



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
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TERMS OF REFERENCE

REPUBLIC OF ZIMBABWE: AN EVALUATION OF WFP' S COUNTRY STRATEGIC PLAN (2017-2021)

ANNOTATED TABLE OF CONTENTS

1. Background	3
1.1. Introduction	3
1.2. Country Context.....	3
2. Reasons for the Evaluation.....	13
2.1. Rationale	13
2.2. Objectives.....	14
2.3. Stakeholders and Users of the Evaluation	14
3. Subject of the Evaluation.....	14
3.1. WFP's Country Strategic Plan in Zimbabwe	14
3.2. Scope of the Evaluation	20
4. Evaluation Questions, Approach and Methodology.....	21
4.2. Evaluability Assessment	22
4.4. Quality Assurance	25
4.5. Ethical Considerations.....	26
5. Organization of the Evaluation.....	26
5.1. Phases and Deliverables	26
5.2. Evaluation Team Composition	26
5.3. Roles and Responsibilities	28
5.4. Communication.....	29
5.6 Budget.....	29
Annexes	30
Annex 1: Map of Zimbabwe	30
Annex 2: Fact Sheet	31
Annex 3: Timeline	33
Annex 4: Preliminary stakeholder analysis	35
Annex 5: Overview of reporting on log frame indicators: availability of target, baseline and follow-up data.....	40
Annex 6: WFP presence in years pre-CSP	53
Annex 7: Evaluation Matrix	54
Annex 8: Key information on beneficiaries and transfers	58
Annex 9: Communication & Learning Plan	64

Annex 9: Internal Reference Group – Zimbabwe CSPE	67
Annex 11: Bibliography/e-library.....	68
Annex 11: Approved CSP document	75
Annex 12: Acronyms	108

1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

1.2. Country Context

General Overview

3. Zimbabwe is a landlocked, resource rich, low income, food deficit country with a population of 17.3 million people. Zimbabwe is bordered by Mozambique to the east, South Africa to the south, Botswana to the west, and Zambia to the north and northwest. The country is divided into 10 administrative provinces and 62 districts. It is largely rural (at 68 percent)¹ and young (with 62 percent under the age of 25).² It has an area of 390,759 sq. km (150,873 sq. miles) and its official languages are: English (official), Shona, Sindebele. Life expectancy at birth (2019) is 62 years. The total fertility rate per woman was 3.5 in 2017 and the adolescent birth rate in 2015 was 115 births per 1,000 women. The population is growing at 2.3 percent per annum (2010-2019).³ Although HIV prevalence has declined from 26.5 per cent in 1997 to 12.7 percent (2018)⁴ it retains the fifth highest HIV prevalence rate in the world.⁵ HIV related illness remains the largest cause of death among adults of reproductive age and children.⁶

4. In November 2017, President Mugabe ended 37 years of rule by resigning amidst a military takeover and impending impeachment hearings⁷. Former Vice-President Emmerson Mnangagwa was sworn into power and was re-elected to office in a general election held in July 2018, winning 50.8 percent of the vote.

5. Zimbabwe is currently affected by the COVID-19 pandemic, with an overall number of infected people of 605 and 7 deaths as of early July 2020.⁸ A nationwide lockdown was put in place by the Government at the end of March. Restrictions have been eased in May, but specific measures remain in place (mandatory use of face masks and limiting gatherings up to a maximum of 100 people)⁹. The

1 <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?contextual=default&locations=ZW> (Consulted November 11, 2019)

2 <https://zimbabwe.unfpa.org/en/topics/young-people-2>

3 <https://www.unfpa.org/data/world-population-dashboard>

4 <https://data.worldbank.org/indicator/SH.DYN.AIDS.ZS?locations=ZW>

5 <https://data.worldbank.org/indicator/SH.DYN.AIDS.ZS?contextual=region&locations=ZW>

6 <https://zimbabwe.unfpa.org/en/topics/hiv-aids-4>

7 Graham-Harrison & Burke, 2017

8 <https://covid19.who.int/region/afro/country/zw>

9 <http://www.mohcc.gov.zw/>;

<https://unwfp.maps.arcgis.com/apps/opsdashboard/index.html#/db5b5df309ac4f10bfd36145a6f8880e>

number of infected people continues to grow in the country¹⁰ and WFP Country Office has remote working arrangements.

Economy

6. Zimbabwe is in economic crisis, shackled by a devalued currency, runaway inflation and shortages of essential items including petrol, electricity, bread and clean water. In 2008 Zimbabwe experienced one of the highest hyperinflation rates ever recorded globally and the economy contracting for several years in a row. Stabilisation measures, both politically, with the formation of the coalition government, and economically, with the introduction of the US dollar as a means of exchange in 2009, led to a rebound in economic growth with gross domestic product (GDP) growth of 10.6 percent in 2012 and 4.5 percent in 2013. However, subsequently growth rates consistently declined to 0.75 in 2016 but then increased to 6.1 percent in 2018. Nonetheless the economic growth trend is now some 2 percent below the average of Sub-Saharan Africa, partly resulting from exchange rate misalignment, volatile weather patterns, and an unsustainable fiscal deficit.¹¹

7. Recently (Feb 2019) Zimbabwe adopted the real-time gross settlement (RTGS) as Zimbabwe's new currency, bringing together bond notes, debit card and mobile money payments. In June 2019 it was declared the only legal currency, so that the United States dollar, used in recent years, although increasingly scarce, could no longer be used at all.¹² At present the RTGS currency is steadily losing value against the dollar and does not seem to have succeeded in stabilizing the economy.

8. According to the 2017 Poverty, Income, Consumption and Expenditure Survey (PICES), some 70.5 percent of the population was assessed to live in poverty, while some 29.3 percent of the population was estimated to live in extreme poverty. The incidence of poverty and extreme poverty was even greater in rural areas (at 86.0 percent and 40.9 percent of the population, respectively) where reliance on rain-fed agriculture remains significant. Extreme poverty is estimated to have risen from 29 percent in 2018 to 34 percent in 2019, an increase from 4.7 to 5.7 million people.¹³ This increase is driven by economic contraction and the sharp rise in prices of food and basic commodities. The high burden of communicable diseases such as HIV/AIDS and TB, compounded by the deterioration of the social protection system is contributing to poverty with the socioeconomic burden of health risks falling disproportionately on poor and rural populations.¹⁴ The Gini coefficient, a measure of welfare inequality, was 43.2¹⁵ in 2011, among the lowest in the subregion.

Natural Disasters

9. In 2016, drought seriously affected rural communities; 67 percent of the population nationwide, with only 50 percent of average grain yields realized. At its peak, it was estimated that 2.8 million of the estimated total population of 16m were 'food insecure'. The effects of the El Nino cycle extended drought conditions into 2016/17 contributing to a period of the poorest consumption years since 2009. The country is currently suffering severe drought.

10. In March 2019 Zimbabwe experienced the most devastating natural disaster in the country's recorded history when Cyclone Idai hit the eastern part of Zimbabwe. Strong winds and heavy rain totalling 200mm to 600mm (equivalent to 1–2 seasons) caused flash flooding across parts of the provinces of Manicaland, Mashonaland East and Masvingo, which are home to 44 percent of the country's population. The impact of Cyclone Idai compounded Zimbabwe's already fragile humanitarian

10 https://apps.who.int/iris/bitstream/handle/10665/332929/SITREP_COVID-19_WHOAFRO_20200701-eng.pdf

11 World Bank, African Development Bank and UN 2019: Joint Needs Assessment for Zimbabwe – identifying challenges and needs.

12 Economist Intelligence unit 2019 Zimbabwe Country (Report December 4th).

13 World Bank 2019, Zimbabwe Rapid Impact and Needs Assessment.

14 The under five mortality is higher (15.2 percent) in rural areas than in urban areas (92 deaths per 1,000 live births versus 60 deaths per 1,000 live births) and HIV prevalence higher (15.2 percent) in the lowest wealth quintile compared to 11.3 percent in the highest wealth quintile.

15 <https://data.worldbank.org/indicator/SI.POV.GINI?locations=ZW&view=chart>

situation. The cyclone caused substantial flooding, resulting in numerous deaths and significant damage to infrastructure, property, crops, and livestock. This included damage to water distribution and water infrastructure, as well as an elevated risk of water-borne diseases, including cholera. To date, the Cyclone has left 270,000 people in need of humanitarian assistance, including 129,600 children, more than 10,000 newly displaced people, and has exacerbated already high emergency-level malnutrition rates.¹⁶

Climate Change and Vulnerability

11. The impacts of climate change and variability have become more evident in Zimbabwe with increased incidence of droughts, floods and hailstorms, as well as more hot days and heatwaves. The Climate Change Vulnerability Index (CCVI)¹⁷ ranked Zimbabwe 9th among 16 countries with the 'extreme risk' rating in a global ranking of 170 countries. The period since 1980 was the warmest since Zimbabwe started recording its temperature in 1901. There has been an overall decline of nearly 5 percent in rainfall across Zimbabwe during the past century, with temporal and spatial rainfall variation in mean rainfall received.¹⁸

12. In August 2019, the government declared the 2018/19 drought and cropping season a "State of National Disaster" and appealed for international humanitarian assistance.¹⁹

Food and Nutrition Security

13. Zimbabwe has some of the highest levels of food insecurity in Sub-Saharan Africa regardless of the outcome of the agricultural season.²⁰ In the 2019 Global Hunger Index, Zimbabwe ranks 109th out of 117 qualifying countries. This score is classified as 'serious' in the index severity scale.²¹ 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.

14. Erratic rainfall causes peaks in food insecurity every four to five years.²² 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.²³

15. According to the June 2019 IPC Acute Food Insecurity Analysis, 25 percent of the rural population was estimated to be in Crisis or Emergency (IPC phase 3 and 4) (see Figure 1) and faced moderate to large food consumption gaps or were only marginally able to meet minimum food needs by depleting essential assets or employing crisis or emergency coping strategies. Another 26 percent were in Stress (IPC Phase 2). This difficult situation is a result of multiple natural disasters such as El Niño (2018) and the cyclone Idai, as well as pests and livestock diseases. For October to December 2019 estimated number of people in IPC phase 3 or 4 was an increase to 3.58 million (38 percent of rural population), of which 2.47 million was in phase 3 and 1.1 million in phase 4. The prevailing macro-economic situation

¹⁶ World Bank 2019 - Zimbabwe Rapid Impact and Needs Assessment.

¹⁷ A recent index that enables countries to calculate their vulnerability to the impacts of climate change over the next 30 years, with the classes of risk ranging from low to extreme risk.

¹⁸ UNDP 2017, Zimbabwe Human Development Report -Climate Change and Human Development : Towards Building a Climate Resilient Nation

¹⁹ <https://reliefweb.int/report/zimbabwe/zimbabwe-drought-emergency-19-september-2019>

²⁰ Joint Needs Assessment for Zimbabwe : Identifying Challenges and Needs 2019

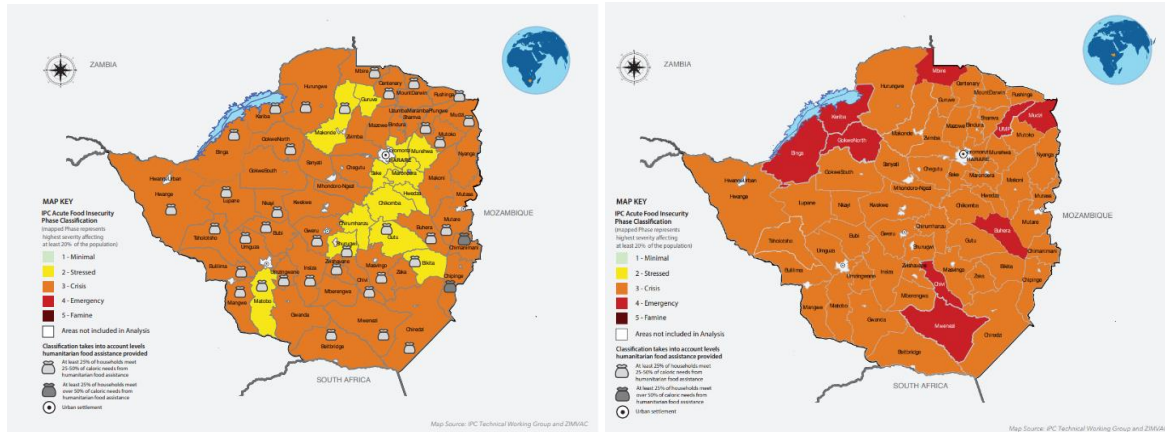
²¹ <https://www.globalhungerindex.org/zimbabwe.html>

²² WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Rome.

²³ WFP. 2015. *El Niño Update. December 2015*. Rome and United Nations. 2016. *Humanitarian Response Plan – Zimbabwe*. New York.

characterised by hyperinflation (98% in May 2019) leading to erosion of income and purchasing power is also contributing to the situation.²⁴

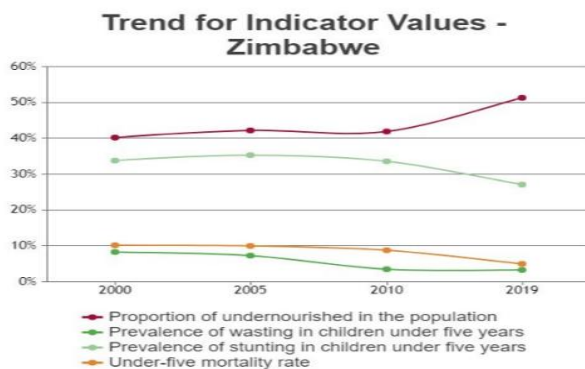
Figure 1: Zimbabwe acute food insecurity situation (June-September 2019) and projected food insecurity situation (October-December 2019)



Source: IPC consulted January 2020

Zimbabwe is facing a triple burden of malnutrition (undernutrition, overnutrition, and micronutrient deficiency). Stunting, whilst still high at 26.2 percent represents an improvement from the 2010 levels (33.8%).²⁵ There are though major micronutrient deficiencies among children. According to the Zimbabwe national nutrition survey of 2018 malnutrition was higher in boys than in girls across all indices.²⁶ A maize-based diet leads to poor nutritional diversity and insufficient consumption of essential nutrients. The situation is compounded by inadequate access to water and sanitation. Rural households have few sources of income other than agriculture and spend more than 54 percent of their budget on food, as they do not produce enough to last for a consumption year. The above-market maize pricing regime is therefore negatively affecting the food security and nutrition status of a significant portion of the population.

Figure 2



²⁴http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Zimbabwe_Acute%20Food%20Insecurity_2019June2019Dec.pdf

²⁵ Food and Nutrition council 2018; Zimbabwe National Nutrition Survey

²⁶ Food and Nutrition council 2018; Zimbabwe National Nutrition Survey – underweight (boys 9.6%, girls 23 %); stunting (boys 28.5 %, girls 23.9%), wasting (boys 2.7%, girls 2.3 %).

Agriculture

16. Agriculture and smallholder farming remain a dominant sector to the Zimbabwean economy contributing about 11 percent of gross domestic product (GDP) to the country's economy and accounting for about 16 percent of export earnings.²⁷ It has numerous forward and backward linkages with the rest of the economy and is a major source of livelihoods for two-thirds of the population (agriculture-related employment supports 52.3 percent of the economically active persons). Food and agriculture is crucial for livelihoods and income generation of Zimbabweans and the country's economic growth and for reduction of poverty. It is the backbone of the economy through employment, foreign exchange earnings, and food security. Zimbabwean agriculture is widely diversified, owing to diverse agro-climatic conditions that make it possible to produce over 20 types of food and cash crops as well as poultry, pigs, and dairy and beef cattle. The most important agricultural commodities are the staple food grains that constitute the basis of local diets—maize, wheat, small grains (millet and sorghum), groundnuts, and beans—and export and cash crops (mainly tobacco, cotton, sugarcane, and horticultural crops).

