most land is controlled by men and 80 percent of State land is leased to men. Only 20 percent of women involved in agriculture are landowners or leaseholders, which places them at a disadvantage in that they lack collateral for obtaining credit.<sup>17</sup> Men hold an average of 2.73 ha of communal land, whereas households headed by women hold only 1.86 ha on average even though they constitute 60 percent of the agricultural workforce. Because many men migrate to towns and neighbouring countries to find work, 42.6 percent of agricultural households are headed by women.<sup>18</sup> Remittances are a major source of non-agricultural income for rural households.<sup>19</sup> Recent Zimbabwe Vulnerability Assessment Committees (ZimVACs) have found that men have better

<sup>12</sup> Government of Zimbabwe and FAO. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>13</sup> Food and Nutrition Council and WFP. 2014. *Integrated Context Analysis*. Rome.

<sup>14</sup> Ministry of Health and Child Care, 2014 and WHO Global Tuberculosis Report, 2014. *Nutrition assessment and vulnerability profiling study of people living with HIV*. Harare.

<sup>15</sup> Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

<sup>16</sup> World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. New York.

<sup>17</sup> Zimbabwe National Statistics Agency. 2013. *Women and Men in Zimbabwe Report, 2012*. Harare.

<sup>18</sup> FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

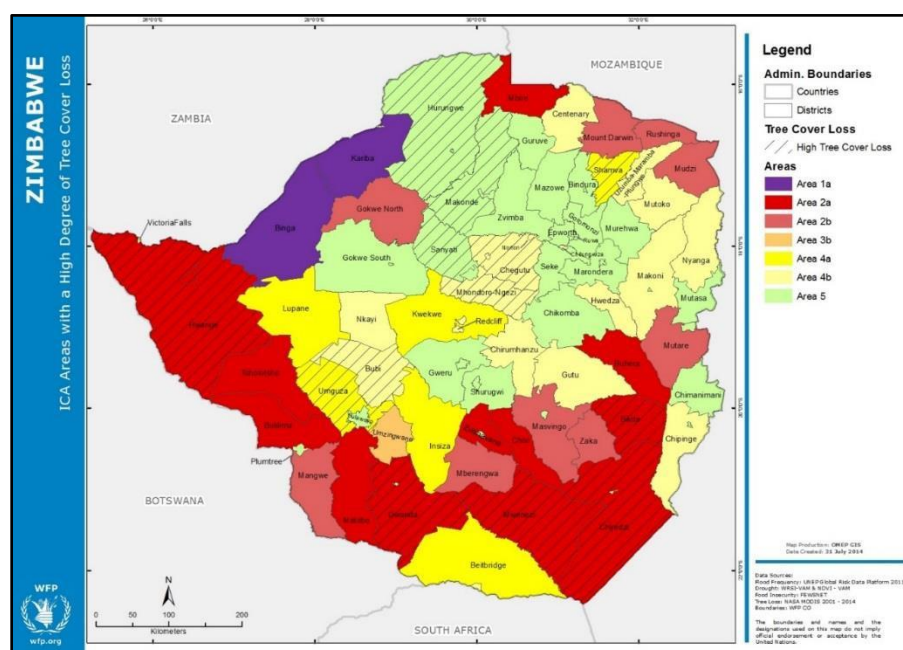
<sup>19</sup> Muza, O. 2009. *Informal Employment – Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Presented at FAO/IFAD/ILO workshop. Rome March/April 2009.

access to markets and loans than women.<sup>20</sup> Among rural households, 60 percent store crops in unimproved facilities and significant post-harvest food losses inevitably ensue.<sup>21</sup>

### *Sustainable food systems*

10. Maize is cultivated by 80 percent of rural households, but yields are far below the regional average and deficits are bridged with imports.<sup>22</sup> Groundnuts and sorghum are the second and third most cultivated food crops.<sup>20</sup> Maize prices are set by the Government, but consistently late payments lead many farmers to shift to cash crops such as tobacco. In food-deficit areas, small traders are constrained by inefficiency and high transaction costs.<sup>23</sup> Rural markets are informal and highly localized, but private traders are beginning to purchase moderate amounts from smallholder farmers.<sup>24</sup> Lack of market integration limits food security in areas of low production where people rely on markets for food. Prices can be up to 45 percent higher in these areas than elsewhere during lean seasons.<sup>6</sup>
11. Rainfall is expected to be increasingly irregular. Deforestation caused by population growth, urban expansion and wood burning has led to land degradation and reduced soil fertility in many areas.<sup>25</sup> Results from the 2015 integrated context analysis (ICA) and recent district-level seasonal livelihoods programming (SLP) indicate that increasingly frequent weather-related shocks are likely to be a major cause of rural food insecurity. The ICA identified a strong correlation between levels of recurring food insecurity and exposure to natural shocks: category 1 identifies districts where food insecurity is chronic and natural shocks are frequent; category 5 identifies districts with low recurrent food insecurity and few natural shocks.<sup>13</sup>

**Figure 2: Areas of food insecurity, exposure to shocks and land degradation**



<sup>20</sup> ZimVAC. 2014. Rural livelihoods assessment, draft.

<sup>21</sup> ZimVAC. 2013 Rural livelihoods assessment, draft.

<sup>22</sup> ZimVAC rural livelihoods assessment reports, 2012–2014.

<sup>23</sup> ACDI/VOCA. 2012. *Market Mechanisms to Achieve Food Security*. Zimbabwe.

<sup>24</sup> Australian Agency for International Development (AUSAID) and Department for International Development (DFID). 2009. *Understanding Markets in Zimbabwe*.

<sup>25</sup> Chipika, J. and Kowero, G. 2000. Deforestation of woodlands in communal areas of Zimbabwe: is it due to agricultural policies? *Agriculture, Ecosystems and Environment* 79(2–3): 175–185.

### ***Macroeconomic environment***

12. The economy is dominated by the service sector, which accounts for 40.6 percent of GDP, followed by the industrial sector at 31.8 percent. Agriculture is the third largest sector, contributing 16 percent.<sup>26</sup> GDP halved between 2000 and 2008, with hyperinflation in 2007/08; it recovered to annual growth of 8.7 percent between 2009 and 2012. Declining terms of trade have slowed growth in recent years.<sup>27</sup> Sanctions imposed by some donor countries continue, but other donors – the European Union for example – have eased them, opening the way to increased trade.

### ***Key cross-sector linkages***

13. Life expectancy is 58 years,<sup>13</sup> maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births.<sup>26</sup> HIV prevalence is 13.7 percent and declining.<sup>27</sup> The literacy rate is 97 percent.<sup>28</sup> Women and girls account for 52 percent of the population. The fertility rate is 3.8 children per woman, and average household size is 4.2.
14. Gender inequalities have decreased, but remain significant in some sectors. The 2014 Social Institutions and Gender index of the Organisation for Economic Co-operation and Development ranked gender discrimination at 0.14 – medium – and pointed out that laws governing the family code, women's access to resources and assets and civil liberties are inconsistent. The influence of customary practices perpetuates discrimination against women in matters such as the legal age of marriage, parental authority, inheritance and rights to land and financial services. Women's access to public and political life is restricted as a result of the absence of legal quotas, and the laws forbidding violence against women are inadequate.
15. Although there is gender parity in primary education, dropout rates among secondary school girls are high as a result of pregnancies, marriage and financial constraints. Outcomes at tertiary level are still below the parity target as shown by the university enrolments. Women are also disproportionately affected by the HIV epidemic and have higher rates of intimate partner violence. HIV prevalence among women stands at 18 percent, compared with 12 percent among men. Gender-based violence remains a major barrier to women's active participation in development; 42 percent of women in Zimbabwe report having experienced physical, emotional or sexual violence at some point in their lives.

### **1.3 Hunger Gaps and Challenges**

16. The 2015 zero hunger strategic review identified the following gaps:
- i) Weak implementation of policies and programmes. Despite an enabling policy environment for food and nutrition security programming, implementation of policies, strategies and plans is problematic because of insufficient financial resources, weak coordination, inadequate or inaccessible data, capacity constraints and a top-down approach to programming.
  - ii) Inadequate response to climate and disaster risks. Weather-related disasters are recurrent, but in general there are no adaptation or disaster risk preparedness plans. Early-warning systems and preparedness measures are limited and ineffective. Conservation agriculture is poorly understood by most smallholders, and is not adequately covered by extension services.
  - iii) Limited market integration for smallholder farmers. This results from high input and transport costs, low productivity and poor roads. Smallholder farmers trade individually, which limits their bargaining power and their ability to add value to their products by processing. Most cannot meet the quality standards demanded by formal markets, and they lack access to up-to-date market information and affordable financial services.

<sup>26</sup> Women's University in Africa. 2015. *Zimbabwe Zero Hunger Strategic Review*. Harare.