17. According to the agriculture sector disaster risk assessment of the World Bank (2019), the sector is highly exposed to weather-related disaster risk. The assessment examined the impact of drought on the agriculture sector and Zimbabwe's capacity to management risk. It found that Zimbabwe loses about US dollars 126 million each year on average due to production risks that could be better managed. The losses represent 7.3 percent of agricultural GDP. Losses in years when production risks are high can escalate to virtually catastrophic levels. The sector is vulnerable to water stress, flooding, frost, and hail.

18. After more than two decades of successive land reforms—from independence in 1980 to the Fast Track Land Reform Programme (FTLRP) in the early 2000s—Zimbabwe now has a more equitable distribution of land. The reform led to the number of small- and medium-scale farmers with access to land increasing, however, the accompanying decrease in tenure security has had negative impacts on agricultural production. This lack of tenure security created by the FTLRP and the unresolved question of valuation and compensation of former commercial farmers had negative consequences for land-based investments, access to agricultural financing, and economic development in general. The absence of an up-to-date digital cadastre and land registry negatively impacts service delivery at the local level, especially with regard to land dispute management, land-based revenue generation, and land use planning.²⁸

Education

19. Graduates from Zimbabwe's education system have for many years been in high demand in the region and beyond and, compared to other countries in Africa, demand for education in Zimbabwe has been consistently high. Zimbabwe continues to invest in education (9.25 percent of total expenditure in public institutions in 2015). The country has the second-highest literacy rate, at 89 percent in 2017²⁹, on the continent. The adjusted primary school enrolment rate in 2017 was 84 per cent for boys and 86 per cent for girls.³⁰ Secondary school enrolment rates stands at 44 percent for both boys and girls in 2017³¹ but there is a noticeable disparity between males and females in school attendance at lower secondary (55 percent for males and 65 percent for females).³²

27 Zimbabwe Rapid Impact and Needs Assessment 2019

28 World Bank Group 2019, Joint Needs Assessment for Zimbabwe – Identifying Challenges and Needs, page 37.

29 UNDP 2018: Human Development Report

30 UNFPA dash board (consulted 18 November 2019) Net per cent of primary school age children 2009-2018.

31 UNFPA dash board (consulted 18 November 2019) Net per cent of secondary school age children 2009-2018.

32 Zimbabwe National Statistics Agency 2019, Multiple Indicator cluster Survey – snapshot of key findings, page 36.

Gender

20. The 2013 Constitution has gender equality as one of its founding values and recognizes women's rights. It also provides for equality and the prohibition of discrimination on the grounds of age, sex, marital status, pregnancy, disability, and economic or social status. Despite having a legal framework in place Zimbabwe ranks only 128 out of 160 countries on the gender inequality index (2017), mostly due to its relatively high maternal mortality rate³³ and relatively low reproductive health status (FAO 2017). An estimated 20 percent of households are headed by widowers due, in part, to the HIV/AIDS epidemic.³⁴ The country has a high prevalence of gender-based violence (GBV) that disproportionately affects women and girls. According to the SADC barometer (2017), 69 percent of women in Zimbabwe have experienced GBV in their life.¹⁰ On a positive note there has been an increase in the participation of women in political decision making—the country is ranked 27th out of 188 countries on the Inter-Parliamentary Union's World classification of women in parliament but only 21 percent are represented in economic decision making.

21. In Zimbabwe, women constitute 54 percent of agricultural labour force, but men have better access to land than women. Currently, 18 percent of A1³⁵ farmers and 12 percent of A2 farmers are female farmers; collectively they have access to 10 percent of the land redistributed under the Fast Track Land Reform. Women own 1,900 of the 18,000 farms in the A2 zone. In the commercial farming sector, 80 percent of cattle are owned by men and 20 percent by woman, while on communal farms only 35 percent of cattle are owned by women. Land and cattle are critical assets; ownership of these assets is fundamental for individuals seeking credit to develop an enterprise, since they are used as collateral. Access to credit is a constraint for all farmers, but only 2 percent of women farmers in communal lands have obtained credit compared to 9.6 percent of men. Access to financing is directly linked to the use of agricultural inputs and the mechanization of production and processing. Suitable farm machinery is needed to reduce the labour burden in smallholder agriculture, especially the labour burden of women farmers. Women's restricted access to land makes them more vulnerable to poverty, as they have no influence over the land assets and are deprived of the water and other natural resources associated with access to land.³⁶

Protection

22. The impact of the prevailing drought, the effects of Cyclone Idai and the harsh economic environment has a negative impact on children and increases violation of their rights. Children and adolescents increasingly experience psychosocial distress as many are dropping out of school, and being pushed away from home to seek employment, livelihoods and care away from their families. In such situations, family separation and migration become some of the negatives coping mechanisms and expose children to new protection and welfare risks.³⁷ On March, 24 schools were closed in Zimbabwe, in an attempt to contain the spread of COVID-19. School closures have disrupted the education of more than 4.6 million school children with adverse impacts on the protection and wellbeing of children as well as their readiness for school, attendance and participation in learning. Prolonged school closures are expected to have a major and negative affect on children's learning, physical, social and mental health and well-being threatening hard-won educational achievements for years to come. Prolonged school closures will likely exacerbate existing vulnerabilities and inequalities among children,

33 For every 100,000 live births, 443 women die from pregnancy related causes

(http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ZWE.pdf)

34 Food and Nutrition Council 2019, Zimbabwe Vulnerability Assessment Committee (ZimVAC).

35 A1 farmers (average size 37 hectares); A2 farmers (average size 318 hectares)

36 World Bank Group 2019, Zimbabwe: Agriculture Sector Disaster Risk Assessment, page 22.

37 https://reliefweb.int/sites/reliefweb.int/files/resources/ROSEA_20191011_ZimbabweHumanitarianDashboard_October%202019.pdf

especially girls, children with disabilities, those in rural areas, orphans and vulnerable children, as well as those from poor households and fragile families.³⁸

23. Nearly 841,000 Zimbabwean women and girls continue to require some form of protection from gender-based violence in its various forms: sexual, physical, emotional, intimate partner violence, sexual exploitation and abuse. Food insecurity and loss of income jeopardize the capacity of affected populations to access basic services such as health and education, leading to increases in school drop-out rates and teenage pregnancies. This has further negative –and often fatal– consequences for the sexual and reproductive health of young women and girls. The cyclone-affected population still residing in temporary camps continues to be exposed to increased risk of GBV.³⁹ The ongoing COVID-19 health pandemic and related restrictions exacerbated the situation, increasing episodes of GBV among women and girls. The national GBV hotline reported an overall average increase in calls of over 70 per cent compared to the pre-lockdown trends, with 94 per cent of cases being women⁴⁰.

Refugees

24. At the end of 2018, Zimbabwe was hosting 18,870 people of concern comprising of 7,800 refugees, 10,210 asylum-seekers and 860 other people of concern. The vast majority of refugees and asylum-seekers were from the DRC. Over 1,000 Mozambican asylum-seekers were hosted in Tongogara camp and some 6,500 unregistered Mozambicans were staying in Zimbabwean border communities. The Government of Zimbabwe has continued to maintain a favourable protection environment towards refugees and asylum-seekers in the country despite the political and economic turmoil. However, new arrivals from the Democratic Republic of Congo (DRC) put increased pressure on existing structures and services in the Tongogara camp. A sudden increase in population coupled with funding constraints has had a particular impact on access to shelter, which remained limited.⁴¹

25. Zimbabwe has also experienced significant cross-border and internal displacement arising from a set of inter-related and compounding factors, including sharp economic decline, resettlement policies, climate-related events such as flooding and drought, civil unrest and the secondary effects of land reform. Zimbabwe exemplifies the complex interactions between environmental change, as well as political and economic drivers. For instance, droughts during the 1997–2010 crisis period were less severe than those in earlier decades but had extreme effects on food security because they happened in a context of the rapidly deepening vulnerability produced by the broader political contestation and economic contraction⁴². It has been estimated that 25 percent (3 million out of a population of 10–12 million) emigrated between 2000 and 2011, of whom 1.5–2 million now resident in South Africa, with up to another 1 million making regular movements between the two states.⁴³ A significant influx of returnees from South Africa was witnessed in recent months, as a result of the Coronavirus pandemic⁴⁴.

26. The 2019 Cyclone Idai resulted in an estimated 270,000 people affected, with over 59,000 individuals internally displaced, residing among host communities, camps and collective centres.⁴⁵

38 Zimbabwe Education Cluster: Humanitarian Response & COVID-19 Sitrep #6, 25 June 2020. Available at <https://reliefweb.int/sites/reliefweb.int/files/resources/Zimbabwe%20Education%20Cluster%20-%20Humanitarian%20Response%20%26%20COVID-19%2C%20Sitrep%2025%20June%202020.pdf>. Last accessed 15.07.2020.

39 https://reliefweb.int/sites/reliefweb.int/files/resources/ROSEA_20191011_ZimbabweHumanitarianDashboard_October%202019.pdf

40 OCHA. Cluster Status: Protection (Gender-based Violence). Available at <https://reports.unocha.org/en/country/zimbabwe/card/2XxB9GOV93/> (Last accessed: 15.07.2020).

41 <http://reporting.unhcr.org/sites/default/files/pdfsummaries/GR2018-Zimbabwe-eng.pdf>

42 Polzer, 2009. Regularising Zimbabwean Migration to South Africa.

43 World Bank, GoZ, GFDRR 2019, Zimbabwe Rapid Impact and needs Assessment.

44 IOM, Zimbabwe Flow Monitoring (May 2020). Available at: <https://migration.iom.int/reports/zimbabwe-%E2%80%94-flow-monitoring-report-may-2020> (Last accessed: 15.07.2020)

45 RINA 2019

Cyclone Idai destroyed a number of homes in the refugee camp and the water and sanitary systems were severely affected leading to a shortage of clean drinking water.⁴⁶

National Policies and the SDGs

27. 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 (also referred to as Value Addition and Benefication). In addition to these four main clusters three enabling clusters are identified namely; i) Fiscal reform Measure; ii) Public Administration, Governance and Performance Management; and iii) Aid Coordination.

28. The ZimAsset addresses livelihood issues across all four clusters, with agriculture projected as the key driver for growth and employment. The thrust of the Social Services and Poverty Eradication cluster is to enable the Government of Zimbabwe to improve the living standards of its citizenry and the country’s economic growth. It recognizes gender mainstreaming as central to social equity and improved human welfare.⁴⁷

29. The Government of Zimbabwe adopted the 2030 Agenda and the Sustainable Development Goals and has mainstreamed them into the ZIMAsset clusters (see table 1).

Table 1: Incorporation of SDGs in ZIMAsset clusters

SDG Dimensions ⁴⁸	clusters
1,2,5,8,9 and 12	Value addition and Benefication
1,2,5,8,13,14 and 15	Food security and nutrition
3,4,5,6 and 10	Social services and poverty reduction
8,10 and 17	Fiscal reform measures
5,7,8,10,11 and 16	Public administration and Governance

Source: Zimbabwe Voluntary National Review (VNR) of SDGs (2017).

30. Zimbabwe conducted a Voluntary National Review of SDGs in 2017. It highlighted a number of successes in relation to SDGs 1,2,3,5 and 9. According to the Voluntary Review Zimbabwe committed itself to implementing all the SDGs with an emphasis on SDGs 2, 3, 4, 5, 6, 7, 8, 9, 13 and 17.⁴⁹

31. The Government has put in place an institutional framework to guide the implementation of the SDGs in Zimbabwe consisting of a steering committee (chaired by the Chief Secretary to the President and Cabinet and represented by all line ministry Permanent Secretaries and the heads of the UN agencies), a technical committee (chaired by the Permanent Secretary in the Ministry of macroeconomic

⁴⁶<http://reporting.unhcr.org/sites/default/files/UNHCR%20Tropical%20Cyclone%20Idai%20Response%20Situation%20Update%20-%2024JUL-6AUG19.pdf>

⁴⁷ UNDP 2017: Human Development Report, chapter 3

⁴⁸ 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-Being), 4 (Quality Education), 5 (Gender Equality), 6 (Clean Water and Sanitation), 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 10 (Reduced Inequality), 11 (Sustainable Cities and Communities), 12 (Responsible Consumption and Production), 13 (Climate Action), 14 (Life Below Water), 15 (Life on Land), 16 (Peace and Justice Strong Institutions), Partnerships to achieve the Goal.

⁴⁹ Zimbabwe Voluntary National Review (VNR) of SDGs for the high level Political Forum 2017.

Planning and Investment Promotion), thematic clusters for mainstreaming and localizing SDGs, an M&E policy and Coordination mechanisms.

32. Despite the commitment and the structure in place the recent Mid Term Review of the Zimbabwe CSP (2019) concludes that the process of adapting the global Sustainable Development Goals (SDGs) to Zimbabwe and agreeing on national SDG targets and indicators has been inconclusive and that no real prioritisation has taken place.⁵⁰

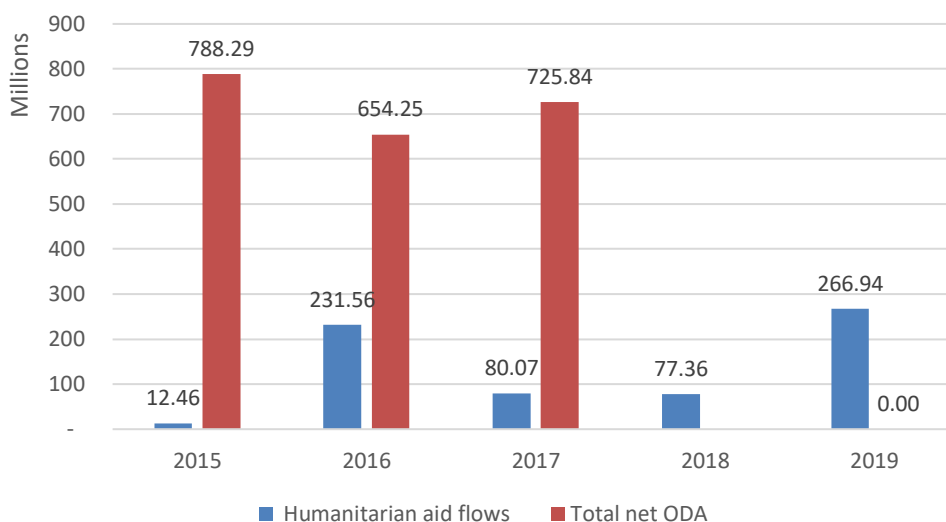
Transitional Stabilisation Programme

33. Following the change of government in 2017, a Transitional Stabilization Programme (TSP) “reforms agenda” was introduced for the period October 2018 – December 2020, aiming for “a prosperous and empowered upper middle-income society by 2030” (GoZ, 2018). This programme supersedes the ZIMasset and focuses more on macroeconomic issues and recovery. The TSP commits to overcome, and redress, the underlying challenges arising from economic fragility, joblessness, inequality and poverty.⁵¹ According to the MTR for the CSP (2019) a new national development plan is anticipated to enter into force in 2021.

International Development Assistance

34. During the period 2015-2017, Zimbabwe received a yearly average of US dollars 722,8 million net Official Development Assistance (ODA) and the proportion of net ODA per GDP decreased from 20 percent to 12 percent.⁵² As can be seen from Figure 4 most of the funding went to health and population (45%), followed equally by other social infrastructure (16%) and services and humanitarian aid (16%). The top five average ODA funding sources for the period were United States of America, followed by the Global Fund, United Kingdom, European Union, and Sweden. Main humanitarian donors comprised Other⁵³, followed by Switzerland, Japan, Canada and Denmark.

Figure 3: International Assistance to Zimbabwe (2015-2018)



No ODA data available for 2018 and 2019

Source : OECD-DAC, UN OCHA – FTS (Accessed November 2019)

Figure 4: Bilateral ODA over the main aid sectors during the evaluation period

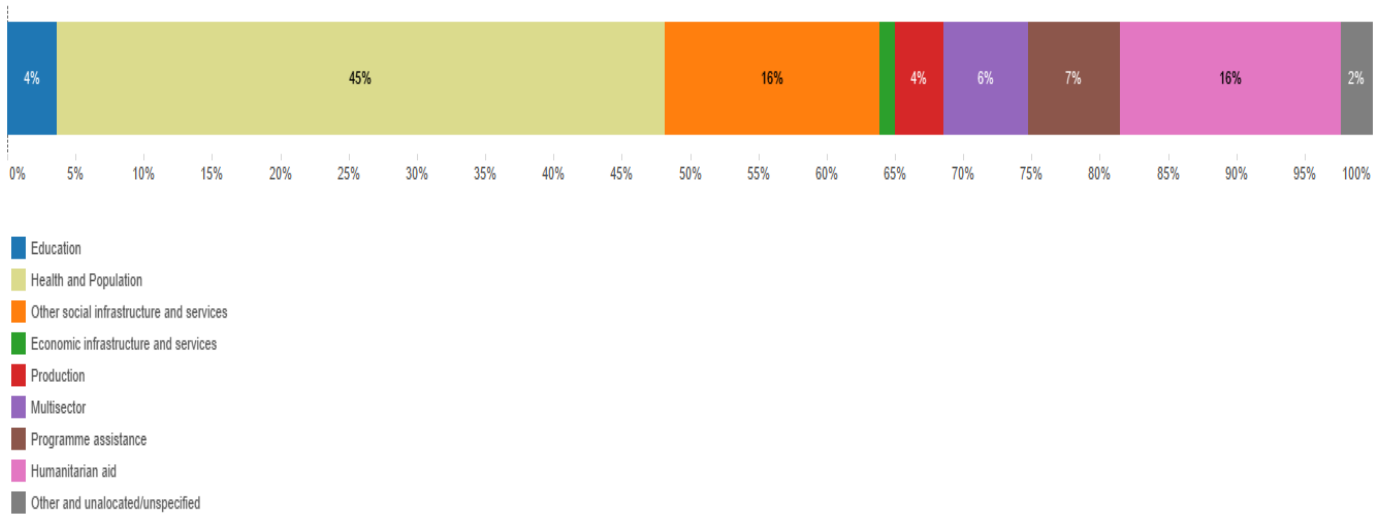
50 WFP Zimbabwe 2019, Mid-term review of the Zimbabwe Country Strategic Plan, 2017 – 2021, p. 4 § 14.

51 Government of Zimbabwe: Transitional Stabilisation Programme – Reforms Agenda October 2018- December 2020, page iv.

52 <https://data.worldbank.org/indicator/DY.ODA.ODAT.XP.ZS?locations=ZW> (consulted 3 December 2019)

53 A breakdown of this category shows a number of different multilateral and other funds including UNICEF, WFP, the European Commission, UNFPA, the Qatar Charity etc..

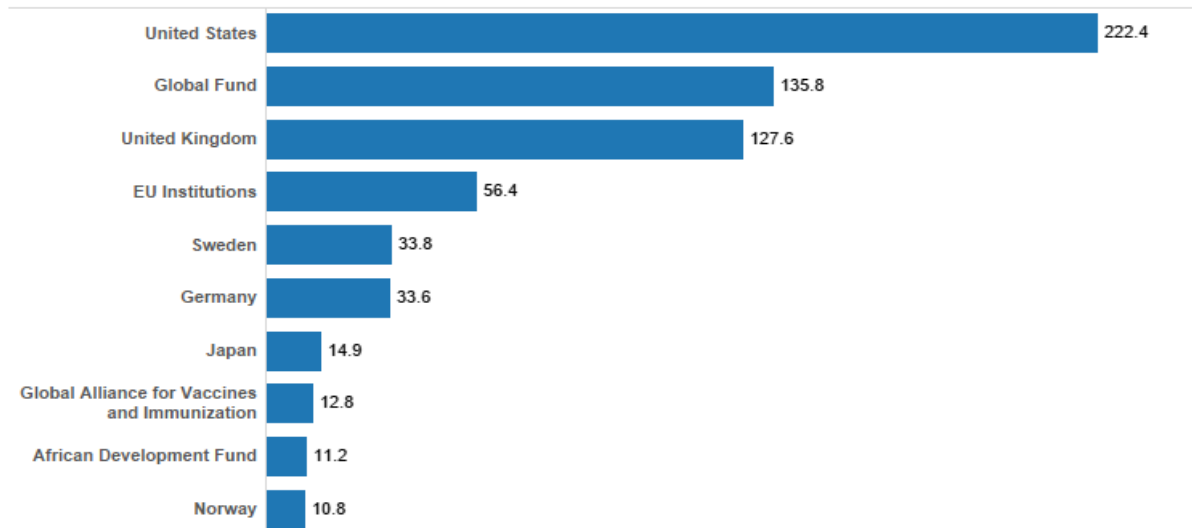
Bilateral ODA by Sector for Zimbabwe, 2016-17 average



Source: OECD database (consulted November 2019)

Figure 5

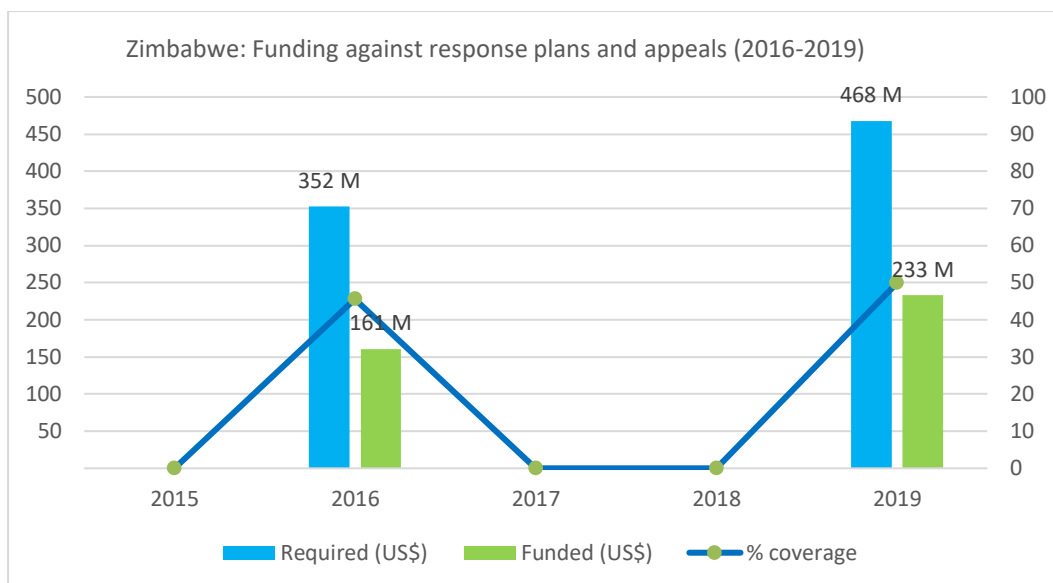
Top Ten Donors of Gross ODA for Zimbabwe, 2016-2017 average, USD million



Source: OECD-DAC (Accessed November 2019)

35. In 2019 a flash appeal was launched 3 times. The total stands at US dollars 468 million of which 233 million have been funded.

Figure 6: Funding against response plans and appeals



Source: OCHA FTS (Accessed November 2019)

United Nations Development Framework

36. Zimbabwe is now on its third United Nations Development Assistance Framework (UNDAF). The current UNDAF 2016-2020 (named ZUNDAF), led by the Government and funded by a grant of US dollars 403 million from development partners, is aligned with the ZimAsset and its four main clusters (Food and Nutrition Security; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Benefication). Specifically, the ZUNDAF is guided by 6 national priority areas:

1. Food and Nutrition Security
2. Gender Equality
3. HIV and Aids
4. Poverty Reduction and Value Addition
5. Public Administration and governance
6. Social Services and Protection

37. The MTR for the CSP (2019) notes that having been linked to the previous government's ZIMAsset, the ZUNDAF is now politically a dated document. An evaluation of the ZUNDAF is currently being finalized.

2. Reasons for the Evaluation

2.1. Rationale

38. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO's new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2021.

2.2. Objectives

39. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing WFP's future engagement in Zimbabwe and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholders and Users of the Evaluation

40. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are: the WFPs country office, regional Bureau of Johannesburg (RBJ) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Zimbabwe, local and international NGOs and the UN Country Team and WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

41. Key stake holders at country level include beneficiaries, national government and civil society institutions as relevant, international development actors present in the country, including UN system, International Financial Institutions and key donors.

3. Subject of the Evaluation

3.1. WFP's Country Strategic Plan in Zimbabwe

42. WFP has operated in Zimbabwe since 1980 and in recent decades has had to address a gradually deteriorating food security situation. From originally facilitating procurement for food relief operations in other countries, the CO had to confront growing livelihood vulnerability in Zimbabwe itself from 2002.⁵⁴ Before the launch of the CSP in April 2017, it did this primarily through a series of Protracted Relief and Recovery Operations (PRROs), sometimes complemented by Development Operations and by shorter-term Special Operations. The Zimbabwe portfolio placed increasing emphasis on building resilience to food insecurity and livelihood vulnerability. This was a key intention of the lean season assistance (LSA) PRRO 200453, which ran from May 2013 to June 2016.⁵⁵

43. These strategic shifts were supported by various evaluations and reviews. A 2011 evaluation of the country portfolio recommended that WFP should focus on long-term recovery and support for a national social protection system.⁵⁶ 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.³² 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. A 2016 nutrition review recommended that WFP focus on generating evidence and supporting the government in building district-level delivery capacities. In addition to the above evaluations and reviews a decentralized evaluation of WFP's Lean Season Assistance through the Protracted Relief and Recovery Operation 200453 in Zimbabwe was finalised in 2017. The evaluation provided a number of operational recommendations. Of principal importance was a recommendation to shift the emphasis of WFP's support strategy from short term, survival oriented to a more long-term development oriented one i.e. from Dependence to Resilience.⁵⁷

54 Chopak *et al.*, 2012:6.

55 WFP 2019, Mid-Term Review, page 6-7.

56 Ibid

57 WFP 2017, Decentralized Evaluation of WFP's Lean Season Assistance through the Protracted Relief and Recovery Operation 200453 in Zimbabwe, page 6

44. In the period immediately preceding the CSP, assistance had to be greatly scaled up to help Zimbabweans survive the devastating effects of the El Niño drought. PRRO 200944 continued this work in the early part of the CSP period. In addition to direct Lean Season Assistance and productive asset creation' (PAC, also known as Food for Assets (FFA) or Asset Creation (AC)), the succession of Zimbabwe PRROs included work on nutrition, notably the chronic malnutrition of children aged under five years. In the course of these PRROs, WFP has, according to the mid-term review, worked increasingly closely with the GoZ and other development partners to integrate the Lean Season Assistance with the development of national social protection policy, frameworks and systems.⁵⁸

45. The Zimbabwe CSP was one of WFP's first country plans – prepared during, and approved soon after, WFP's adoption of its Integrated Road Map. It underwent an unusually long preparatory period of two years and was ready for launch in January 2016. However, it was decided in December 2015 that the launch would have to be delayed, as IRM innovations in a number of corporate systems were not yet complete. Existing Zimbabwe operations were extended until the CSP was approved and launched in April 2017. A National Zero Hunger Strategic Review was commissioned in 2015. Although the NZHSR proposals were not directly reflected in the SOs and Activities adopted in the CSP, the MTR found that it contributed to the overall relevance of the plan.⁵⁹

46. As shown in Table 2, the Zimbabwe CSP itself sets out six Strategic Outcomes (SOs). Thirteen Activities are planned to achieve the six SOs. There are also 13 Outputs which are linked to the SOs, not to the Activities. Strategic Outcome 1 and SO 6 are linked to the 'crisis response' focus area. SO 4 addresses the 'resilience' focus area. Whereas SO 2, SO 3 and SO 5 are concerned with 'response to root causes'.

58 WFP 2019, MTR para 24

59 WFP 2019, MTR para 64.

Figure 7: CSP Zimbabwe 2017-2021 Line of Sight

SR 1 – Access to food	SR 2 – No one suffers from malnutrition	SR 3 – Smallholders have improved food security and nutrition	SR 4 – Food systems are sustainable	SR 5- Countries have strengthened capacity to implement the SDGs	SR 8 – Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs
CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
OUTCOME 01: 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	OUTCOME 02: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025	OUTCOME 03: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030	OUTCOME 04: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	OUTCOME 05: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round	OUTCOME 06: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services
ACTIVITY 01: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	ACTIVITY 03: Build evidence for nutrition advocacy, policy direction and programme decision-making	ACTIVITY 05: Support the development of an efficient local food marketing and procurement mechanism	ACTIVITY 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security	ACTIVITY 09: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses	ACTIVITY 13: Provide logistics and procurement expertise and services
ACTIVITY 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	ACTIVITY 04: Support the Government's nutrition programming at the national and sub-national levels	ACTIVITY 06: Enable farmer organisations aggregate and market surplus production	ACTIVITY 08: Enhance the capacity of prioritized districts to plan and manage resilience building	ACTIVITY 10: Support innovative risk management, insurance and financing mechanisms	
				ACTIVITY 11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system	
				ACTIVITY 12: Support re-establishment of the national school meals programme	

Source: WFP IRM dashboard (Accessed 29.11.2019).

47. A mid-term review of the CSP was finalized in October 2019. It highlighted a number of important findings for this CSPE to further validate and build on.

- Zimbabwe is now in a chronic state of crisis. Therefore, the distinction between emergency response and social protection is no longer appropriate (emergency response is a form of social protection).
- The CSP relevance is constrained by the corporate emphasis on SDG 2 and 17 (some of the CO work relates to SDG 1 (i.e. social protection) and on the requirement that each CSP activity be categorized into one of the three corporate focus areas (crisis response, resilience building and response to root causes of vulnerability).
- CSP coherence with GoZ policy and strategy is strong in the fields of drought relief and social protection more broadly – as well as in the monitoring of vulnerability. Coherence is weaker with regard to nutrition.
- Levels of funding vary significantly from one activity to another with crises response most strongly supported. Donors continue to prefer funding at Activity level and still prefer humanitarian funding rather than development.
- There are concerns about the efficiency of Activity 2 support to refugees.
- At a conceptual level there is integration among the activities (e.g. provision of direct relief from food insecurity while tackling root causes to vulnerability) in practice that integration is only partial because many of the elements of the integrated approach can only be undertaken on a small pilot scale.

48. The MTR provides a number of recommendations clustered according to immediate or longer-term nature. Key longer-term recommendations include:

- WFP should build its next CSP around the humanitarian-development-peace nexus.
- Ending the segregation of crisis response and longer-term measures.
- Programme to ensure that food insecurity and vulnerability are fully addressed as required around social protection measures.
- Recognize that urban food insecurity and vulnerability may be as significant as those in the rural sector.
- Strengthen the nutrition element of national social protection programming.

49. A number of specific recommendations for the CSPE were also provided, namely that the CSPE should provide a more detailed review of CSP implementation and performance, and more strongly evidence-based conclusions about the appropriate strategy. In particular the CSPE should explore the attribution of changes in food security and vulnerability to WFP interventions and the gender dimensions. Finally, the CSPE should further explore food security and vulnerability challenges that face the people of Zimbabwe, and the best way to respond to them.