<sup>27</sup> See <http://www.worldbank.org/en/country/zimbabwe/overview#1>

<sup>28</sup> Davis, Richard; Hirji, Rafik. 2014. *Main report*. Washington, DC: World Bank Group. <http://documents.worldbank.org/curated/en/925611468329355687/main-report>



- iv) Non-functional strategic grain reserve. Financial constraints and management issues limit the ability of the Grain Marketing Board to procure, store, manage and rotate adequate stocks of nationally produced grain. Dilapidated infrastructure for the transport, storage and handling of food needs to be repaired or replaced.
- v) Inadequate involvement of the private sector. The role of the private sector in food and nutrition security remains uncoordinated and undocumented. Opportunities exist for partnerships involving the Government, farmers, the food industry, development agencies, non-governmental organizations (NGOs) and donors. Private companies could invest in research with a view to increasing crop and livestock yields and providing affordable machinery and storage facilities, but the unfavourable economic environment prevents the private sector from assuming a larger role in reaching zero hunger.
- vi) Lack of sustained advocacy to enhance awareness of food and nutrition security issues. Malnutrition is not considered a serious problem, and people do not understand its social effects; awareness of the importance of a balanced and diversified diet is generally limited.
- vii) Limited attention to food loss and waste. Challenges relate to inadequate management skills, technical limitations in harvesting, post-harvest storage and handling, and poor transport, processing, packaging and marketing systems. Pests cause large food losses each year. Limited capacity in value-adding processing and poor access to markets has meant that much of the food produced, particularly fresh food, simply rots. The Government and NGOs have given little attention to these issues.

## 1.4 Country Priorities

### *Government*

17. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) (ZimASSET) envisages “an empowered society and a growing economy” through four clusters: i) food and nutrition security, particularly by means of improved crop and livestock production and marketing; ii) infrastructure development and environmental management, protection and conservation, iii) nutrition policy and legislation; and iv) improved social services and the eradication of poverty through human capital development and empowerment, employment, and gender mainstreaming.
18. Other policies and programmes address food and nutrition security, food fortification, social protection, community work and cash transfers, and agriculture. The Government provides maize for lean-season assistance programmes and is a member of Scaling Up Nutrition (SUN). The economic slowdown prevents the Government from meeting budget commitments related to the Maputo Declaration and the Comprehensive Africa Agriculture Development Programme; investment in the sector is led by external actors.

### *United Nations and other partners*

19. The 2016–2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) supports ZimASSET and the 2030 Agenda. An evaluation of the 2012–2015 ZUNDAF<sup>29</sup> recommended a shift from recovery and transitional funding to resilience-building, disaster risk reduction, livelihoods and food security. Donors and United Nations agencies collect sex-disaggregated data, but there is little gender-specific analysis and only occasional gender mainstreaming.<sup>30</sup> This is addressed in the 2016–2020 ZUNDAF.
20. In 2013 and 2014, the Office for the Coordination of Humanitarian Affairs and the European Community Humanitarian Office ended their presence in Zimbabwe, reflecting a shift to support for ZimASSET development priorities. A humanitarian coordination team led by the Resident Coordinator will manage collective responses.

<sup>29</sup> United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

<sup>30</sup> USAID. 2012. *Gender Analysis and Assessment for Feed the Future Programming*. Washington DC.

21. WFP coordinates its work through the United Nations country team, which supports the ZUNDAF. The United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO) and WFP collaborate through SUN to reduce malnutrition. WFP also collaborates with the United Nations Population Fund (UNFPA) in supporting maternity waiting homes. The Resident Coordinator leads programmes addressing vulnerability with a view to long-term resilience.
22. Some donors do not provide direct funding for the Government: the World Bank, for example, limits its support to technical assistance and support for the social protection system. The Government is therefore turning to emerging economies for trade and aid. Several donors provide assistance through NGOs and United Nations agencies. Bilateral development programmes demonstrate the potential for South–South cooperation.

## 2. Strategic Implications for WFP

### 2.1 WFP's Experience and Lessons Learned

23. In 2009, WFP started to focus on recovery and development through the creation and rehabilitation of sustainable assets, the introduction of cash-based transfers (CBTs), enhanced partnerships to support capacity development, and local procurement.
24. A 2011 evaluation of the country portfolio recommended that WFP should focus on long-term recovery and support for a national social protection system.<sup>31</sup> A 2014 operational evaluation found that WFP's activities were in line with corporate objectives and coming into line with the Government's new agenda on social transfers.<sup>32</sup> A 2014 programme review recommended that: i) seasonal support be conditional, with beneficiaries incorporated into asset-creation schemes; ii) more attention be given to the prevention of stunting; iii) WFP support agricultural markets; iv) programming focus on optimizing synergies and partnerships; and v) evidence be generated to inform the development of policies.<sup>33</sup> A 2016 nutrition review recommended that WFP focus on generating evidence and supporting the Government in building district-level delivery capacities.<sup>34</sup>

### 2.2 Opportunities for WFP

25. The strategic review and subsequent consultations recommended that WFP focus on the following:
  - Continuing to lead in humanitarian responses. WFP's emergency food assistance in times of crisis will be required to some extent each year.
  - Improving the coordination and management of national hunger responses. The food and nutrition policy and implementation plan will enable the Food and Nutrition Council to coordinate work at the ministerial level, but constraints include the lack of financial, technological and human resources. Lack of understanding of the effects of hunger constrains work to address the underlying causes.
  - Translate policy into action more effectively at the community level. There are significant financial and human resource gaps in district-level organizations: effective programming must therefore involve more consultation with communities, better data management and greater engagement with the private sector.
  - Enhance adaptation to and reduction of climate and disaster risk. Several ministries are involved, but their work is largely limited to emergency food assistance. Significant support is required to encourage the Government and partners to invest in preparedness, response and rehabilitation. Improved monitoring of and information systems for food and nutrition security are required to inform early warning.

<sup>31</sup> WFP. 2012. *Zimbabwe: An Evaluation of WFP's Portfolio (2006–2010)*. Rome.

<sup>32</sup> WFP. 2014. *PRRO 200453: Final Evaluation Report*. Rome.

<sup>33</sup> WFP. 2014. *Findings and Recommendations: Strategic Programme Review Mission to Zimbabwe*. Rome.

<sup>34</sup> WFP. 2016. *Nutrition Support Mission to Zimbabwe Country Office: 3-12 May 2016*. Rome.



- Increase smallholder farmers' access to markets. Agricultural systems and institutions are not yet sufficiently evolved to support an effective marketing system for smallholder producers.

## **2.3 Strategic Changes**

26. WFP's assistance has hitherto focused on supporting people's access to food in times of shock; this is likely to continue until long-term investments in development – particularly in livelihoods, climate resilience and social protection – can reduce the frequency and severity of humanitarian needs. WFP will continue to improve the quality of the overall response by supporting vulnerability analysis and targeting, and exploring the efficiency and effectiveness of its transfer modalities.
27. The research underlying this Country Strategic Plan (CSP) showed the need for WFP to expand its analytical capacity for a better understanding of local contexts, vulnerability and food and nutrition insecurity with a view to optimizing operational planning, early-warning systems and resilience outcomes. Given the evolving context in Zimbabwe, WFP will shift its focus from the treatment of acute malnutrition to prevention using the lifecycle approach from the critical first 1,000 days following conception. WFP will provide support for improved nutrition analysis with a view to informing the development of policies and programmes for preventing stunting and micronutrient deficiencies. Nutrition interventions will provide supplementary feeding and micronutrient supplements for children aged 6–23 months and pregnant and lactating women. In helping to improve the national social protection system, WFP will endeavour to ensure that the nutrition needs of vulnerable populations are addressed in assistance programmes.
28. WFP and FAO will continue to support enhanced access to agricultural markets by smallholder farmers. Following recent assessments, WFP will support strengthening of the national and local procurement systems on which smallholders rely, and will leverage its purchasing power through local procurement for its own needs whenever possible.
29. Hunger and weather patterns in Zimbabwe are closely linked. Resilience to climate shocks and disasters continues to require investment. WFP will accordingly build on its experience in sustainable asset creation and rehabilitation schemes to improve resilience and will help to establish risk-transfer mechanisms at the national and local levels.
30. Ultimately, the need for external humanitarian assistance will be ended by sustainable social and economic progress that leaves nobody behind. WFP has years of experience in assisting the most vulnerable people, and will work to ensure that the national social protection system recognizes their needs.
31. The CSP is informed by comprehensive national-level gender context analysis, in line with WFP's Gender Policy and the gender action plan for implementation of the regional gender strategy.