Funding

50. The budget as stated in the CSP 2017-2021 is US dollars 468,404,321. As of May 2019 total funding amounted to US dollars 331,045,771 which corresponds to 71 percent of the overall needs. About 86 percent of the funding is earmarked of which 93 percent is earmarked at the activity level. The highest level of earmarking is for crisis response (82%) whereas for resilience building it is 13 percent and for root causes 0.9 percent.⁶⁰ WFP plans to meet its commitment to allocating 15 percent of all project funds to gender activities.

51. As can be seen from the Table 2 below on the cumulative financial overview as of September 2019,⁶¹ the bulk of the funding (80%) allocated so far has been for crisis response (strategic outcome

60 About US dollars 12 million have not been assigned to any of the three categories of root causes, resilience and crisis management, of these 12 million 4 percent are earmarked.

61 WFP applies a number of different systems such as IRM and FACTory that don't necessarily speak to each other.

1); followed by 16 percent for resilience (Strategic outcome 4) and 4 percent for root causes (strategic outcome 2, 3 and 5).

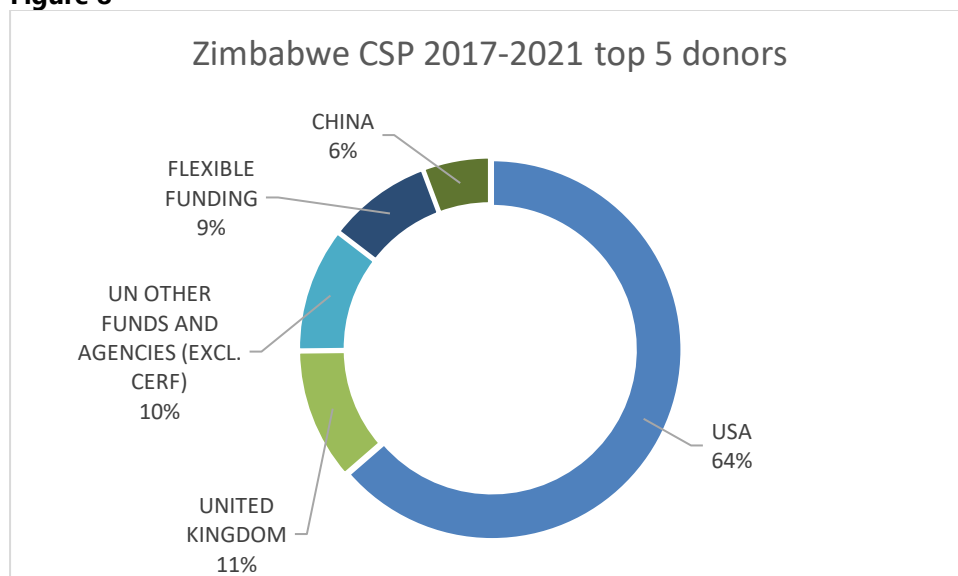
Table 2 : Zimbabwe Country Portfolio Budget- Cumulative Financial Overview as at 24 September 2019 (US dollars)

Strategic Outcome	Needs Based Plan (2017-2019)	% of Strategic Outcome NBP on Grand Total CSP NBP	Allocated Resources (2017-2019)	%of SO actual allocated resources on Grand Total CSP actual allocated resources
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	190,595,022	62%	171,864,197	70%
2. Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025	8,995,216	3%	3,894,286	2%
3. Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030	3,706,943	1%	832,705	0%
4. Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	51,420,278	17%	35,634,962	14%
5. The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round	7,808,055	3%	3,079,344	1%
6. Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services	5,264,894	2%	2,634,213	1%
Non SO Specific	0	0%	41,850	0%
Total Direct Operational Cost	267,790,408		217,981,557	
Direct Support Cost (DSC)	18,775,700		15,059,726	
Total Direct Costs	286,566,108		233,041,283	
Indirect Support Cost (ISC)	18,827,880		13,396,549	
Grand Total	305,393,987		246,437,833	

Source: IRM analytics (Accessed September 2019)

52. The top five donors of WFPs operations are United States of America that funds 64 percent of the CSP followed by UK (11%), UN and other funds (10%)⁶² and flexible funding (9%)⁶³ and China (6%).

Figure 8



Source: WFP Factory, ZW01 Resource situation 2019

Staffing

53. As of 30 September 2019, the Country Office had approximately 164 staff. The 2019 End-Year Review of the Zimbabwe CO Annual Performance Plan shows that gender parity – 50 percent female, 50 percent male – was achieved by the end of the year. About 28 percent are professional staff and 72 percent general service staff. Fixed terms staff makes up about 41 percent and short-term staff 59 percent. In addition to the Country Office in Harare in which 64 percent of the staff are based, WFP operates with three field offices in Bulawayo (14 percent of staff), Masvingo (12 percent of staff) and Mutare (10 percent of staff).

3.2. Scope of the Evaluation

54. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2015 to the end of 2020. The reason for a longer time frame (beyond the CSP) is that it will enable the evaluation to assess key changes in the approach. Within this timeframe, the evaluation will look at how the CSP builds on, or departs from, previous activities and assess if the strategic shift that was foreseen has taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

55. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community. The MTR

62 multilateral funding released from Headquarters

63 Flexible contributions allow WFP to use funds wherever and whenever needs are greatest, giving it the agility to respond to sudden-onset emergencies as well as the means to sustain lifesaving assistance in neglected and protracted crises.

of the CSP provides a review of progress achieved this far with an emphasis on the process. The CSPE will build on this to validate MTR findings and provide a stronger evidence base for the outcomes achieved. The MTR concludes that the CO's ability to respond fast and effectively to the emergency of the cyclone Idai was not compromised by transitioning to the CSP framework.⁶⁴ As the humanitarian crises deepens in Zimbabwe with on-going efforts to scale up the humanitarian response the ability to respond to the crises will be further explored. In addition and responding to the MTR recommendations, particular attention will be paid to gender dimensions as well as WFP's contribution to changes in food security and vulnerability. Attention will also be given to how SSTC has been used as a modality given the country's experience in this area.⁶⁵

56. The evaluation will adopt standard UNEG and revised OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable.⁶⁶ Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and AAP of WFP's response.

4. Evaluation Questions, Approach and Methodology

57. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Republic of Zimbabwe?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?

64 WFP 2019, Mid term review, para 26.

65 OEV will ensure synergies with the ongoing SSTC policy evaluation which will also look at Zimbabwe's experience with SSTC.

66 Emphasis on coherence as described in these ToR is in line with the recently updated OED/DAC evaluation criteria. For the updated definition of such criteria ref: <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

58. During the inception phase, the evaluation team, in consultation with relevant stakeholders, will identify a limited number of key themes of interest, related to WFP’s main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

4.2. Evaluability Assessment

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

59. Several issues could have implications for the evaluation. Evaluability challenges may relate to:

- limitations in access to internal and external stakeholders due to the COVID-19 pandemic in Zimbabwe and related restrictions imposed;
- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three- year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

60. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess how best to proceed with data collection and stakeholder engagement in view of COVID-19 related developments; as well as data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

61. The Zimbabwe CSP includes 79 indicators to be reported on spread over 6 outcomes and 4 cross cutting results and 13 outputs. During the CSP period corporate systems and procedures guiding the CSPs remained under revision during the first part of the CSP.⁶⁷ As a result, monitoring indicators and procedures were incomplete, and full data on CSP performance to date are unavailable. The evaluability assessment is based on 2018 data but data for 2019 will be available from 31 March 2020. A rapid

⁶⁷ The original logframe was revised twice in May 2018 and June 2019.

analysis of outcome indicators⁶⁸ show that out of 19 outcome indicators only 15 were reported on in 2018. Out of the four indicators not reported on three were only introduced during the log-frame revision of 2019. The remaining indicator not reported on relates to the Zero Hunger Capacity Scorecard which is to be based on a capacity needs mapping. This indicates challenges in collecting information on capacity development of national partners.

62. Many indicators reported on in 2018 (12/19 outcome indicators) reported the same year end targets in 2018 as the CSP target indicators showing that targets had already been met. This could indicate some issues regarding target setting. As regards the cross-cutting indicators (7), baselines were established in 2018 for six of them and so only one indicator (communities doing no harm to the environment) is reported on in 2018. For the output indicators only two out of forty are reported on in the ACR 2018 raising questions regarding the much higher number of outcomes reported on. In some cases this may reflect low activity levels due to low funding (e.g. SO 2,3,5 and 6). While the operations⁶⁹ were built on the Strategic Plan 2014-2017 the CSP ZW01 is grounded in WFP Strategic Plan (2017 -2021). The evaluation team should take the different results frameworks produced during the evaluation period into consideration.

National Data

63. Zimbabwe is currently implementing their National Statistical Development Strategy (NSDS), which began in 2016 and aims to be finished by 2020. The NSDS conducts household surveys once every four to five years. The NSDS will promote procedures to enhance the monitoring and development of national statistical systems to collect information on the SDGs in Zimbabwe.⁷⁰ The below table provides a summary of key SDG data collection instruments

Table 3: Key SDG Data collection instruments

Survey	Authority	Frequency	Last conducted
Demographic & Health Survey/MICs	Zimbabwe Government/UNICEF	Five years	2019
Poverty, Income, Consumption & Expenditure Survey	Zimbabwe Government	Five years	2017
Census	Zimbabwe Government	Ten Years	2012
Labour Survey/Enterprise Survey	Zimbabwe Government/World Bank		2016
Zimbabwe Poverty Report	Zimbabwe National Statistics Agency		2017

68 See annex 5.

69 PRRO 200453, EMOP 200908, EMOP 200979, SO 200993, PRRO 200944; Dev 200945, Dev 200946.

70 Insitute for Economics and Peace, SDG16 Progress Report 2019, page 41

Zimbabwe National Nutrition Survey	Zimbabwe Government/UNICEF		2018
ZUNDAF (2016-2020) Evaluation	UNDP		2020

64. With the assistance of UNICEF, Zimbabwe has just completed a Multiple Indicator Cluster Survey (2019). The main aim of the survey is to provide updates and measure the current situation for women and children in Zimbabwe. This survey covers components, such as child protection, domestic violence and other victimisation issues. Other ongoing surveys include a labour force and child survey and the agricultural and livestock survey.

4.3 Methodology

65. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

66. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening community resilience as well as national institutional capacity.

67. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

68. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that aren't identified at the inception stage; this should eventually lead to capturing of unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including⁷¹: desk review⁷², semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. Systematic data triangulation

71 There is no sequence or order of priority in the techniques listed.

72 Annex 10 provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

69. Given the constraints imposed by the global COVID-19 pandemic the evaluation team will, during the inception phase, be expected to develop a detailed methodological design, adapted to a remote evaluation approach. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

70. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational components, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, ethnicity or other characteristics as relevant to, and as feasible in specific contexts. Options for engaging remotely with key informants and stakeholders should be explored and the, the selection of informants should ensure, to the extent possible, that a broad range of voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

71. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

72. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender and Age Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and a technical annex.

73. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.4. Quality Assurance

74. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

75. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

76. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP’s evaluation quality assurance system prior to submission of the deliverables to OEV.

4.5. Ethical Considerations

77. Ethical consideration shall be taken into the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

78. The team will not have been involved in the design, implementation or monitoring of the WFP Zimbabwe CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of ‘do no harm’. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

5. Organization of the Evaluation

5.1. Phases and Deliverables

79. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The inception mission is expected to be led remotely over a period of one week allowing the evaluation team to engage with WFP Zimbabwe and stakeholders in country during this period. During the main data collection period the evaluation team will engage in remote primary data collection possibly including surveys, case studies and interviews. Annex 3 presents a more detailed timeline. The CO and RBJ have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 4: Summary Timeline - key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1.Preparatory	24 July 2020 17 August 2020 20 August -7 September 2020 8-10 September 2020	Final TOR Evaluation Team and/or firm selection & contract Document Review Briefing at HQ
2. Inception	14-18 September 2020 28 October 2020	Remote Inception Mission Inception Report

3. Evaluation, including fieldwork	2-27 November 2020 11 December 2020	Remote Data Collection & Debrief Preliminary Findings Debrief
4. Reporting	11 January 2021 January – March 2021 18-19 February 2021 8 April 2021 10 May 2021	Report Drafting Comments Process Learning Workshop (Possibly remote) Final Evaluation Report Summary Evaluation Report
5. Dissemination	May – June 2021	Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

5.2. Evaluation Team Composition

80. The CSPE will be conducted by a gender balanced team of 3 International (including a researcher) and 1 national consultant with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Shona) who can effectively cover all the areas of the evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

Table 5: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the ability to resolve problems. • Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities and of evaluation in humanitarian and development contexts. • Specialization in one of the following areas: food assistance, emergency preparedness, gender analysis; institution building. • Relevant knowledge and experience in Zimbabwe or similar context; understanding of key players within and outside the UN System; strong, experience of evaluating country programmes, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.

Agriculture / Food Security/Livelihoods and resilience	<ul style="list-style-type: none"> • Strong technical expertise in resilience, which is one of the key drivers of the new CSP, value chains and social protection. • Strong familiarity with the humanitarian, development and peace nexus discourse. • Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.
Nutrition and Health Expert	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. • Familiarity with the latest evidences in nutrition and with the Global Momentum (Sun Movement).
Emergency preparedness and response	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks , logistics, procurement, and capacity building in those fields in similar contexts.
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed by the team	<ul style="list-style-type: none"> • The additional areas of expertise requested are: <ul style="list-style-type: none"> ○ Programme efficiency calculations ○ Gender ○ Humanitarian Principles and Protection ○ Access ○ Accountability to Affected Populations • <i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i>

5.3. Roles and Responsibilities

81. This evaluation is managed by the WFP Office of Evaluation (OEV). Catrina Perch has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the remote data collection; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2021.