## **3. WFP Strategic Orientation**

### **3.1 Direction, Focus and Intended Outcomes**

32. This CSP is guided by the Zimbabwe zero hunger strategic review, lessons learned in applying the three-pronged approach, and discussions with the Government, donors and partners. WFP's aim is to support long-term recovery and resilience and to address the underlying causes of food insecurity and malnutrition while maintaining its humanitarian assistance capacities.
33. The CSP establishes WFP's intentions and identifies areas for investment to achieve the proposed outcomes in accordance with national social protection and resilience-building agendas. WFP will build on its evidence generation and knowledge management skills as it focuses on optimizing the systems and institutions responsible for achieving zero hunger in Zimbabwe.
34. WFP's "less is more" approach harmonizes its activities, refocuses them geographically to ensure greater convergence and links them to innovative financing options. The nutrition-sensitive approach in all programming addresses the various aspects of malnutrition. Gender and protection analyses and the "do no harm" concept will inform programme design and implementation throughout the portfolio. In its programme design and targeting of beneficiaries,

WFP will analyse and address the particular needs and interests of women, men, girls and boys throughout the programme cycle and will include frameworks for accountability to affected populations with feedback and community consultation mechanisms.

35. The CSP is aligned with the ZimASSET clusters for food and nutrition security, social services and poverty eradication; it is integrated with the ZUNDAF (2016–2020), contributes to implementation of the recommendations of the Zimbabwe zero hunger strategic review, operationalizes WFP’s Strategic Plan (2017–2021) and contributes to WFP’s Strategic Results 1, 2, 3, 4 and 5.<sup>35</sup>

### **3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities**

***Strategic outcome 1: Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions***

36. High levels of disaster risk and lack of coping capacities trap poor households in a cycle of food insecurity and increasing poverty, which can deteriorate into food insecurity and nutrition crises when shocks occur. WFP-supported relief interventions accordingly promote households’ response capacities, protection of assets and food security.
37. Strategic outcome 1 supports the ZimASSET clusters for food and nutrition security, social services and poverty eradication and the ZUNDAF food and nutrition security component.<sup>36</sup> It also contributes to SDG target 2.1, WFP Strategic Result 1, Malabo Declaration commitment 3c and Zimbabwe zero hunger strategic review recommendations 1 and 2.<sup>37</sup>

#### ***Focus area***

38. The focus of this outcome is crisis response in seasonal lean periods, which can escalate to crisis level. The objective is to improve access to food and ensure that vulnerable women, men, girls and boys, including refugees, consume an adequate and nutritious diet in times of need.

#### ***Expected outputs***

39. This outcome will be achieved through the following output:
- i) WFP targeted populations received sufficient cash or food transfers to enable them to meet their basic food and nutrition requirements.

#### ***Key activities***

40. *Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages.* Assistance will be informed by analyses of markets, gender, age and disability. Targeting will be based on household vulnerabilities and capacities. Lean-season beneficiaries will be gradually integrated into national social protection systems and asset creation schemes to reduce the need for seasonal relief assistance. Programmes involving transfers of food or cash will be used to train beneficiaries in animal husbandry, crop management, financial skills, nutrition and the maintenance of assets.

<sup>35</sup> See: <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

<sup>36</sup> See: <http://www.zw.one.un.org/sites/default/files/Publications/UNZimbabwe/ZUNDAF%202016%20-%202020.pdf>

<sup>37</sup> See <https://sustainabledevelopment.un.org/?menu=1300>; <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp285484.pdf>; [http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%202026.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%202026.pdf); and Women’s University in Africa. 2016. *Zimbabwe Zero Hunger Strategic Review*. Harare.

41. *Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps.* WFP will provide food assistance for refugees in Tongogara camp in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Government.<sup>38</sup> This work will be guided by WFP's protection policy and guidelines, the UNHCR/WFP joint strategy for enhancing self-reliance in food security and nutrition and analyses of refugees' livelihood strategies with a view to increasing their employment opportunities and self-reliance.

***Strategic outcome 2: children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025***

42. With its depth of experience, history of collaboration and involvement in the creation of Zimbabwe's policy on food and nutrition security, national strategies for nutrition and food fortification and the statutory instrument for food fortification, WFP is well placed to support the Government's nutrition goals by promoting research for more effective and equitable policies and programmes and a social protection system with nutrition as a component.
43. Through the actions for achieving this strategic outcome, WFP will foster links between research and practice to ensure that programmes are nutrition-sensitive, effective, evidence-based and relevant, and will ensure that nutrition policies are coherent and that nutrition is integrated into all sectors. Strategic outcome 2 contributes to the ZimASSET clusters for food and nutrition security, social services and poverty eradication and to outcome 1 of the ZUNDAF food and nutrition security priority area.<sup>39</sup> It is aligned with SDG target 2.2, WFP's Strategic Result 2, Malabo Declaration commitment 3d, the Government's SUN commitments and Zimbabwe zero hunger strategic review recommendations 1, 5, and 6.

***Focus areas***

44. The focus of this outcome is root causes in the context of long-term undernutrition; only marginal progress has been made in the last two decades. Strategic outcome 2 aims to reduce malnutrition sustainably by increasing food access and intake and preventing disease among women, men, girls and boys, to achieve good caring practices, reduce gender and age disparities in the prevalence of malnutrition and enhance capacities of the Government and stakeholders in designing and implementing nutrition-specific and -sensitive policies and programmes. The objectives are to improve the diets of young children, increase access to low-cost fortified foods, reduce stunting and micronutrient deficiencies among children aged 6–23 months and optimize the Government's nutrition programming.

***Expected outputs***

45. This outcome will be achieved through three outputs:
- i) Sufficient local knowledge and evidence base for national policy and decisions relating to nutrition-specific and nutrition-sensitive interventions.
  - ii) Targeted beneficiaries provided with cash and/or food transfers, inclusive of specialized nutritious foods, as appropriate and sufficient to enable them to meet their nutrition requirements.
  - iii) Tailored nutrition-focused behaviour change messages adequately delivered to targeted populations.

***Key activities***

46. *Activity 3: Build evidence for nutrition advocacy, policy direction and programme decision-making.* In line with the Cost of Hunger in Africa study in Zimbabwe, WFP will support research into micronutrient-related dietary gaps among young children and the costs of malnutrition, and the Fill the Nutrient Gap analysis. It will support national food fortification, and production and delivery mechanisms for specialized nutritious foods in collaboration with

<sup>38</sup> Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP. 2014. *Joint Assessment Mission Report, Tongogara Refugee Camp, Zimbabwe*. Geneva and Rome

<sup>39</sup> See: <http://www.zw.one.un.org/sites/default/files/Publications/UNZimbabwe/ZUNDAF%202016%20-%202020.pdf>

United Nations and academic partners: this will include capacity strengthening facilitated by the African Union and the Economic Commission for Latin America and the Caribbean with a view to adopting the methods of the Cost of Hunger in Africa study. Meta-analysis of ZimVAC and other data will clarify the causes of malnutrition in times of crisis and inform preventive programming. The 2015 demographic health survey and other research will be used to investigate the differences in malnutrition rates between boys and girls and the causes of malnutrition among adolescent girls and their implications for the rest of the population. WFP will contribute to gender-responsive monitoring and evaluation of work in nutrition prevention and early response.

47. *Activity 4: Support the Government's nutrition programming at the national and sub-national levels.* WFP will partner SUN, UNFPA, UNICEF, WHO and FAO in support of the Government's community-based approach to address stunting in districts where it is prevalent. WFP will conduct operational research and pilot test programme types, targeting methods, product choices and complementary services to promote cost-effective, equitable and inclusive programming. The possibility of integrating nutrition activities into the social protection system will be investigated.
48. WFP will support the Government in addressing the nutrition requirements of pregnant women by developing capacities in policy-making and programming, providing training and producing guidelines. This component includes a partnership with UNFPA to provide food for pregnant women in maternity homes who are at risk of pregnancy complications, and building evidence on nutrition and birth outcomes.
49. Nutrition-focused behaviour change communication will be part of programmes for lean-season support, asset creation, seasonal livelihood programming and community-based participatory planning. It will focus on feeding practices, HIV and diversified diet and fortified foods; it will include gender analysis with a view to involving men as stakeholders and change agents in household nutrition.
50. WFP will support: i) locally produced fortified foods; ii) the establishment and coordination of a SUN business network to engage private-sector entities in addressing malnutrition; iii) the Government's mandatory fortification agenda; and iv) the development of capacities for quality assurance and enforcement.
51. If global acute malnutrition rates exceed acceptable levels in an emergency, WFP will respond for a limited period by providing treatment for moderate acute malnutrition for children under 5, people living with HIV and tuberculosis (TB) and other vulnerable groups.

***Strategic outcome 3: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030***

52. WFP's expertise in local and regional procurement and its experience with Purchase for Progress<sup>40</sup> will enable it to support increased market access by smallholder farmers to improve incomes and hence access to food and other requirements; this will take into account the disproportionate constraints affecting women's access to inputs. The aim is to support national programmes for food security and nutrition, economic development and resilience-building.
53. Local purchases of food can stimulate markets and encourage production, including of nutritious and drought-resistant crops such as small grains and pulses, which are traditionally planted by women and are major sources of protein. Linking national safety net programmes such as school meals to local food purchases can provide steady demand for smallholders' production and thereby stabilize incomes.
54. This strategic outcome is informed by lessons learned from the Purchase for Progress pilot, particularly in focusing on programme areas where favourable conditions exist or can be promoted.<sup>40</sup> WFP will work with its Centre of Excellence for Rural Transformation in Beijing, FAO and other partners in these activities.