82. An internal reference group composed of selected WFP stakeholders at CO, RBJ and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team’s

contacts with stakeholders in Zimbabwe; provide logistic support during the remote data collection and organize a stakeholder learning workshop. Kudzai Akino has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

83. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

84. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 5](#)) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2021. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.5 Budget

85. The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Map of Zimbabwe



Map No. 4210 Rev. 2 UNITED NATIONS
December 2017

Department of Field Support
Geospatial Information Section (formerly Cartographic Section)

Source: UN Geospatial Information Section

Annex 2: Fact Sheet

Table 1: Zimbabwe Fact Sheet

	Parameter/(source)	2015	2018
	General		
1	Human Development Index (1)	0.516	0.535 (2017)
2	Asylum-seekers (pending cases) (5)	10197	10197
3	Refugees (incl. refugee-like situations) (5)	7790	7790
4	Returned refugees (5)	21	21
	Demography		
5	Population total (millions) (2)	13,814,629	14,439,018
6	Population, female (% of total population) (2)	52.4	52.3
7	% of urban population (1)	32.4	32.2 (2017)
8	Total population by age (1-4) (millions) (6)	no data	1, 954985 (2017)
9	Total population by age (5-9) (millions) (6)	no data	1, 934227 (2017)
10	Total population by age (10-14) (millions) (6)	no data	1, 682929 (2017)
11	Total Fertility rate, per women (10)	4	3.6
12	Adolescent birth rate (per 1,000 females aged between 15-19 years) (9)	110 (2014)	no data
	Economy		
13	GDP per capita (current US\$) (2)	1445.071	2146.997
14	Income Gini Coefficient (1)	43.2 (2010–2015)	43.2 (2010–2017)
15	Foreign direct investment net inflows (% of GDP) (2)	1.99	2.4
16	Net official development assistance received (% of GNI) (4)	5.5	4.6
17	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	10.25	7.85 (2017)
18	Agriculture, forestry, and fishing, value added (% of GDP) (2)	480	458 (2017)
	Poverty		
19	Population near multidimensional poverty (%) (1)	29.3	26.3
20	Population in severe multidimensional poverty (%) (1)	7.8	8.8
	Health		
21	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	443	458
22	Healthy life expectancy at birth (total years) (2)	53.019	53.483
23	Prevalence of HIV, total (% of population ages 15-49) (2)	13.8	12.7
24	Current health expenditure (% of GDP) (2)	no data	no data
	Gender		

25	Gender Inequality Index (1)	125	128
26	Proportion of seats held by women in national parliaments (%) (2)	31.5	31.5
27	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	83.2	83.5
28	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	71.5	71.47
	Nutrition		
29	Weight-for-height (Wasting - moderate and severe), (0–4 years of age) (%) (3)	3 (2010–2015)	3 (2013–2018)
30	Height-for-age (Stunting - moderate and severe), (0–4 years of age) all children (%) (3)	28 (2010–2015)	27 (2013–2018)
31	Weight-for-age (Overweight - moderate and severe), (0–4 years of age) (%) (3)	8 (2010–2015)	6 (2013–2018)
32	Mortality rate, under-5 (per 1,000 live births) (2)	54.3	46.2
	Education		
33	Adult literacy rate (% ages 15 and older) (1)	86.5 (2005–2015)	88.7 (2006–2016)
34	Population with at least secondary education (% ages 25 and older) (1)	57.7 (2005–2015)	58.7 (2006–2017)
35	Current education expenditure, total (% of total expenditure in public institutions) (2)	9.25	no data
36	School enrolment, primary (% gross) (2)	no available data	no available data
37	Attendance in early childhood education - female (%) (3)	23 (2005–2014)	23 (2010–2018)
38	School enrolment, primary and secondary (gross), gender parity index (GPI) (2)	no available data ⁷³	no available data

Sources: **(1)** UNDP Human Development Report – 2016 and 2018; **(2)** World Bank. WDI; **(3)** UNICEF SOW; **(4)** OECD/DAC; **(5)** UNHCR; (6) UN stats; **(7)** The State of Food Security and Nutrition report - 2019; **(8)** WHO; (9) SDG Country Profile; (10) UNFPA

73 Latest data from 2013 (0,97 World Bank)

Annex 3: Timeline

Phase 1 - Preparation			
	Final TOR sent to WFP Stakeholders	EM	24 July 2020
	Contracting evaluation team/firm	EM	17 August 2020
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	20 August—7 September 2020
	HQ & RB Inception Briefing	EM & Team	8-10 September 2020
	Inception Briefings	EM + TL	14-18 September 2020
	Submit draft Inception Report (IR)	TL	28 September 2020
	OEV quality assurance and feedback	EM	29 September - 6 October 2020
	Submit revised IR	TL	12 October 2020
	IR Review and Clearance	EM	13-19 October 2020
	IR Clearance	OEV/DOE	20-26 October 2020
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	27 October 2020
Phase 3 - Evaluation Phase, including Fieldwork			
	Remote Data Collection	Team	2-27 November 2020
	Exit Debrief (ppt)	TL	27 November 2020
	Preliminary Findings Debrief	Team	11 December 2020
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	11 January 2021
	OEV quality feedback sent to TL	EM	15 January 2021
Draft 1	Submit revised draft ER to OEV	TL	22 January 2021
	OEV quality check	EM	23 – 29 January 2021
	Seek OEV/D clearance prior to circulating the ER to WFP Stakeholders.	OEV/DOE	3-10 February 2021
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/Stakeholders	11-24 February 2021
	Learning workshop (Harare or remote)		18-19 February 2021
	Consolidate WFP comments and share with Team	EM	25-28 February 2021
	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	EM	1-7 March 2021
Draft 2	Review D2	EM	8-12 March 2021
	Submit final draft ER to OEV	TL	13-19 March 2021
Draft 3	Review D3	EM	25 - 30 March 2021
	Seek final approval by OEV/D	OEV/DOE	31 March – 7 April 2021
	Draft Summary Evaluation Report	EM	8-14 April 2021

SER	Seek OEV/DOE clearance to send the summary Evaluation Report (SER) to OPC	OEV/DOE	15-22 April 2021
	OEV circulates SER to OPC for comments upon clearance from OEV's Director	EM	April 2021
	OEV consolidates comments on draft SER	EM	7 May 2021
	Seek final approval by OEV/D	OEV/DOE	10 May 2021
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	June 2021
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	May-October 2021
	Presentation of Summary Evaluation Report to the EB	D/OEV	November 2021
	Presentation of management response to the EB	D/RMP	November 2021

Note: TL=Team Leader; EM=Evaluation manager; OEV=Office of Evaluation. RMP= Performance and Accountability Management

Annex 4: Preliminary stakeholder analysis

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Johannesburg (RBJ) have an interest in learning from the evaluation results because of the strategic positioning and technical importance of Zimbabwe in the WFP corporate and regional plans and strategies.	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Reports and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
WFP Divisions	WFP technical units and divisions such as Nutrition, Asset Creation and Livelihoods, Climate & Disaster Risk Reduction, Cash-based transfer, Market Access, Gender, Vulnerability Analysis, Capacity Strengthening, School Feeding, Safety Nets and Social Protection, Partnerships, Strategic Financing (GCMF), Logistics have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Zimbabwe's evolving contexts and about WFP's strategic positioning and performance.	Presentation of the evaluation results at the session to inform Board members about the performance and results of WFP activities in Zimbabwe.
External stakeholders		
Affected population / Beneficiary Groups disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development , beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	Most likely limited participation given remot data collection approach.

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p>government and partner programmes assisted by WFP</p> <p>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 (Tier 1)</p> <p>Strategic Outcome 2. Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025 (Tier 1)</p> <p>Strategic Outcome 3. Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030 (Tier 1)</p> <p>Strategic Outcome 4. Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors (Tier 1)</p> <p>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 (Tier 3)</p> <p>Strategic Outcome 6. Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services (Tier 3)</p>		

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p>UN Country Team and Other International Organizations:</p> <p>UNICEF, UNHCR, UNFPA, UNDP, FAO, ILO, UNWOMEN, WHO, UNESCO, IFAD, UNAIDS, IOM, ITU, OHCHR, UNCTAD, UNDSS, UN-HABITAT, UNIDO, UNOPS.</p>	<p>UN agencies and other partners in Zimbabwe have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, nutrition etc.)</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p> <p>Zimbabwe is a United Nations Delivering as One country and is implementing Zimbabwe United Nations Development Assistance Framework (ZUNDAF 2016-2020).</p> <p>The REACH initiative is completing an inventory of UN nutrition programmes as a basis for planning and prioritizing the use of UN resources addressing undernutrition and achieving the Sustainable Development Goal (SDG) 2.2 targets.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>
<p>Donors</p> <p>USA, CERF, China, Japan, Sweden, Canada, Russian Federation, Switzerland, European Commission, Germany, Australia, South Africa, Private Donors, Finland, Ireland, Italy, France.</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
<p>National Partners</p>		

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p>National government</p> <p><i>Relevant stakeholders already identified:</i> Office of the Prime Minister, Ministry of Health and Child Care (MOHCC), Ministry of Environment, Water and Climate, Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement, Ministry of Agriculture, Ministry of Public Service, Labour and Social Welfare, Ministry of Primary and Secondary Education, Ministry of Local Government.</p>	<p>In Zimbabwe the evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p>	<p>They will be interviewed and consulted during the remote inception and/or remote data collection, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.</p>
<p>Regional government institutions</p>	<p>The evaluation is expected to help enhance and improve collaboration with WFP</p> <p><i>Relevant stakeholders to be identified</i></p>	<p>They will to the extent possible be interviewed and consulted during the inception mission and/or remote data collection.. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.</p>
<p>Cooperating partners and NGOs</p> <p><i>Relevant stakeholders already identified:</i> Global: Adventist Development and Relief Agency, Catholic Relief Services, Plan International, World Vision International, Help, Oxfam, ActionAid International, Caritas, GOAL.</p> <p>Local: Organisation for Rural Associations for Progress, Aquaculture Zimbabwe, Community Technology Development Organisation, Zimbabwe Red Cross Society.</p>	<p>The evaluation is expected to help enhance and improve collaboration with WFP</p>	<p>They will be interviewed and consulted during the inception mission and/or remote data collection.</p>
<p>Private and public sector partners</p> <p><i>Relevant stakeholders already identified:</i></p>	<p>WFP partners in the commercial and private sectors. The evaluation is expected to help enhance and improve collaboration with WFP.</p>	<p>Interviews with managers and owners of private businesses</p>

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
ECONET Wireless, Old Mutual Insurance, SECURICO, Royal DSM		

Source: OEV

Annex 5: Overview of reporting on log frame indicators: availability of target, baseline and follow-up data

Table 2: Availability of Zimbabwe CSP 2017-2021 outcomes indicator data

Outcome indicator	Logframe version			Analysis of data availability (ACR)	
	v 1.0 25/2/17	v 2.0 31/5/18	v 3.0 21/6/19	2017 ACR	2018 ACR
SO 01: 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					
Consumption-based Coping Strategy Index (Average)	x	x	x	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) and gender (Male/Female/Overall) ▪ Baseline set in Dec-17 Baseline survey; thus, no follow-up value in 2017 (6) ▪ CSP-end target set at < baseline value (6) 	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) and by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (6) ▪ Year-end targets set at = CSP-end targets (6)
Food Consumption Score	x	x	x	<ul style="list-style-type: none"> ▪ Disaggregated by category (Acceptable/Borderline/Poor), location (Chipinge/Rural districts) and gender (Male/Female/Overall) ▪ Baseline set in Dec-2017 Baseline survey; thus, no follow-up value in 2017 (18) ▪ CSP-end target set at < baseline value (18) 	<ul style="list-style-type: none"> ▪ Disaggregated by category (Acceptable/Borderline/Poor), location (Chipinge/Rural districts) and by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (18) ▪ Year-end targets set at = CSP-end targets (18)

Food Consumption Score – Nutrition	x	x	x	<ul style="list-style-type: none"> ▪ Disaggregated by category (Percentage of households that never consumed: Hem Iron/Protein/Vit A rich food, location (Chipinge/Rural districts) and gender (Male/Female/Overall)) ▪ Baseline set in Dec-2017 Baseline survey; thus, no follow-up value in 2017 (18) ▪ CSP-end target set at < baseline value (18) 	<ul style="list-style-type: none"> ▪ The indicator is complemented by additional categories: "Percentage of households that consumed (daily in the last 7 days/sometimes in the last 7 days) for each of the three diets (Hem Iron/Protein/Vit A rich food); thus, the total number of indicators is tripled ▪ Baseline values are reported as set in Dec-2017 for the additional categories too, though these were not reported in ACR 2017, for a total of (54) baseline values ▪ Follow-up values reported in Dec-2018 monitoring (54) ▪ Year-end targets set at = CSP-end targets (54)
Food Expenditure Share	x	x	x	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) and gender (Male/Female/Overall) ▪ Baseline set in Dec-2017 Baseline survey; thus, no follow-up value in 2017 (6) ▪ CSP-end targets set at < baseline value (6) 	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) and by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (6) ▪ Year-end targets set at = CSP-end targets (6)
Minimum Dietary Diversity – Women	x	x	x	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) ▪ Reported under "Overall" rather than "Female" gender category ▪ Baseline set in Dec-2017 Baseline survey; thus, no follow-up value in 2017 (2) ▪ CSP-end targets set at > baseline value (2) 	<ul style="list-style-type: none"> ▪ Disaggregated by location (Chipinge/Rural districts) ▪ Reported under "Overall" rather than "Female" gender category ▪ Follow-up values reported in Dec-2018 monitoring (2) ▪ Year-end targets set at = CSP-end targets (2)

SO 02: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025

Proportion of children 6–23 months of age who receive a minimum acceptable diet	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality Food, disaggregated by gender (Male/Female/Overall) ▪ Baseline set in Apr-2017 Baseline survey (3); ▪ No follow-up value; CSP-end targets set (3) 	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality Food, disaggregated by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 survey/monitoring; all three values are = baseline value (3) ▪ Year-end targets set at = CSP-end targets (3)
Proportion of eligible population that participates in programme (coverage)	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality food, disaggregated by gender (Male/Female/Overall) ▪ Baseline set in Apr-2017 Baseline survey; all = 0 (3) ▪ No follow-up value; CSP-end targets set (3) 	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality Food, disaggregated by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 survey/monitoring (3) ▪ Year-end targets set at = CSP-end targets (3)
Proportion of target population that participates in an adequate number of distributions (adherence)	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality food, disaggregated by gender (Male/Female/Overall) ▪ Baseline set in Apr-2017 Baseline survey; all = 0 (3) ▪ No follow-up value; CSP-end targets set (3) 	<ul style="list-style-type: none"> ▪ Available for location Mutasa, modality Food, disaggregated by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 survey/monitoring (3) ▪ Year-end targets set at = CSP-end targets (3)
Minimum Dietary Diversity – Women			x		
SO 03: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030					

Percentage of WFP food procured from smallholder farmer aggregation systems	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Not gender disaggregated ▪ The indicator is listed twice, with no obvious distinction ▪ Overall baseline value = 0 set in Dec-2017 from secondary data and WFP records (2) ▪ CSP target set at > 0 (2) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Not gender disaggregated ▪ The indicator is listed twice, reflecting reporting from two different activities under SO 03 ▪ Overall follow-up values reported in Dec-2018 from secondary data/WFP records (2) ▪ End-year targets set at = CSP-end targets (2)
Value and volume of pro-smallholder sales through WFP-supported aggregation systems	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Not gender disaggregated ▪ The indicator is listed twice ▪ Overall baseline value = 0 set in Dec-2017 from secondary data and WFP records (2) ▪ CSP target set at > 0 (2) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Not gender disaggregated ▪ The indicator is listed four times to reflect the two units of measurement (US\$and MT) and reporting under two different activities under SO 03 ▪ Overall follow-up values reported in Dec-2018 from secondary data/WFP records (4) ▪ Year-end-targets equal exactly the reported follow-up values (4) ▪ CSP-end targets are different compared to those reported in 2017 ACR, now "=351,000/117,000 US\$" rather than "> 0" and "=900/300 MT" rather than "> 0". Three of the CSP target values are lower than the reported 2018 follow-up values/year-end targets
Value and volume of smallholder sales through WFP-supported aggregation systems			x		

SO 04: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors

Consumption-based Coping Strategy Index (Average)	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts, disaggregated by gender (Male/Female/Overall) ▪ Baseline values set in Jun-2017 Baseline survey (3) ▪ CSP-end targets set (3) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts and disaggregated by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (3) ▪ Year-end targets set at = CSP-end targets
Food Consumption Score	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts, disaggregated by category (households with Acceptable/Borderline/Poor FCS) and gender (Male/Female/Overall) ▪ Baseline values set in Jun-2017 Baseline survey (9) ▪ CSP-end targets set (9) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts, disaggregated by category (households with Acceptable/Borderline/Poor FCS) and gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (9) ▪ Year-end targets set at = CSP-end targets (9)
Food Expenditure Share	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts, disaggregated by gender (Male/Female/Overall) ▪ Baseline values set in Jun-2017 Baseline survey (3) ▪ CSP-end targets set (3) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts, disaggregated by gender (Male/Female/Overall) ▪ Follow-up values reported in Dec-2018 monitoring (3) ▪ Year-end targets set at = CSP-end targets (3)
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts, not gender disaggregated ▪ Overall baseline value set in Jun-2017 monitoring (1) ▪ CSP-end target set (1) 	<ul style="list-style-type: none"> ▪ Available for location Rural districts, not gender disaggregated ▪ Follow-up value reported in Dec-2018 monitoring (1) ▪ Year-end target set (1)
Proportion of the population in targeted communities reporting environmental benefits			x		

SO 05: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round					
Zero Hunger Capacity Scorecard	x	x	x		
SO 06: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services					
User satisfaction rate	x	x	x	<ul style="list-style-type: none"> ▪ Location is listed as "Urban and rural" ▪ No baseline value set (0) ▪ Overall CSP-end target set (1) 	<ul style="list-style-type: none"> ▪ Available for location Rural and Urban, not gender disaggregated ▪ Follow-up values reported in Apr-2018 survey (1) ▪ Year-end target set (1) ▪ Baseline value reported as from Jul-2017 survey, though this was not reported in 2017 ACR

* Date under logframe version indicates the date logframe was modified in COMET.

Source: COMET report CM-L010 (accessed 11.11.2019.), ACR Zimbabwe (2017, 2018)

Table 3: Availability of Zimbabwe CSP 2017-2021 cross-cutting indicator data

Cross-cutting indicator	Logframe version			Analysis of data availability (ACR)	
	v 1.0 25/2/17	v 2.0 31/5/18	v 3.0 21/6/19	2017 ACR	2018 ACR
C.1: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences					
C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ No baseline value ▪ CSP-end target set 	<ul style="list-style-type: none"> ▪ Available for location Rural districts, gender disaggregated (Male/Female/Overall) ▪ Baseline values reported from Mar-18 (3) ▪ No later follow-up reported ▪ Year-end target set

C.2: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity					
C.2.1: Proportion of targeted people accessing assistance without protection challenges	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ No baseline value ▪ CSP-end target set 	<ul style="list-style-type: none"> ▪ Available for location Rural districts and modalities Cash, Food and Value Voucher (not disaggregated); disaggregated by gender ▪ Baseline values reported from Mar-18 (3) ▪ No later follow-up reported ▪ Year-end (3) and CSP-end (3) targets set
C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)			x	Not applicable	Not applicable
C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)			x	Not applicable	Not applicable
C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)			x	Not applicable	Not applicable
C.3: Improved gender equality and women's empowerment among WFP-assisted population					

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	x	x	x	No data	<ul style="list-style-type: none"> ▪ Disaggregated by category (Decisions jointly made by women and men/Decisions made by men/Decisions made by women); available for location Rural districts and modalities Cash, Food and Value Vouchers (not disaggregated) ▪ Overall baseline values reported from Mar-18 (3) ▪ Year-end (3) and CSP-end target (3) set
C.4: Targeted communities benefit from WFP programmes in a manner that does not harm the environment					
C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	x	x	x	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Baseline value set in Jun-17 (1) ▪ CSP-end target set 	<ul style="list-style-type: none"> ▪ Available for location Rural districts ▪ Latest follow-up reported from Dec-18 (1) ▪ Year-end (1) and CSP-end (1) target set

Source: COMET report CM-L010 [20.11.2019.], ACR Zimbabwe 2017, 2018

Table 4: Availability of Zimbabwe CSP 2017-2021 outputs indicator data

Output	Output indicator	Logframe version			Analysis of data availability (ACR)	
		v 1.0 25/2/17	v 2.0 31/5/18	v 3.0 21/6/19	ACR 2017	ACR 2018
01: 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						
URT1: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages						
WFP-targeted populations received cash or food transfers sufficient to enable them to meet their basic food and nutrition requirements	Number of rations provided	x	x	x		
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	x	x	x		
	Quantity of food provided	x	x	x		
	Total amount of cash transferred to targeted beneficiaries	x	x	x		
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			x		
URT2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps						
WFP targeted populations received cash or food transfers sufficient to enable them to meet basic food and nutrition requirements	Number of rations provided	x	x	x		
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	x	x	x		
	Quantity of food provided	x	x	x		
	Total amount of cash transferred to targeted beneficiaries	x	x	x		
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			x		
02: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025						
AAA1: Build evidence for nutrition advocacy, policy direction and programme decision-making						
Sufficient local knowledge and	Number of capacity development activities provided	x	x	x		
	Number of technical support activities provided	x	x	x		

evidence base for national policy and decisions relating to nutrition-specific and nutrition-sensitive interventions	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)				x		
NPA1: Support the Government's nutrition programming at the national and sub-national levels							
Tailored nutrition-focused behaviour change messages adequately delivered to targeted populations	Number of people receiving WFP-supported nutrition counselling	x	x	x			
Targeted beneficiaries provided with cash and/or food inclusive of specialized nutritious food as appropriate and sufficient to enable them to meet their nutrition requirements	Number of institutional sites assisted	x	x	x	<ul style="list-style-type: none"> ▪ Detailed indicator: Number of health centres assisted ▪ Target (1) and Actual value (1) reported ▪ Target achievement: 69.3% 	<ul style="list-style-type: none"> ▪ Detailed indicator: Number of health centres assisted ▪ Target (1) and Actual value (1) reported ▪ Target achievement: 102.6% 	
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	x	x	x			
	Quantity of specialized nutritious foods provided	x	x	x			
03: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030							
CS11: Support the development of an efficient local food marketing and procurement mechanism							
National and sub-national food procurement and marketing systems enhanced	Number of smallholder farmers supported/trained	x	x	x			
	Number of technical support activities provided	x	x	x			
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x			
SMS1: Enable farmer organisations aggregate and market surplus production							
Micro-storage and other post-harvest	Amount of investments in equipment made, by type	x	x	x			
	Number of capacity development activities provided	x	x	x			

infrastructure available and accessed by smallholder farmers and farmer organisations throughout the country	Number of infrastructure works implemented, by type	x	x	x		
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
Smallholder farmer's net sales including of drought resistant crops increased	Number of smallholder farmers supported/trained	x	x	x		
	Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers	x	x	x		
04: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors						
ACL1: Support the creation and rehabilitation of assets for sustainable food and nutrition security						
Productive and sustainable assets linked to food security are produced and/or rehabilitated and made available to rural communities	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	x	x	x	<ul style="list-style-type: none"> ▪ Nine different assets have Actual values reported (9), of which seven have target values (7) ▪ Achievement against set targets is generally in the 90-100% range, with the exception for "Linear meters (m) of flood protection dikes constructed" - over 200% - and "Number of excavated community water ponds for domestic uses constructed (3000-15,000 cbmt)" - 12% or only 3 out of 25 planned water ponds. However, 22 water ponds for livestock use were constructed without a set target. 	<ul style="list-style-type: none"> ▪ Fourteen different assets are listed, of which nine have target values set (9) and of which eight have actual values reported (8); five listed assets have neither target nor actual value reported ▪ Achievement against set targets ranges from 50% to 175%, with the exception of "Number of cereal banks established" with the achievement rate of 0.0% - this target has no actual value reported and it is not clear whether no cereal banks were established or the number is unknown for reporting purposes
	Number of people exposed to WFP-supported nutrition messaging	x	x	x		

	Number of people trained	x	x	x		
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	x	x	x		
	Quantity of food provided	x	x	x		
	Quantity of non-food items distributed	x	x	x		
	Total amount of cash transferred to targeted beneficiaries	x	x	x		
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			x		
CS11: Enhance the capacity of prioritized districts to plan and manage resilience building						
Supported communities' capacities to reduce risk are strengthened	Number of capacity development activities provided	x	x	x		
	Number of partners supported	x	x	x		
	Number of people trained	x	x	x		
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
05: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round						
AAA1: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses						
National and local safety nets and programmes have increased capacity to target and reach all food-insecure people	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
	Number of technical support activities provided	x	x	x		
CAR1: Support innovative risk management, insurance and financing mechanisms						
National social protection systems are able to expand	Number of capacity development activities provided	x	x	x		
	Number of commercially viable financial products and services developed	x	x	x		
	Number of partners supported	x	x	x		

and scale up services in times of crisis	Number of people trained	x	x	x		
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
CS11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system						
National and local safety nets and programmes have increase capacity to target and reach all food-insecure people	Number of capacity development activities provided	x	x	x		
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			x		
SMP1: Support re-establishment of the national school meals programme						
Policy and regulatory frameworks, and design and delivery of national food security programmes reflect global best practices and experiences	Number of partners supported	x	x	x		
	Number of policy engagement strategies developed/implemented	x	x	x		
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support			x		
06: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services						
CPA1: Provide logistics and procurement expertise and services						
Partners in Zimbabwe have access to supply chain services provided by WFP	Number of shared services provided, by type	x	x	x		

* Date under logframe version indicates the date logframe was modified in COMET.

Source: COMET report CM-L010 (accessed 11.11.2019.), ACR Zimbabwe (2017, 2018)

Annex 6: WFP presence in years pre-CSP

Figure 2: WFP presence in years pre-CSP (main events, type of operations, activities, number transfers and beneficiaries)

Operation	Time Frame	2015	2016	2017	2018	2019	2020	2021	LEGEND Funding Level
External events		Drought (El Niño)			President Mugabe resigned	General election	21 Feb: new currency introduced	March: Cyclone Idai	> 75 %
PRRO 200453 Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity (May 2013 - April 2015)	May 01 2013 - June 30 2016* 2013	Req: US\$ 321,957,172 Rec: US\$							Between 50 % and 75 %
EMOP 200908 IR-PREP - Regional El Niño Preparedness for South Africa (Nov 2015 - Feb 2016)	November 09 2015 - February 08 2016		Req: US\$ 285,288 Rec: US\$ 285,288 Funded: 100%						Less than 50 %
EMOP 200979 IR-PREP - Emergency preparedness activities in support of the Southern Africa Development Community (SADC) El Niño Logistics and Coordination Centre (LCC) (May 2016 - July 2016)	May 26 2016 - July 25 2016		Req: US\$ 145,762 Rec: US\$ 145,762 Funded: 100%						
SO 200993 Augmentation of WFP support to the SADC Secretariat and member states in response to El Niño-related drought (June 2016 - April 2017)	June 20 2016 - July 31 2017**			Req: 3,743,000 Rec: 2,136,805					
PRRO 200944 Building Resilience for Zero Hunger (July 2016 - June 2018)	July 01 2016 - Mar 31 2017***			Req: 184,922,801 Rec: 78,913,829 Funded: 42.7%					
DEV 200945 Strengthening the Social Protection System to Enhance Resilience for Food and Nutrition Security among Vulnerable Populations (July 2016 - June 2018)	July 01 2016 - Mar 31 2017***			Req: 1,638,448 Rec: 58,019 Funded: 3.5%					
DEV 200946 Empowering Smallholder Farmers to Market Drought-Resistant Grains and Pulses (July 2016 - June 2018)	July 01 2016 - Mar 31 2017***			Req: 1,420,077 Rec: 0 Funded: 0.0%					
ZW01 Zimbabwe Country Strategic Plan (2017-2021)	April 01 2017 - December 31 2021†				Req. US\$ 468,404,321 Rec: US\$ 293,769,206 Funded: 62.7%				
Direct Expenditures (thousands US\$)		23,130	78,166	50,725	42,683				
% Direct Expenditures: CO vs. WFP World		0.49%	1.69%	1.00%	0.72%				
Total food distributed (MT)		20,316	55,842	44,226 ‡	21,778				
Total Cash & Voucher distributed (US\$)		2,805,800	17,430,181	11,471,763 ‡	12,365,851				
Total Beneficiaries (actual)		376,053	1,230,161	1,311,384	655,353				

* The original closing date for the operation was April 30 2015. The operation was extended by 8 months to December 31 2015 in BR05, and by another 6 months to June 30 2016 in BR07.

** The original closing date for the operation was April 19 2017. The operation was extended by three months to the end of July in BR02.

*** The original closing date for DEV 200944 was July 2018, and for DEV 200945/200946 June 30 2018. The end dates of these operations were revised to March 31 2017 in a batch budget revision to align with the introduction of first CSPs, along with thirteen other operations (Decision Memorandum "Consolidated approval for reduction in time budget revisions wave 1a" dated May 12, 2017).

† Budget revision 04 refers to March 31 2021 as the CSP end date.

‡ Combines figures for ZW01 and PRRO 200944

Annex 7: Evaluation Matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
Evaluation Question 1: To what extent is WFP's Strategic Position, role, and specific contribution based on country priorities and people's needs as well as WFP's Strengths?				
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national objectives outlined in Government policies, strategies and plans Degree of matching of CSP activities and proposed interventions set out in Government policies, strategies and plans Degree of involvement of Government in the preparation of the CSP Perception of senior Government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Zero Hunger Review Government policies, plans and programmes including, among others: i) <p>Senior Government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with Government SDG goals and targets	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national SDG goals and targets Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents National SDG Framework 	Document review
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational Government strategies and plans Degree of matching of CSP activities and priority interventions set out in subnational Government strategies and plans Degree of involvement of subnational Governments in the preparation of the CSP Perception of senior subnational Government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Zero Hunger Review Subnational Government strategies, plans and programmes including, among others: i) Senior sub-national Government officials 	<p>Document review</p> <p>Semi-structured interviews</p>
1.2 to what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind				
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?				
Dimensions of Analysis	Lines of Inquiry or Indicators as appropriate	Indicators	Data Source	Data Collection Technique
2.1 to what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?				
2.2 to what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.3 To what extent are the achievements of the CSP likely to be sustained				
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?				
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.4 To what extent were alternative, more cost-effective measures considered?				
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?				
4.1 to what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?				
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?				

Annex 8: Key information on beneficiaries and transfers

Table 5: Zimbabwe 200453 Planned and actual beneficiaries with breakdown by component/activity, disaggregated by sex and age

Component/Activity	2015						2016					
	Planned			Actual			Planned			Actual		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
SO 1 General Distribution												
18 plus				72,531	57,421		177,921	160,976	338,897	190,714	142,646	333,360
5-18 years				63,465	60,443		186,394	177,921	364,315	145,091	139,388	284,479
under 5 years				30,124	29,666		76,252	67,780	144,032	63,324	59,473	122,797
SO 2 Food-Assistance-for-Assets												
18 plus												
5-18 years												
under 5 years												
SO 2 General Distribution												
18 plus												
5-18 years												
under 5 years												
SO 2 HIV/TB: Care&Treatment												
18 plus				1,856	1,433		3,704	3,524	7,228	889	725	1,614
5-18 years				326	260		183	182	365	132	138	270
under 5 years										10	7	17
24-59 months				3	2							
SO 2 Nutrition: Prevention of Stunting												
6-23 months				4,798	4,610		2,805	2,695	5,500	2,936	2,770	5,706
SO 2 Nutrition: stand-alone Micronutrient Supplementation												
6-23 months							3,672	3,528	7,200			
SO 2 Nutrition: Treatment of Moderate Acute Malnutrition												
18 plus				1,065	0		633	0	633	388	0	388
5-18 years				68	0					4	0	4
24-59 months				355	334		452	425	877	86	71	157
6-23 months				188	167		239	213	452	182	107	289
SO 3 Food-Assistance-for-Assets												
18 plus				27,223	17,835		31,500	28,500	60,000	10,816	9,187	20,003
5-18 years				17,835	15,019		33,000	31,500	64,500	8,695	8,877	17,572
under 5 years				8,448	7,510		13,500	12,000	25,500	4,124	3,919	8,043

Source: COMET report CM-R020 Annual adjusted Participants & Beneficiaries by Activity Tag, Beneficiary Group, Gender, Age Group. Accessed 25.11.2019.