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<sup>40</sup> WFP/EB.1/2015/5-C.

55. Strategic outcome 3 supports the ZimASSET food and nutrition security cluster and the ZUNDAF food and nutrition security priority area.<sup>41</sup> It contributes to Malabo Declaration commitments 3a and 6, SDG target 2.3, WFP Strategic Result 3 and all seven of the Zimbabwe zero hunger strategic review recommendations.<sup>42</sup>

#### ***Focus Areas***

56. The focus of this outcome is root causes in the context of an agricultural system based on smallholder farmers that lacks the systems and institutions to support efficient and profitable marketing. The activities will enhance skills, improve infrastructure and reduce gender disparities in farming communities.

#### ***Expected outputs***

57. This outcome will be delivered through three outputs:
- i) National and subnational food procurement and marketing systems enhanced.
  - ii) Smallholder farmers' net sales, including of drought-resistant crops, increased.
  - iii) Micro-storage and other post-harvest infrastructure available and accessed by smallholder farmers and farmer organizations throughout the country.

#### ***Key activities***

58. *Activity 5: Support the development of an efficient local food marketing and procurement mechanism.* WFP will assess national marketing and procurement systems to guide its food procurement and support national operations. The feasibility of restoring warehouse receipt and exchange systems and technical assistance in logistics, food safety, quality control, stock management, policy formulation and training will involve technical assistance based on WFP's experience in Malawi. Links to the national grain reserve system will be explored. WFP will use its local procurement mechanisms to leverage the investments and expertise of stakeholders such as FAO, traders with access to credit and NGOs working with farmers' groups. Traders seeking supplies from smallholder farmers will be able to participate in WFP tenders.
59. *Activity 6: Enable farmer organizations to aggregate and market surplus production.* Most farmers in Zimbabwe are smallholders who lack the capacities to engage with markets. WFP and FAO will: i) strengthen the capacities of farmers' groups for management, marketing, accounting, utilization of information and standard contracting; and ii) invest in the establishment and repair of storage and processing facilities, in accordance with recommendations from a study of post-harvest loss management. Links to asset creation programmes will be established where feasible. WFP will ensure that capacity strengthening activities facilitate equitable and sustainable access to markets by women.

#### ***Strategic outcome 4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors***

60. Development gains made in times of stability can be quickly negated by a natural disaster or other shock. The impact of climate change and weather variability is already evident in increasingly erratic rainfall. Fragile livelihoods and lack of asset bases magnify vulnerability to shocks among poor and food-insecure people. Capacities for planning, coordinating and managing development and disaster risk reduction at the subnational level have declined, resulting in fragmented and uncoordinated work at the community level.
61. Strategic outcome 4 aims to enhance the livelihoods of the most food-insecure women, men, boys and girls by developing and protecting productive assets. The Government's capacity for facilitating this work at the district and community levels will be enhanced to ensure that it is integrated with other initiatives and that it promotes sustainability. This strategic outcome

<sup>41</sup> See: <http://www.zw.one.un.org/sites/default/files/Publications/UNZimbabwe/ZUNDAF%202016%20-%202020.pdf>

<sup>42</sup> See: <https://sustainabledevelopment.un.org/?menu=1300>;  
[http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%202026-.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%202026-.pdf)  
<http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

supports the ZimASSET food and nutrition security cluster and the ZUNDAF food and nutrition security priority area.<sup>43</sup> It contributes to Malabo Declaration commitment 6, SDG target 2.4, WFP Strategic Result 4 and recommendations 1, 2 and 6 of the Zimbabwe zero hunger strategic review.

### ***Focus area***

62. The focus of this outcome is resilience through food assistance for assets (FFA) providing resource transfers that enable households to meet their food needs in the short term as assets are rehabilitated or created. Target areas for FFA and the assets to be created or rehabilitated are selected through context analysis and in consultation with communities, with an emphasis on watershed management.
63. The aims are to produce productive assets, develop community capacities, distribute transfers and strengthen the capacities of government and cooperating partners.

### ***Expected outputs***

64. This outcome will be achieved through two outputs:
  - i) Productive and sustainable assets linked to food security are produced and/or rehabilitated and made available to rural communities.
  - ii) Supported communities' capacities to reduce risk are strengthened.

### ***Key activities***

65. *Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security.* WFP will provide conditional assistance through FFA to beneficiaries who create assets that improve livelihoods, reduce climate and disaster risks and build resilience to shocks. Livelihood and gender analyses will determine the diverse income sources for different groups of women and men, and their communities, in line with national policies on social transfers and community works. The smaller workloads assigned to women will facilitate women's participation by reducing their additional workloads, and will include work on nutrition-enhancing assets such as kitchen gardens, diversified crops, aquaculture and watershed management. This activity will contribute to other strategic outcomes by linking asset creation to nutrition and market access activities in prioritized districts.
66. *Activity 8: Enhance the capacity of prioritized districts to plan and manage resilience-building.* WFP will continue to strengthen the capacities of the Government and partners to implement district-level SLP and community-based participatory planning. By mid-2015, following ICA, eight<sup>44</sup> SLP interventions and 360<sup>45</sup> community action plans had been completed: these will be the foundation of WFP's work to strengthen the management and coordination capacities of rural district councils and district food and nutrition committees.

### ***Strategic outcome 5: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round***

67. Recurrent crises have eroded coping capacities in vulnerable households and the institutions they rely on. Emergency humanitarian responses have saved lives over the years, but have had limited impact on the underlying causes of vulnerability. WFP will enhance government capacities for implementing coordinated, inclusive and equitable social protection services that are capable of identifying hunger and responding to shocks. These services build resilience and enhance capabilities to prevent, prepare for, respond to and recover from shocks and seasonal stresses.

<sup>43</sup> See: <http://www.zw.one.un.org/sites/default/files/Publications/UNZimbabwe/ZUNDAF%202016%20-%202020.pdf>

<sup>44</sup> Binga, Chiredzi, Hwange, Masvingo, Mbire, Mwenezi, Tsholotsho, Zvishavane and others.

<sup>45</sup> Bikita, Binga, Bubi, Buhera, Centenary, Chipinge, Chiredzi, Gweru, Hwange, Insiza, Lupane, Masvingo, Mbire, Mt. Darwin, Mutare, Mutasa, Mwenezi, Nkayi, Rushinga, Tsholotsho, Umguza, Uzumba-Maramba-Pfungwe (UMP), Zaka and others.



68. Strategic outcome 5 supports the Social Protection Floor Recommendation of the International Labour Organization,<sup>46</sup> and the Sendai Framework for Disaster Risk Reduction 2015–2030.<sup>47</sup> It supports the ZimASSET food and nutrition security cluster, the ZUNDAF food and nutrition security priority area,<sup>48</sup> SDG targets 1.3 and 17.9, WFP Strategic Result 5, Malabo Declaration commitment 3c and Zimbabwe zero hunger strategic review recommendations 1, 2, 4, 5 and 6.<sup>42</sup>

### ***Focus areas***

69. The focus of this outcome is root causes: the aim is to improve national institutions and systems with a view to enhancing the quality and outcomes of humanitarian responses in the short term and minimizing the need for humanitarian responses in future.

### ***Expected outputs***

70. This outcome will be achieved through three outputs:
- i) National and local safety nets and programmes have increased capacity to target and reach all food-insecure people.
  - ii) National social protection systems are able to scale up services in times of crisis.
  - iii) Policy and regulatory frameworks, and design and delivery of national food security programmes reflect global best practices and experiences.

### ***Key activities***

71. *Activity 9: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses.* WFP will support the Food and Nutrition Council in developing a national food and nutrition information system by enhancing the management of early-warning and nutrition analysis mechanisms and tools such as the ICA and programme monitoring. WFP, FAO, the United Nations Development Programme and UNICEF will support the establishment of a central information system for the Food and Nutrition Council that covers the main drivers of food markets, nutrition, HIV and gender with a view to coordinating national hunger reduction programmes.
72. WFP and its partners will work through the Food and Nutrition Council to continue strengthening the analytical capacities of ZimVAC with a view to developing multi-sector preparedness, response and recovery programmes. WFP will assess institutional capacity gaps affecting food and nutrition security as recommended by the zero hunger strategic review and will recommend corrective measures.
73. At the district level, WFP will continue to strengthen the capacities of the Government and partners in food security and programme monitoring, seasonal livelihood programming and community-based participatory planning; HIV, gender and cross-cutting nutrition issues will be mainstreamed and monitored. The response, management and coordination capacities of district councils will be strengthened in coordination with organizations focusing on food and nutrition, civil protection and drought relief.
74. *Activity 10: Support innovative risk management, insurance and financing mechanisms.* WFP will facilitate engagement with the African Risk Capacity, and will leverage opportunities for South–South cooperation<sup>49</sup> and with the Food Security Climate Resilience replenishable fund, in partnership with FAO and the Government. The R4 Rural Resilience Initiative will be rolled out as required,<sup>50</sup> focusing on links between early warning and risk financing. Safety nets will be scaled up to address needs equitably in times of stress. WFP will seek to enhance the use of climate services by small-scale farmers by making related information available to them.