Table 6: Zimbabwe 200944 Planned and actual beneficiaries with breakdown by component/activity, disaggregated by sex and age

Component/Activity	2016						2017					
	Planned			Actual			Planned			Actual		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
SO1 General Distribution (GD)												
18 plus	322,487	291,774	614,261	232,278	199,513	431,791	410,056	371,003	781,059	282,661	241,042	523,703
5-18 years	337,843	307,130	644,973	209,083	191,798	400,881	429,583	390,530	820,113	246,904	229,904	476,808
under 5 years	138,209	138,209	276,418	75,586	68,360	143,946	175,738	175,738	351,476	89,101	82,770	171,871
SO2 General Distribution (GD)												
18 plus				1,471	1,942	3,413						
5-18 years				1,296	1,472	2,768						
under 5 years				480	476	956						
SO 2 HIV/TB: Care&Treatment												
18 plus	3,355	3,086	6,441	582	527	1,109	3,355	3,086	6,441	556	494	1,050
5-18 years	134	134	268	107	109	216	134	134	268	97	96	193
SO 2 Nutrition: Prevention of Stunting												
6-23 months	2,008	1,992	4,000	3,117	3,051	6,168	4,016	3,984	8,000	3,267	3,311	6,578
SO 2 Nutrition: stand-alone Micronutrient Supplementation												
6-23 months	3,012	2,988	6,000				6,024	5,976	12,000			
SO 2 Nutrition: Treatment of Moderate Acute Malnutrition												
18 plus	633	0	633	232	0	232	633	0	633	164	0	164
5-18 years				7	0	7						
24-59 months	6,722	6,327	13,049	468	438	906	11,253	10,591	21,844	5,914	4,760	10,674
6-23 months	3,559	3,163	6,722	2,769	2,315	5,084	5,958	5,296	11,254	17,534	15,661	33,195
SO 3 Food-Assistance-for-Assets												
18 plus	31,500	28,500	60,000	25,832	22,985	48,817						
5-18 years	33,000	30,000	63,000	16,189	15,959	32,148						
under 5 years	13,500	13,500	27,000	7,783	7,102	14,885						

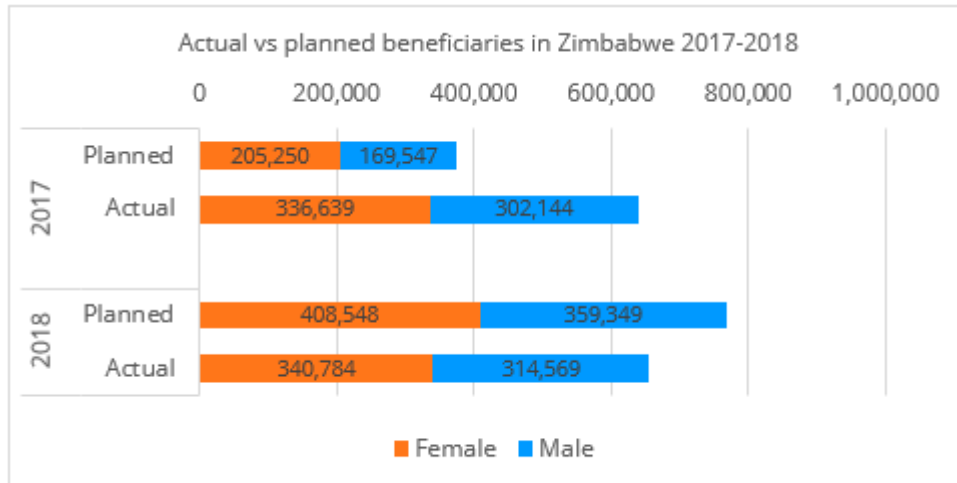
Source: COMET report QM-R020 Annual adjusted Participants & Beneficiaries by Activity Tag, Beneficiary Group, Gender, Age Group. Accessed 25.11.2019.

Table 7: Zimbabwe CSP (2017-2021) Planned and actual beneficiaries with breakdown by component/activity, disaggregated by sex and age

SO/Activity	2017						2018						2019					
	Planned			Actual			Planned			Actual			Planned			Actual		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
SO 01 Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages																		
18 plus	72,520	61,880	134,400	219,985	194,546	414,531	155,400	132,600	288,000	158,305	135,079	293,384	350,936	273,652	624,588			
5-18 years	51,800	51,240	103,040	147,679	135,779	283,458	111,000	109,800	220,800	113,073	111,852	224,925	187,483	187,298	374,781			
under 5 years	21,280	21,280	42,560	76,995	63,093	140,088	45,600	45,600	91,200	52,330	52,330	104,660						
24-59 months													93,223	93,223	186,446			
6-23 months													82,985	82,985	165,970			
SO 01 Provide unconditional cash and/or food transfers and livelihood support for refugees in camps																		
18 plus	3,000	3,900	6,900	2,294	2,834	5,128	3,000	3,900	6,900	2,580	3,354	5,934	3,360	2,892	6,252			
5-18 years	2,850	3,300	6,150	2,052	2,294	4,346	2,850	3,300	6,150	2,451	2,838	5,289	1,800	1,812	3,612			
under 5 years	900	1,050	1,950	729	730	1,459	900	1,050	1,950	774	903	1,677						
24-59 months													492	492	984			
6-23 months													576	576	1,152			
SO 01 Support the creation and rehabilitation of assets for sustainable food and nutrition security																		
18 plus										3,070	2,620	5,690						
5-18 years										2,193	2,169	4,362						
under 5 years										901	901	1,802						
SO 02 Support the Government's nutrition programming at the national and sub-national levels																		
18 plus	30,463	912	31,375	6,908	1,931	8,839	42,582	16,770	59,352	37,913	5,188	43,101	39,300	0	39,300			
5-18 years	52	48	100	773	634	1,407	956	882	1,838	1,305	273	1,578						
24-59 months				496	333	829	5,111	5,111	10,222	5,555	5,555	11,110						
6-23 months	8,000	8,000	16,000	8,585	8,393	16,978	10,100	10,100	20,200	2,024	1,869	3,893	8,500	8,500	17,000			
SO 04 Support the creation and rehabilitation of assets for sustainable food and nutrition security																		
18 plus	31,080	26,520	57,600	26,841	21,694	48,535	33,670	28,730	62,400	9,456	8,068	17,524	39,200	33,740	72,940			
5-18 years	22,200	21,960	44,160	18,677	14,486	33,163	24,050	23,790	47,840	6,754	6,681	13,435	21,000	21,140	42,140			
under 5 years	9,120	9,120	18,240	8,761	9,100	17,861	9,880	9,880	19,760	2,775	2,775	5,550						
24-59 months													5,740	5,740	11,480			
6-23 months													6,720	6,720	13,440			
SO 05 Support innovative risk management, insurance and financing mechanisms																		
18 plus							275	225	500	273	223	496	1,074	926	2,000			

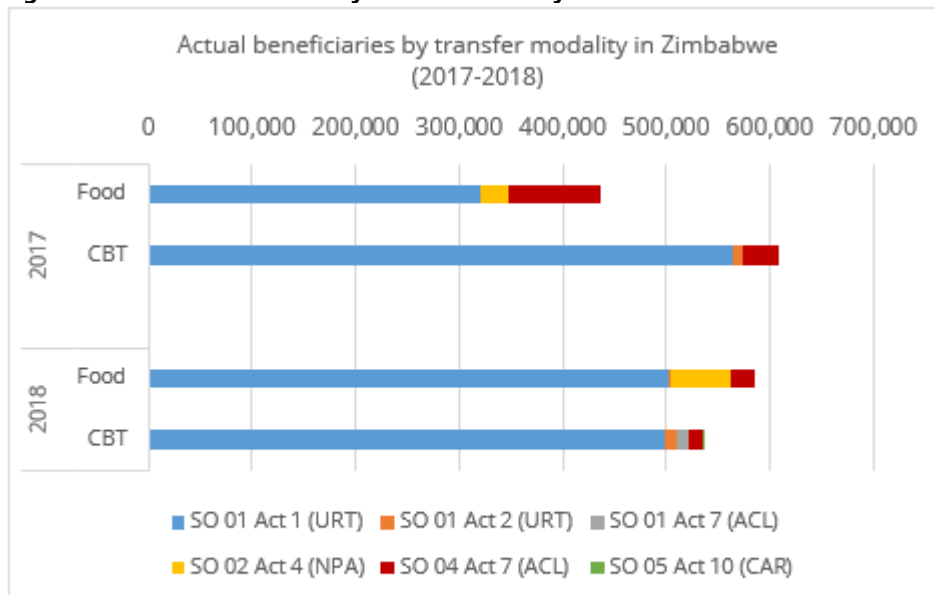
Source: COMET report QM-R020 Annual adjusted Participants & Beneficiaries by Activity Tag, Beneficiary Group, Gender, Age Group. Accessed 25.11.2019.

Figure 4: Actual versus planned beneficiaries (by gender) in Zimbabwe 2017-2018



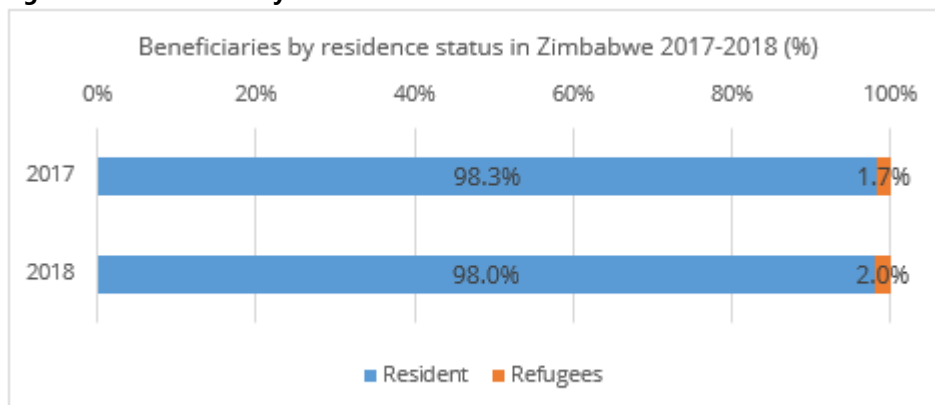
Source: COMET report CM-R001b Annual Country Beneficiaries (CSP). Accessed 24.10.2019.

Figure 5: Actual beneficiaries by transfer modality in Zimbabwe 2017-2018



Source: COMET report CM-R002b Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP) v1.2. Accessed 29.11.2019.

Figure 6: Beneficiaries by residence status in Zimbabwe 2017-2018



Source: COMET report CM-R001b Annual Country Beneficiaries (CSP). Accessed 24.10.2019.

Annex 9: Communication & Learning Plan

Internal Communications

When	What	To whom	What level	From whom	How	When	Why
Evaluation phase	Communication product/information	Target group or individual	Organizational level of communication e.g. strategic, operational	Lead OEV staff with name/position + other OEV staff views	Communication means		Purpose of communication
Preparation		CO, RB, HQ	Consultation	Catrina Perch EM	Consultations, meetings, email	Nov-2019-Jan 2020	Review/feedback For information
TOR and contracting	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Catrina Perch EM+ Sergio Lenci 2nd level QA	Emails Web	July 2020	Review / feedback For information
HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Catrina Perch EM	email	September 2020	Review/feedback For information
Remote data collection and debriefing	Aide-memoire/PPT	CO, RB, HQ	Operational	Catrina Perch EM	Email, Meeting at HQ + teleconference w/ CO, RB	November - December 2020	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Catrina Perch EM + Sergio Lenci 2nd level QA	Email	January 2021	Review / feedback
Evaluation Report	D2 ER	CO, RB, HQ	Strategic	Catrina Perch EM + Sergio Lenci 2nd level QA	Email	March 2021	Review / feedback (EMG on SER)

Learning Workshop (Harare or remote)	D2 ER	CO, RB, HQ	Operational & Strategic	Catrina Perch+Sergio Lenci 2 nd level QA	Workshop	February 2021	Enable/facilitate a process of review and discussion of D2 ER
D3 ER+SER	D3	CO, RB, HQ	Strategic	Catrina Perch+Sergio Lenci 2 nd level QA	Email	April 2021	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Catrina Perch EM + Sergio Lenci 2 nd level QA	Email	November 2021	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Sergio Lenci 2 nd level QA	Email, interactions	As needed	Information about linkage to CSPE Series

External Communication					
When <i>Evaluation phase</i>	What <i>Communication product/ information</i>	To whom <i>Target group or individual</i>	From whom <i>Lead OEV staff with name/position + other OEV staff views</i>	How <i>Communication means</i>	Why <i>Purpose of communication</i>
July 2020	Final ToR	Public	OEV	Website	Public information
May 2021	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Public information

June-August 2021	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, November 2021	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Annex 9: Internal Reference Group – Zimbabwe CSPE

Name	Country Office	Title
Niels Balzer	WFP CO Zimbabwe	Deputy Country Director and Head of Programme
Roberto Borlini	WFP CO Zimbabwe	Head of Programme
Emmanuela Mashayo	WFP CO Zimbabwe	Programme Policy Officer and Deputy Head of Programme
Kuzdai Akino	WFP CO Zimbabwe	Programme Officer, M&E - Evaluation focal point

Johannesburg Regional Bureau

Christine Mendes	RB Johannesburg	Regional Supply Chain Officer
Brian Bogart	RB Johannesburg	Senior Regional Programme Advisor
Andrew Odero	RB Johannesburg	Regional Head of VAM
Mauricio Burtet	RB Johannesburg	Regional Emergency and Preparedness Officer
Kai Roehm	emmanuek	Team Lead, Social Protection and CBT
Giovanni La Costa	RB Johannesburg	Regional Programme Officer, Resilience and Market Access Officer
Caterina Kireeva	RB Johannesburg	Regional Monitoring Officer
Rose Crague	RB Johannesburg	Senior Regional Nutrition & HIV Advisor
Justine van Rooyen	RB Johannesburg	Regional Gender Advisor
Meera Jhaveri	RB Johannesburg	Regional Humanitarian Policy Adviser
	HQ	
Sheila Grudem	HQ	Deputy Director, Emergencies, EME

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Name	CO/RB/HQ	Title
Grace Igweta	RB Johannesburg	Regional Evaluation Officer
Margaret Malu	RB Johannesburg	Deputy Regional Director

Annex 11: Bibliography/e-library

1 WFP policy and strategic documents		
1.1 WFP Strategic Plan (2014-2017) and related docs		
Fit for Purpose Organizational Design	WFP	2012
WFP Strategic Plan 2014-2017	WFP	2013
SRF 2014-2017 Indicator Compendium	WFP	2015
Evaluability Assessment of SP 2014-2017	WFP	2016
Mid-Term Review WFP Strategic Plan 2014-2017	WFP	2016
WFP's Contribution to Improving the Prospects for Peace	SIPRI	2019
Management Results Framework (2014-2017)	WFP	
Strategic Results Framework 2014-2017	WFP	
1.2 WFP Strategic Plan (2017-2021) (IRM) and related docs		
Corporate Results Framework 2017-2021 and Revision	WFP	2016, 2018
CSP Guidance	WFP	2016
Financial Framework Review 2017-2021	WFP	2016
Policy on Country Strategic Plans	WFP	2016
WFP Advocacy Framework	WFP	2016
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1.3 WFP Management Plans		
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1.4 Annual Performance Reports		
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1.5 Monitoring & Third-Party Monitoring		
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Guidelines on Technical Assistance and Capacity Development	WFP	2015
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Annex 11: Approved CSP document



Executive Board
First Regular Session
Rome, 20–23 February 2017

Distribution: General

Date: 10 February 2017

Original: English

** Reissued for technical reasons
(English only)*

Agenda Item 7

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

Country Strategic Plans

For approval

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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.

Focal points:

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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).¹

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.

¹ 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.² 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) 2.³

Access to food

3. Overall, 63 percent of the population lives below the poverty line, and 16 percent lives in extreme poverty.⁴ 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.⁵ 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.⁶ 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.^{7,8} 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.⁹
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.¹⁰ 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.¹¹

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

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

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

⁵ WFP and the National Food and Nutrition Council integrated context analysis, 2015.

⁶ WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Rome.

⁷ WFP. 2015. *El Niño Update. December 2015*. Rome.

⁸ United Nations. 2016. *Humanitarian Response Plan – Zimbabwe*. New York.

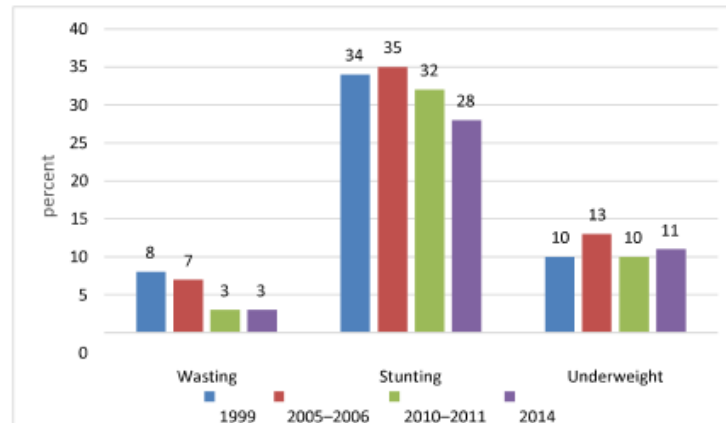
⁹ WFP and the National Food and Nutrition Security Council, 2016 urban assessment.

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

¹¹ 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 security¹³ and that stunting may be caused by health-related factors.¹³ 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.¹⁴

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).¹⁵ 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.¹⁶ 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.¹²
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.¹⁷ 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.¹⁸ Remittances are a major source of non-agricultural income for rural households.¹⁹ Recent Zimbabwe Vulnerability Assessment Committees (ZimVACs) have found that men have better

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

¹³ Food and Nutrition Council and WFP. 2014. *Integrated Context Analysis*. Rome.

¹⁴ 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.

¹⁵ Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

¹⁶ World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. New York.

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

¹⁸ FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

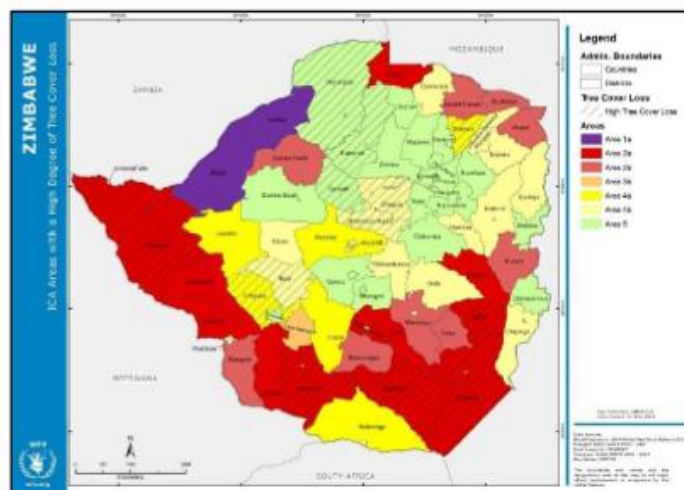
¹⁹ Muza, O. 2009. *Informal Employment – Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Presented at FAO/IFAD/ILO workshop. Rome March/April 2009.

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

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.²² Groundnuts and sorghum are the second and third most cultivated food crops.²⁰ 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.²³ Rural markets are informal and highly localized, but private traders are beginning to purchase moderate amounts from smallholder farmers.²⁴ 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.⁶
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.²⁵ 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.¹³

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



²⁰ ZimVAC. 2014. Rural livelihoods assessment, draft.

²¹ ZimVAC. 2013 Rural livelihoods assessment, draft.

²² ZimVAC rural livelihoods assessment reports, 2012–2014.

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

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

²⁵ 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.²⁶ 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.²⁷ 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,¹³ maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births.²⁶ HIV prevalence is 13.7 percent and declining.²⁷ The literacy rate is 97 percent.²⁸ 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.

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

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

²⁸ 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 ZUNDAF²⁹ 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.³⁰ 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.

²⁹ United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

³⁰ 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.³¹ 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.³² 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.³³ A 2016 nutrition review recommended that WFP focus on generating evidence and supporting the Government in building district-level delivery capacities.³⁴

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.

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

³² WFP. 2014. *PRRO 200453: Final Evaluation Report*. Rome.

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

³⁴ 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 5.³⁵

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.³⁶ 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 2.³⁷

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.

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

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

³⁷ 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; 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.³⁸ 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.³⁹ 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

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

³⁹ 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 Progress⁴⁰ 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.⁴⁰ WFP will work with its Centre of Excellence for Rural Transformation in Beijing, FAO and other partners in these activities.

⁴⁰ 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.⁴¹ 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.⁴²

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

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

⁴² See: <https://sustainabledevelopment.un.org/?menu=1300>;
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.⁴³ 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, eight⁴⁴ SLP interventions and 360⁴⁵ 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.

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

⁴⁴ Binga, Chiredzi, Hwange, Masvingo, Mbire, Mwenzi, Tsholotsho, Zvishavane and others.

⁴⁵ Bikita, Binga, Bubi, Buhera, Centenary, Chipinge, Chiredzi, Gweru, Hwange, Insiza, Lupane, Masvingo, Mbire, Mt. Darwin, Mutare, Mutasa, Mwenzi, 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,⁴⁶ and the Sendai Framework for Disaster Risk Reduction 2015–2030.⁴⁷ It supports the ZimASSET food and nutrition security cluster, the ZUNDAF food and nutrition security priority area,⁴⁸ 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 6.⁴²

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 cooperation⁴⁹ 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,⁵⁰ 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.

⁴⁶ See: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:P12100_INSTRUMENT_ID:3065524

⁴⁷ See: http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf

⁴⁸ See: <http://www.zw.une.un.org/sites/default/files/Publications/UNZimbabweZUNDAF%202016%20-%202020.pdf>

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

⁵⁰ <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 8.⁵¹

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.

⁵¹ 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

Strategic outcome	Activity	Women/ girls	Men/boys	Total
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
TOTAL		725 954	544 296	1 270 250
Adjusted total, excluding overlaps		617 181	465 475	1 082 656

* 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 assistance⁵² 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.

⁵² 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.

TABLE 2: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE

Food type / cash-based transfer	Total (mt)	Total (US\$)
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
TOTAL (food)	102,008	46,249,045
Cash-Based Transfers (US\$)		56,435,319
TOTAL (food and CBT value – US\$)	102,008	102,684,364

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

Strategic outcome 1 Activity	Strategic outcome 1 Provide CBTs or food transfers for the most vulnerable households affected by seasonal food shortages		Strategic outcome 1 Provide unconditional CBTs and/or food transfers for refugees in camps		Strategic outcome 2 Support the Government's nutrition programming at national and subnational levels			Strategic outcome 4 Support the creation and rehabilitation of assets		Strategic outcome 5 Risk management, insurance and financing
	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	
Beneficiary type	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	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	-	-	-
total kcal/day (to be completed for food and cash modalities)	-	1 664	-	376	2 188	787	-	2 724	-	1 664
% kcal from protein	-	11	-	16	11	17	-	11	-	11
cash (US\$/person/day; use average as needed)	00.40	-	00.50	-	-	-	-	-	00.40	-
Number of feeding days per year	-	-	-	-	-	-	-	-	-	-

*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													
Activity	Strategic outcome 1						Strategic outcome 2				Strategic outcome 4		
	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	CBTs	Standard	Children 6-59 months (top-up)	Chronically ill (top-up)	New arrivals	Children 6-23 months	Children 6-23 months	Pregnant women	Standard	Standard	Standard	Standard
Modality	Food	Food	Food	Food	Food	Food	Food	Micronutrient powder	Food	Food	CBTs	Food	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	-	-	-	-	-
Total kcal/day	-	1 664	-	787	376	2 188	787	-	2 724	-	-	-	1 664
% kcal from protein	-	11	-	17	16	11	17	-	11	-	-	-	11
CBTs (USD/person/day)	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.⁵³ 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.

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

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

* 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
<p>Country: Zimbabwe</p> <p>CSP start date: 01/04/2017 CSP end date: 31/12/2021</p>		
LOGICAL FRAMEWORK		
<p>National SDG targets and indicators National SDG targets and indicators are still under discussion with the Government and will be added when available.</p>		
<p>ZUNDAF priorities</p>		
<p>1.1 Targeted households in rural and urban areas have improved food and nutrition security</p> <p>1.2 Communities are equipped to cope with climate change and build resilience for household food and nutrition security</p> <p>4.1 Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty in communities</p> <p>4.2 Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women</p> <p>5.3 Government and its partners generate and utilize data for development</p> <p>6.1 Vulnerable populations have increased access to and utilization of quality basic social services</p> <p>6.2 Key institutions provide quality and equitable basic social services</p> <p>6.3 Households living below the food poverty line have improved access to and utilization of social protection services</p>		
<p>Strategic Goal 1 <i>Support countries to achieve zero hunger</i></p>		
<p>Strategic Objective 1 <i>End hunger by protecting access to food</i></p>		
<p>Strategic Result 1 <i>Everyone has access to food – SDG target 2.1</i></p>		
<p>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</p> <p>Nutrition-sensitive</p>	<p>Alignment to outcome category</p> <p>1.1 Maintained enhanced individual and household access to adequate food</p> <p>1.1.1 Food consumption score, disaggregated by sex of household head</p> <p>1.1.2 Coping strategy index</p> <p>1.1.3 Food expenditure share</p> <p>1.1.5 Minimum dietary diversity – women</p> <p>1.1.6 Food consumption score – nutrition</p>	

LOGICAL FRAMEWORK	
Output 1.1: WFP-targeted populations ¹ received cash or food transfers sufficient to enable them to meet their basic food and nutrition requirements	<i>Alignment to output category</i> A.1 Unconditional resources transferred
<i>Activity 1.1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages</i>	<i>Alignment to activity category</i> Unconditional resource transfers to support access to food
<i>Activity 1.2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps</i>	<i>Alignment to activity category</i> Unconditional resource transfers to support access to food
Strategic Objective 2 Improve nutrition	
Strategic Result 2 No one suffers from malnutrition – SDG target 2.2	
Strategic outcome 2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025	<i>Alignment to outcome category</i> 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
Output 2.1: Sufficient local knowledge and evidence base for national policy and decisions relating to nutrition-specific and nutrition-sensitive interventions	<i>Alignment to output category</i> C. Capacity development and technical support provided
Output 2.2: 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	<i>Alignment to output category</i> A.2. Conditional resources transferred B. Nutritious food provided
Output 2.3: Tailored nutrition-focused behavioural change messages adequately delivered to targeted populations	<i>Alignment to output category</i> E. Advocacy and education provided
<i>Activity 2.1: Build evidence for nutrition advocacy, policy direction and programme decision-making</i>	<i>Alignment to activity category</i> Analysis, monitoring and assessment activities

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

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

LOGICAL FRAMEWORK	
	4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base
Output 4.1: Productive and sustainable assets linked to food security are produced and/or rehabilitated and made available to rural communities	<p><i>Alignment to output category</i></p> <p>A.2. Conditional resources transferred</p> <p>C. Capacity development and technical support provided</p> <p>D. Assets created</p> <p>E. Advocacy and education provided</p>
Output 4.2: Supported communities' capacities to reduce risk are strengthened	<p><i>Alignment to output category</i></p> <p>C. Capacity development and technical support provided</p> <p>K. Partnerships supported</p>
<i>Activity 4.1: Support the creation and rehabilitation of assets for sustainable food and nutrition security</i>	<p><i>Alignment to activity category</i></p> <p>Asset creation and livelihood support activities</p>
<i>Activity 4.2: Enhance the capacity of prioritized districts to plan and manage resilience building</i>	<p><i>Alignment to activity category</i></p> <p>Institutional capacity strengthening activities</p>
Strategic Goal 2 Partner to support implementation of the SDGs	
Strategic Objective 4 Support SDG implementation	
Strategic Result 5 Developing Countries have strengthened capacity to implement the SDGs – SDG target 17.9	
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	<p><i>Alignment to outcome category</i></p> <p>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</p> <p>5.1.1 Zero Hunger Capacity Scorecard</p>
Output 5.1: National and local safety nets and programmes have increased capacity to target and reach all food-insecure people	<p><i>Alignment to output category</i></p> <p>C. Capacity development and technical support provided</p> <p>K. Partnerships supported</p>

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

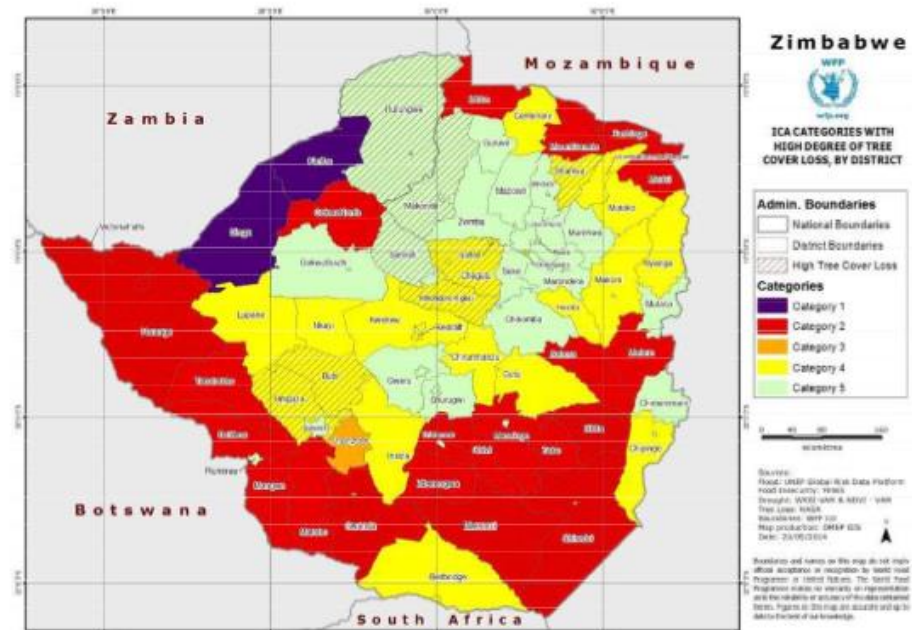
LOGICAL FRAMEWORK	
Output 6.1: Partners in Zimbabwe have access to supply chain services provided by WFP	<i>Alignment to output category</i> H. Shared services and platforms provided
<i>Activity 6.1: Provide logistics and procurement expertise and services</i>	<i>Alignment to activity category</i> Service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

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

ANNEX III

MAPS AND LEGEND



Risk of Exposure to Natural Shocks	Recurrence of Food Insecurity		
	LOW	MEDIUM	HIGH
LOW	Area 5 CATEGORY 5 Programming that strengthens preparedness to reduce risk and build resilience to natural shocks and other stressors.	Area 3 B CATEGORY 3 Longer-term programming 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.	
MEDIUM	Area 4 B CATEGORY 4 Programming that strengthens early warning and preparedness (considering land degradation trends) to reduce risk and build resilience to natural shocks and other stressors.	Area 2 B CATEGORY 2 Programming to address seasonal food insecurity and/or to support post-shock recovery , aiming to reduce risk and build resilience to natural shocks and other stressors.	Area 1 B CATEGORY 1 Longer-term programming 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	Area 4 A	Area 2 A	Area 1 A

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

Annex 12: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
APR	Annual Performance Report
CO	Country Office
CP	Country Programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DEV	Development Project
EB	Executive Board
EMOP	Emergency Operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEEW	Gender equality and the empowerment of women
GoZ	Government of Zimbabwe
HQ	Headquarters
IR	Inception Report
M&E	Monitoring & Evaluation
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DA C	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
RB	Regional Bureau
RBJ	Regional Bureau of Johannesburg
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SBGV	Sexual and Gender-Based Violence
SER	Summary Evaluation Report
TL	Team Leader
TOR	Terms of Reference
UN- SWAP	United Nations System Wide Action Plan
UN CERF	United Nations Central Emergency Response Fund
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
VAM	Vulnerability Assessment and Mapping

WFP	World Food Programme
WHO	World Health Organization
ZimAsset	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZUNDAF	Zimbabwe United Nations Development Framework