<sup>46</sup> See: [http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:3065524](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:3065524)

<sup>47</sup> See: [http://www.wcdrr.org/uploads/Sendai\\_Framework\\_for\\_Disaster\\_Risk\\_Reduction\\_2015-2030.pdf](http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf)

<sup>48</sup> See: <http://www.zw.one.un.org/sites/default/files/Publications/UNZimbabwe/ZUNDAF%202016%20-%202020.pdf>

<sup>49</sup> <http://www.africanriskcapacity.org/>

<sup>50</sup> <https://www.wfp.org/climate-change/foodsecure> and <https://www.wfp.org/climate-change/r4-rural-resilience-initiative>



75. *Activity 11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system.* WFP, UNICEF and the World Bank will support the Government in establishing a central information system for social protection programmes, using WFP's system for cash operations – SCOPE – as a model. The system will include data disaggregated by sex and age for targeting, monitoring and reporting, with links to market monitoring systems and WFP's seasonal assistance and asset creation programmes. It will be aligned with the harmonized social cash transfer programme, with advocacy for establishing nutrition objectives for these transfers. WFP will use its expertise in contracting and partnering private companies that provide mobile money services, security services and smart cards to optimize the delivery of transfers.
76. *Activity 12: Support re-establishment of the national school meals programme.* WFP will assist the Government in re-establishing a home-grown school meals programme as part of the social protection system. Links with the agriculture sector will be developed to ensure dietary diversity and micronutrient intake. WFP's support will cover strategy, policy and legislative frameworks, financial management, institutional coordination and programme design and implementation. WFP will mobilize expertise on home-grown school meals from its Centre of Excellence against Hunger in Brazil.

***Strategic outcome 6: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services***

77. WFP's strength in supply chain management and logistics is recognized: it leads the logistics cluster in Zimbabwe and provides logistics services for partners, thereby saving time and resources. Work towards this strategic outcome provides supply chain services for humanitarian and development partners, contributing to the principle of effectiveness in operations outlined in the ZUNDAF, SDG target 17.16 and WFP's Strategic Result 8.<sup>51</sup>

***Focus areas***

78. The focus of this outcome is crisis response with a view to providing cost-effective supply chain services for partners.

***Expected output***

79. This outcome will be implemented through the following output:  
Partners in Zimbabwe have access to supply chain services provided by WFP.

***Key activities***

80. *Activity 13: Provide logistics and procurement expertise and services.* WFP will provide supply chain services as required: these may include procurement management, customs clearance, storage and stock management, verification, transport and delivery.

**3.3 Transition and Exit Strategies**

81. WFP's approach to supporting a gradual transition to national ownership is as follows:
- National policy integration. WFP will work with the Government and other stakeholders to integrate its portfolio into the national social protection and resilience agendas.
  - Capacity development and technical assistance. WFP will focus on the enhancement of government systems, institutions and programmes that sustainably address hunger.
  - Evidence-based engagement. WFP will apply its analytical expertise to build a common understanding of the underlying causes of hunger and vulnerability as the basis for programme and policy development and management.

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<sup>51</sup> See <https://sustainabledevelopment.un.org/?menu=1300>;  
<http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

## 4. Implementation Arrangements

### 4.1 Beneficiary Analysis

<b>Strategic outcome</b>	<b>Activity</b>	<b>Women/ girls</b>	<b>Men/boys</b>	<b>Total</b>
1	Activity 1.1: Provide cash-based and/or food transfers for the most vulnerable households affected by seasonal food shortages	312 000	288 000	600 000
	Activity 1.2: Provide unconditional cash-based and/or food transfers for refugees living in official refugee settlements/camps	7 800	7 200	15 000
2	Activity 2.2: Support the Government's nutrition programming at the national and subnational levels:			
	➤ Children aged 6–23 months – targeted supplementary feeding	15 600	14 400	30 000
	➤ Children aged 6–23 months – micronutrient supplements	10 764	9 936	20 700
	➤ Pregnant women supported in maternity shelters	137 550		137 550
4	Activity 4.1: Support the creation and rehabilitation of assets for sustainable food and nutrition security	242 840	224 160	467 000
5	Activity 5.1 Risk management, insurance and financing	33 000	17 000	50 000
<b>TOTAL</b>		<b>725 954</b>	<b>544 296</b>	<b>1 270 250</b>
<b>Adjusted total, excluding overlaps</b>		<b>617 181</b>	<b>465 475</b>	<b>1 082 656</b>

\* Totals reflect cumulative beneficiary figures; adjusted totals take into consideration overlaps among activities.

82. Lean-season support will decline as beneficiaries transition to FFA and government social assistance<sup>52</sup> and benefit from complementary activities under strategic outcomes 3 and 5 and as the gender-sensitive assets created improve community resilience. Targeting is based on a combination of annual ZimVAC results and community-led household vulnerability ranking.
83. Refugees in Tongogara camp are entitled to WFP food assistance. The caseload is expected to increase as more refugees arrive and as a result of population growth.
84. Building on the Mutasa prevention of stunting initiative, WFP will test targeting methods with a view to enhancing the efficiency, equity and effectiveness of programmes. Rations will be adjusted according to needs; delivery channels other than health facilities will be explored. Pilot programmes for stunting prevention will be based on successful models and rolled out in additional areas; robust evidence will be generated and documented.
85. The ICA and food and nutrition security monitoring will inform district prioritization for FFA. Communities will be targeted for several years to enhance sustainability. Gender equality and protection concerns will be assessed throughout implementation.

<sup>52</sup> Decisions on transition from lean-season assistance to FFA will be made at the ward and household levels because not all households will be able to take part.

## 4.2 Transfers

### *Food and cash-based transfers*

86. Food baskets for all activities are based on local eating habits, and take food and income sources into account. Regular market, gender and age assessments will inform CBTs and periodic adjustments of transfer values. Market-based transfers will increase in line with market conditions and funding.
87. Lean-season assistance and FFA cover 75 percent of energy requirements. Households receiving lean-season assistance with children aged 6–23 months receive a top-up ration of Super Cereal Plus to improve micronutrient intake.
88. Refugees receive CBTs that meet 100 percent of their energy requirements. Refugees identified as chronically ill receive a top-up of Super Cereal through camp health facilities. New arrivals will receive a food transfer until they are registered for regular CBT support.

<b>TABLE 2: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Food type / cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (US\$)</b>
Cereals	73,496	21,669,082
Pulses	14,636	10,962,553
Oil and Fats	4,735	4,404,806
Mixed and Blended Foods	9,141	9,212,604
Other	0	0
<b>TOTAL (food)</b>	<b>102,008</b>	<b>46,249,045</b>
Cash-Based Transfers (US\$)		56,435,319
<b>TOTAL (food and CBT value – US\$)</b>	<b>102,008</b>	<b>102,684,364</b>

<b>TABLE 3: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY</b>												
Strategic outcome 1				Strategic outcome 1			Strategic outcome 2			Strategic outcome 4		Strategic outcome 5
Activity	Provide CBTs or food transfers for the most vulnerable households affected by seasonal food shortages			Provide unconditional CBTs and/or food transfers for refugees in camps			Support the Government's nutrition programming at national and subnational levels			Support the creation and rehabilitation of assets		Risk management, insurance and financing
Beneficiary type	Standard	Standard	Children 6-59 months (top-up)	Standard	Chronically ill (top-up)	New arrivals	Children 6-23 months	Children 6-23 months	Pregnant women	Standard	Standard	
Modality (indicate food or cash)	CBTs	Food	Food	CBTs	Food	Food	Food	Micronutrient powder	Food	CBTs	Food	CBTs
Cereals	-	333	-	-	-	450	-	-	400	-	333	-
Pulses	-	67	-	-	-	67	-	-	80	-	67	-
Oil	-	25	-	-	-	25	-	-	25	-	25	-
Salt	-	-	-	-	-	8	-	-	-	-	-	-
Sugar	-	-	-	-	-	25	-	-	-	-	-	-
SuperCereal	-	-	-	-	100	-	-	-	200	-	-	-
SuperCereal Plus	-	-	200	-	-	-	200	-	-	-	-	-
Micronutrient powder	-	-	-	-	-	-	-	0.5	-	-	-	-
<b>total kcal/day (to be completed for food and cash modalities)</b>	-	<b>1 664</b>	<b>787</b>	-	<b>376</b>	<b>2 188</b>	<b>787</b>	-	<b>2 724</b>	-	<b>1 664</b>	-
% kcal from protein	-	11	17	-	16	11	17	-	11	-	11	-
cash (US\$/person/day; use average as needed)	00.40	-	-	00.50	-	-	-	-	-	00.40	-	N/A*
Number of feeding days per year												N/A*

\*The CBT component under SO 5 is represented by insurance (value voucher for services), and thus cannot be translated directly into food rations or a cash equivalent.

**TABLE 3: FOOD RATION (*g/person/day*) or CASH-BASED TRANSFER VALUE (*USD/person/day*)  
BY STRATEGIC OUTCOME AND ACTIVITY**

	Strategic outcome 1						Strategic outcome 2			Strategic outcome 4	
Activity	Provide CBTs or food transfers for the most vulnerable households affected by seasonal food shortages			Provide unconditional CBTs and/or food transfers for refugees in camps			Support the Government's nutrition programming at national and subnational levels			Support the creation and rehabilitation of assets	
Beneficiary type	Standard	Standard	Children 6-59 months (top-up)	Standard	Chronically ill (top-up)	New arrivals	Children 6-23 months	Children 6-23 months	Pregnant women	Standard	Standard
Modality	CBTs	Food	Food	CBTs	Food	Food	Food	Micronutrient powder	Food	CBTs	Food
Cereals	-	333	-	-	-	450	-	-	400	-	333
Pulses	-	67	-	-	-	67	-	-	80	-	67
Oil	-	25	-	-	-	25	-	-	25	-	25
Salt	-	-	-	-	-	8	-	-	-	-	-
Sugar	-	-	-	-	-	25	-	-	-	-	-
SuperCereal	-	-	-	-	100	-	-	-	200	-	-
SuperCereal Plus	-	-	200	-	-	-	200	-	-	-	-
Micronutrient powder	-	-	-	-	-	-	-	0.5	-	-	-
<b>Total kcal/day</b>	-	<b>1 664</b>	<b>787</b>	-	<b>376</b>	<b>2 188</b>	<b>787</b>	-	<b>2 724</b>	-	<b>1 664</b>
% kcal from protein	-	11	17	-	16	11	17	-	11	-	11
CBTs ( <i>USD/person/day</i> )	00.40	-	-	00.50	-	-	-	-	-	00.40	-

### ***Capacity enhancement, including South–South cooperation***

89. WFP will maintain its capacity to deliver humanitarian relief assistance, but it will increase its focus on strengthening capacities in government systems, institutions and programmes. Partnerships with government bodies at the national and decentralized levels will channel support for capacity strengthening.
90. There are many opportunities for South–South cooperation. WFP’s Centre of Excellence in Brazil will support school meals and integrated safety-net systems, and its centres in China and the Russian Federation will support market access, nutrition and resilience programmes.

### **4.3 Supply Chain**

91. Food is sourced through in-kind donations, regional and international procurement and WFP’s Global Commodity Management Facility. Food is procured in accordance with ethical standards and the principles of competition, transparency, separation of duties and accountability. Food is stored in WFP facilities and transported by WFP; cooperating partners are responsible for extended delivery points, transport to final delivery points and distribution.
92. Delivery mechanisms for CBTs include mobile money and cash-in-transit. Market monitoring systems and periodic assessments of delivery mechanisms are included in strategic outcome 5.

### **4.4 Country Office Capacity and Profile**

93. WFP’s increasing focus on providing services and technical assistance reflects its value-added in terms of development, social protection and resilience-building; its emergency response capacities are unchanged. The development of skills among WFP staff accordingly focuses on capacity development, policy engagement, social protection, nutrition, market support, CBTs, vulnerability analysis, disaster risk reduction, resilience, food technology, gender, protection, research and partnering.

### **4.5 Partnerships**

94. In accordance with its partnership strategy, WFP is increasing its focus on strategic partnerships with a view to achieving joint outcomes. It has partnerships with international and national NGOs, many of which are members of the working groups on food assistance and CBTs led by WFP.
95. WFP works with the Food and Nutrition Council and other stakeholders in assessments that support the strategic review recommendations; it works with the Ministry of Public Service, Labour and Social Welfare on FFA, and the Ministry of Primary and Secondary Education and UNICEF on social safety nets. WFP, UNICEF and the World Bank support the establishment of the social protection information system. The Ministry of Health and Child Care leads work on nutrition and fortification in partnership with WFP, UNICEF, FAO, WHO, UNFPA and SUN.
96. FAO and WFP have developed a road map for resilience-building based on smallholder farmers and local procurement in collaboration with the International Fund for Agricultural Development. Collaboration with the Ministry of Agriculture, Mechanization and Irrigation Development for FFA and capacity development of smallholder farmers will increase as WFP supports market access. WFP works with the Ministry of Local Government through SLP and community-based participatory planning to strengthen the capacities of local authorities to design and manage resilience programmes. The Meteorological Services Department and the Ministry of Environment, Water and Climate are counterparts in programmes for weather monitoring, risk management and climate resilience.
97. WFP will support partners with supply services and vulnerability analysis and mapping. Agreements will mainstream protection, gender equity, women’s empowerment, prevention of sexual abuse and exploitation and monitoring and reporting, and will specify deliverables and budget requirements.

## 5. Performance Management and Evaluation

### 5.1 Monitoring and Evaluation Arrangements

98. WFP will measure performance against strategic review targets; outcome and performance indicators will be assessed annually with the National Statistics Agency. Outcome, output and process indicators will be disaggregated by sex and age. Gender-responsive monitoring and evaluation will support accountability and implementation adjustments.
99. WFP will use individual, household and community interviews and will increase the use of real-time data collection and reporting technologies. Standard project reporting will be aided by SCOPE and the country office tool for managing effectively – COMET – and will include infographics. CBT programming will be managed through SCOPE.
100. The CSP will undergo a mid-term review after two years and a country portfolio evaluation after four to assess progress; there will be at least one decentralized evaluation.
101. WFP's strategic outcomes describe short- and medium-term progress towards national SDG 2 and SDG 17 targets; monitoring of national SDG indicators is the responsibility of national authorities, with assistance from the United Nations.

### 5.2 Risk Management

102. WFP has preparedness actions in place for major risks; these will be reviewed periodically, the risk register will be updated and mitigation actions will be monitored.

#### *Contextual, programmatic and institutional risks*

103. If political, economic or weather volatility threatens development gains, WFP will maintain its focus on long-term development and resilience while responding to humanitarian needs.
104. To ensure buy-in by the Government, partners and donors, WFP will adopt an evidence-based approach to programming, clarify roles through consultations and demonstrate its viability as a partner of choice in addressing hunger.
105. WFP's staffing will be reviewed and training will be provided to address capacity gaps. WFP will strengthen the capacities of partners, which will be selected in accordance with criteria such as adherence to human rights, international law and humanitarian principles.
106. The implications of CSP activities on the workloads of men and women and the quality of food procured will be monitored and addressed through gender analyses, targeting, capacity development in post-harvest handling and storage, and engagement of a reputable inspection company. Operational risks associated with CBTs will be addressed through regular assessments of markets, cost efficiency and protection issues.
107. WFP will monitor the economic situation constantly. Preparedness measures are in place to avert the negative consequences of a reintroduction of local currency.<sup>53</sup> WFP complies with United Nations minimum operating security standards.

## 6. Resources for Results

### 6.1 Country Portfolio Budget

108. The USD 255 million budget for this five-year CSP assumes gradual recovery from recent weather-related crises. Investments in capacity development in all strategic outcomes will increase over time.

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<sup>53</sup> Zimbabwe has a multi-currency economy, which was introduced after the hyperinflation of the Zimbabwe dollar.



<b>Strategic Outcome</b>	<b>Year 1 2017*</b>	<b>Year 2 2018</b>	<b>Year 3 2019</b>	<b>Year 4 2020</b>	<b>Year 5 2021</b>	<b>Total</b>
<b>1</b>	\$16,633,862	\$47,367,705	\$29,077,790	\$25,064,658	\$20,935,915	<b>\$139,079,930</b>
<b>2</b>	\$2,450,389	\$5,262,491	\$2,900,997	\$2,665,611	\$2,540,556	<b>\$15,820,043</b>
<b>3</b>	\$1,532,888	\$1,514,069	\$1,527,309	\$1,437,632	\$1,485,175	<b>\$7,497,074</b>
<b>4</b>	\$17,847,904	\$19,917,426	\$21,516,373	\$18,395,890	\$16,684,578	<b>\$94,362,170</b>
<b>5</b>	\$3,818,732	\$2,622,795	\$2,011,065	\$1,462,138	\$981,569	<b>\$10,896,299</b>
<b>6</b>	\$914,795	\$778,269	\$898,466	\$962,530	\$1,071,796	<b>\$4,625,856</b>
<b>TOTAL</b>	<b>\$43,198,571</b>	<b>\$77,462,755</b>	<b>\$57,932,001</b>	<b>\$49,988,458</b>	<b>\$43,699,588</b>	<b>\$272,281,372</b>

\* April–December.

109. Strategic outcome 1 ensures access to food for vulnerable populations including refugees: its USD 124 million budget accounts for 48 percent of the resources required. The amounts required for this outcome are expected to decline significantly as socio-economic progress occurs.
110. Strategic outcome 2 on nutrition accounts for 5 percent of the CSP budget. The investment requirement is stable throughout the CSP because of the operational research attached to stunting prevention.
111. Strategic outcome 3 – market support – accounts for USD 7.5 million, 3 percent of the budget. The focus is on capacity development, technical assistance and establishing systems that increase smallholder farmers’ access to and integration into markets. Investment in this area is relatively stable over the life of the CSP.
112. Strategic outcome 4 enhances the livelihoods of vulnerable households and builds resilience to disasters and climate risk; it accounts for 37 percent of the portfolio budget. The number of beneficiaries increases in the first two years as recipients of lean-season support are included, and falls thereafter. WFP will adopt an increasingly advisory approach.
113. Strategic outcome 5 enables the social protection system to enhance resilience for food and nutrition security; its budget is USD 11 million, 5 percent of the total. The investment supports transformation and the sustainability of national hunger solutions.
114. It is assumed that CBTs will become the modality of choice. The eventual mix of modalities will reflect market assessments and evidence-based consensus.

## **6.2 Resourcing Outlook**

115. The forecast for the CSP is realistic. It is based on the long-term support WFP has received to date – USD 50 million per year between 2010 and 2016. The country office has restructured significantly to implement this CSP.

## **6.3 Resource Mobilization Strategy**

116. The perception of WFP in Zimbabwe is changing as the Government, development partners and other stakeholders recognize WFP’s value in actions other than humanitarian response. The resource mobilization strategy facilitates the communication of these changes to external stakeholders.

#### **6.4 Resource Prioritization**

117. In the event of a funding shortfall, activities will be prioritized. Stunting prevention will be given the highest priority. In view of the relatively small budgets for strategic outcomes 3 and 5 and indications of donor support, shortfalls are not anticipated. Strategic outcome 6 is demand-driven service delivery and will fluctuate. Lean-season support will be given priority over FFA in the first years of this CSP. All programming will reflect gender equity and women's empowerment.

## ANNEX I

## LOGICAL FRAMEWORK FOR ZIMBABWE COUNTRY STRATEGIC PLAN (2017–2021)

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework
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**Country:** Zimbabwe

**CSP start date:** 01/04/2017 **CSP end date:** 31/12/2021

## LOGICAL FRAMEWORK

**National SDG targets and indicators**

National SDG targets and indicators are still under discussion with the Government and will be added when available.

**ZUNDAF priorities**

- 1.1 Targeted households in rural and urban areas have improved food and nutrition security
- 1.2 Communities are equipped to cope with climate change and build resilience for household food and nutrition security
- 4.1 Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty in communities
- 4.2 Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women
- 5.3 Government and its partners generate and utilize data for development
- 6.1 Vulnerable populations have increased access to and utilization of quality basic social services
- 6.2 Key institutions provide quality and equitable basic social services
- 6.3 Households living below the food poverty line have improved access to and utilization of social protection services

**Strategic Goal 1** *Support countries to achieve zero hunger*

**Strategic Objective 1** *End hunger by protecting access to food*

**Strategic Result 1** *Everyone has access to food – SDG target 2.1*

**Strategic outcome 1:** Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions

Nutrition-sensitive

**Alignment to outcome category**

- 1.1 Maintained/enhanced individual and household access to adequate food
  - 1.1.1 Food consumption score, disaggregated by sex of household head
  - 1.1.2 Coping strategy index
  - 1.1.3 Food expenditure share
  - 1.1.5 Minimum dietary diversity – women
  - 1.1.6 Food consumption score – nutrition

<b>LOGICAL FRAMEWORK</b>	
<b>Output 1.1:</b> WFP-targeted populations <sup>1</sup> received cash or food transfers sufficient to enable them to meet their basic food and nutrition requirements	<b>Alignment to output category</b> A.1 Unconditional resources transferred
<b>Activity 1.1:</b> Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	<b>Alignment to activity category</b> Unconditional resource transfers to support access to food
<b>Activity 1.2:</b> Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	<b>Alignment to activity category</b> Unconditional resource transfers to support access to food
<b>Strategic Objective 2</b> Improve nutrition	
<b>Strategic Result 2</b> No one suffers from malnutrition – SDG target 2.2	
<b>Strategic outcome 2:</b> Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025	<b>Alignment to outcome category</b> 2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals 2.1.1 Proportion of eligible populations that participate in programme (coverage) 2.1.2 Proportion of target population that participated in an adequate number of distributions (adherence) 2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet
<b>Output 2.1:</b> Sufficient local knowledge and evidence base for national policy and decisions relating to nutrition-specific and nutrition-sensitive interventions	<b>Alignment to output category</b> C. Capacity development and technical support provided
<b>Output 2.2:</b> Targeted beneficiaries provided with cash and/or food transfers, inclusive of specialized nutritious foods, as appropriate and sufficient to enable them to meet their nutrition requirements	<b>Alignment to output category</b> A.2. Conditional resources transferred B. Nutritious food provided
<b>Output 2.3:</b> Tailored nutrition-focused behavioural change messages adequately delivered to targeted populations	<b>Alignment to output category</b> E. Advocacy and education provided
<b>Activity 2.1:</b> Build evidence for nutrition advocacy, policy direction and programme decision-making	<b>Alignment to activity category</b> Analysis, monitoring and assessment activities

<sup>1</sup> Output 1.1 for strategic outcome 1 is applicable to targeted populations under lean-season assistance and refugee support activities.

<b>LOGICAL FRAMEWORK</b>	
<i>Activity 2.2: Support the Government's nutrition programming at the national and sub-national levels</i>	<b>Alignment to activity category</b> Malnutrition prevention activities
<b>Strategic Objective 3</b> <i>Achieve food security</i>	
<b>Strategic Result 3</b> <i>Smallholders have improved food security and nutrition – SDG target 2.3</i>	
<b>Strategic outcome 3:</b> Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030	<b>Alignment to outcome category</b> 3.1 Increased smallholder production and sales 3.1.3 Value and volume of pro-smallholder sales through WFP-supported aggregation systems 3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes
<b>Output 3.1:</b> National and sub-national food procurement and marketing systems enhanced	<b>Alignment to output category</b> C. Capacity development and technical support provided F. Purchases from smallholders completed
<b>Output 3.2:</b> Smallholder farmers' net sales, including of drought-resistant crops, increased	<b>Alignment to output category</b> F. Purchases from smallholders completed
<b>Output 3.3:</b> Micro-storage and other post-harvest infrastructure available and accessed by smallholder farmers and farmer organizations throughout the country	<b>Alignment to output category</b> C. Capacity development and technical support provided L. Infrastructure and equipment investments supported
<i>Activity 3.1: Support the development of an efficient local food marketing and procurement mechanism</i>	<b>Alignment to activity category</b> Institutional capacity strengthening activities
<i>Activity 3.2: Enable farmer organizations to aggregate and market surplus production</i>	<b>Alignment to activity category</b> Smallholder agricultural market support activities
<b>Strategic Objective 3</b> <i>Achieve food security</i>	
<b>Strategic Result 4</b> <i>Food systems are sustainable – SDG target 2.4</i>	
<b>Strategic Outcome 4:</b> Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	<b>Alignment to outcome category</b> 4.1. Improved household adaptation and resilience to climate and other shocks

<b>LOGICAL FRAMEWORK</b>	
	4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base
<b>Output 4.1:</b> Productive and sustainable assets linked to food security are produced and/or rehabilitated and made available to rural communities	<i>Alignment to output category</i> A.2. Conditional resources transferred C. Capacity development and technical support provided D. Assets created E. Advocacy and education provided
<b>Output 4.2:</b> Supported communities' capacities to reduce risk are strengthened	<i>Alignment to output category</i> C. Capacity development and technical support provided K. Partnerships supported
<i>Activity 4.1: Support the creation and rehabilitation of assets for sustainable food and nutrition security</i>	<i>Alignment to activity category</i> Asset creation and livelihood support activities
<i>Activity 4.2: Enhance the capacity of prioritized districts to plan and manage resilience building</i>	<i>Alignment to activity category</i> Institutional capacity strengthening activities
<b>Strategic Goal 2</b> <i>Partner to support implementation of the SDGs</i>	
<b>Strategic Objective 4</b> <i>Support SDG implementation</i>	
<b>Strategic Result 5</b> <i>Developing Countries have strengthened capacity to implement the SDGs – SDG target 17.9</i>	
<b>Strategic outcome 5:</b> The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round	<i>Alignment to outcome category</i> 5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations 5.1.1 Zero Hunger Capacity Scorecard
<b>Output 5.1:</b> National and local safety nets and programmes have increased capacity to target and reach all food-insecure people	<i>Alignment to output category</i> C. Capacity development and technical support provided K. Partnerships supported

<b>LOGICAL FRAMEWORK</b>	
<b>Output 5.2:</b> National social protection systems are able to expand and scale up services in times of crisis	<b>Alignment to output category</b> C. Capacity development and technical support provided G. Linkages to financial resources and insurance services facilitated K. Partnerships supported
<b>Output 5.3:</b> Policy and regulatory frameworks, and design and delivery of national food security programmes reflect global best practices and experiences	<b>Alignment to output category</b> C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented K. Partnerships supported
<b>Activity 5.1:</b> <i>Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses</i>	<b>Alignment to activity category</b> Analysis, monitoring and assessment activities
<b>Activity 5.2:</b> <i>Support innovative risk management, insurance and financing mechanisms</i>	<b>Alignment to activity category</b> Climate adaptation and risk management activities
<b>Activity 5.3:</b> <i>Support the consolidation, administration and implementation of social transfer programmes under the national social protection system</i>	<b>Alignment to activity category</b> Institutional capacity strengthening activities
<b>Activity 5.4:</b> <i>Support re-establishment of the national school meals programme</i>	<b>Alignment to activity category</b> School meal activities
<b>Strategic Objective 4</b> <i>Support SDG implementation</i>	
<b>Strategic Result 8</b> <i>Sharing of knowledge, expertise and technology to strengthen global partnership support to country efforts to achieve the SDGs – SDG Target 17.16</i>	
<b>Strategic outcome 6:</b> Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services	<b>Alignment to outcome category</b> 8.1 Enhanced common coordination platforms 8.1.1 User satisfaction rate



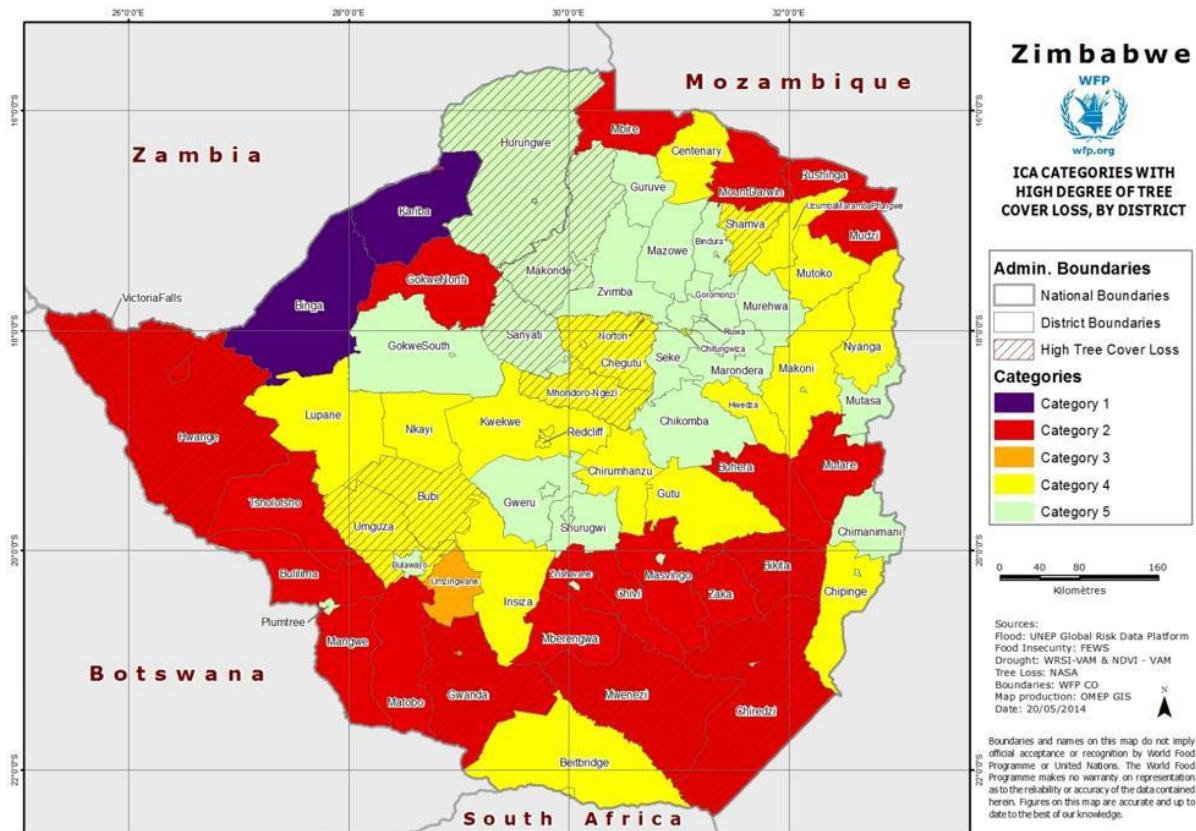
<b>LOGICAL FRAMEWORK</b>	
<b>Output 6.1:</b> Partners in Zimbabwe have access to supply chain services provided by WFP	<i>Alignment to output category</i> H. Shared services and platforms provided
<b>Activity 6.1:</b> <i>Provide logistics and procurement expertise and services</i>	<i>Alignment to activity category</i> Service provision and platform activities
<p><i>Cross-cutting results</i></p> <p><b>C.1</b> Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences</p> <p><b>C.2</b> Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</p> <p><b>C.3</b> Improved gender equality and women's empowerment among WFP-assisted population</p> <p><b>C.4</b> Targeted communities benefit from WFP programmes in a manner that does not harm the environment</p>	

## ANNEX II

WFP Strategic Results / SDG Targets	SR 1	SR 2	SR 3	SR 4	SR 5	SR 8	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	Strategic Outcome 6	
Forcus Area	CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE	
<b>Transfer</b>	\$110,637,919	\$11,788,927	\$5,103,766	\$70,656,796	\$7,074,649	\$3,891,177	<b>\$209,153,235</b>
<b>Implementation</b>	\$10,287,145	\$1,959,233	\$1,399,972	\$11,256,363	\$2,395,334	\$118,003	<b>\$27,416,051</b>
<b>Adjusted DSC (%)</b>	\$9,593,436	\$1,095,589	\$529,042	\$6,611,506	\$744,527	\$330,333	<b>\$18,904,433</b>
<b>Sub-total</b>	\$130,518,499	\$14,843,749	\$7,032,780	\$88,524,665	\$10,214,511	\$4,339,513	<b>\$255,473,718</b>
<b>ISC</b>	\$8,561,431	\$976,294	\$464,294	\$5,837,505	\$681,788	\$286,343	<b>\$16,807,654</b>
<b>TOTAL</b>	<b>\$139,079,930</b>	<b>\$15,820,043</b>	<b>\$7,497,074</b>	<b>\$94,362,170</b>	<b>\$10,896,299</b>	<b>\$4,625,856</b>	<b>\$272,281,372</b>

ANNEX III

MAPS AND LEGEND



Risk of Exposure to Natural Shocks	Recurrence of Food Insecurity		
	LOW	MEDIUM	HIGH
LOW	<b>Area 5</b> <b>CATEGORY 5</b> Programming that <b>strengthens preparedness</b> to reduce risk and build resilience to natural shocks and other stressors.	<b>Area 3 B</b> <b>CATEGORY 3</b> <b>Longer-term programming</b> to address conditions of long-term (chronic) food insecurity likely due to non-climatic causes (e.g., pervasive poverty, protracted conflict, etc.) aiming to improve food security and build resilience to man-made shocks and stressors.	<b>Area 3 A</b>
MEDIUM	<b>Area 4 B</b> <b>CATEGORY 4</b> Programming that <b>strengthens early warning and preparedness</b> (considering land degradation trends) to reduce risk and build resilience to natural shocks and other stressors.	<b>Area 2 B</b> <b>CATEGORY 2</b> Programming to address <b>seasonal food insecurity</b> and/or to <b>support post-shock recovery</b> , aiming to reduce risk and build resilience to natural shocks and other stressors.	<b>Area 1 B</b> <b>CATEGORY 1</b> <b>Longer-term programming</b> to address conditions of protracted crises and frequent natural shocks that impede recovery, aiming to improve food security, reduce risk and build resilience to natural shocks and other stressors.
HIGH	<b>Area 4 A</b>	<b>Area 2 A</b>	<b>Area 1 A</b>

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

## Acronyms Used in the Document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GDP	gross domestic product
ICA	integrated context analysis
NGO	non-governmental organization
SDG	Sustainable Development Goal
SLP	seasonal livelihood planning
SUN	Scaling Up Nutrition (movement)
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
WHO	World Health Organization
ZimASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018)
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework