

Evaluation of Zimbabwe WFP country strategic plan 2022-2026

Terms of reference



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1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1 Rationale

1. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP [Policy on Country Strategic Plans \(2016\)](#) and the [Evaluation Policy \(2022\)](#). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in November 2026.

2.2 Objectives

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

2.3 Key stakeholders

3. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP Zimbabwe country office, the regional bureau in Johannesburg and headquarters technical divisions. Other key stakeholders include the Executive Board (EB), the Government of Zimbabwe and a range of additional stakeholders detailed below, which the CSPE will seek to engage.

4. The key governmental partners of WFP in Zimbabwe include the Ministry of Public Service, Labour and Social Welfare as the principal interlocutor for coordination of all humanitarian assistance, which together with the Ministry of Local Government, Public Works and National Housing partners with WFP in the delivery of food and cash transfers. The Department of Civil Protection, the Zimbabwe Livelihoods Assessment Committee¹, the National Cash Working Group and the Food and Nutrition Councils work with WFP on coordination for preparedness and urban vulnerability assessments and targeting.

5. WFP has also partnered with other government ministries including the Ministry of Environment, Climate, Tourism and Hospitality Industry, Ministry of Health and Childcare, Ministry of Primary and Secondary Education, Ministry of Women Affairs, Community, and Small and Medium Enterprise Development and, the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development. Anticipatory action programmes are coordinated in partnership with the Climate Change Management Department and the Meteorological Services Department.

6. The CSPE will seek to engage affected populations, including women and men refugees, smallholder farmers, community leaders and other participants in WFP activities to learn directly from their perspectives and experiences. Particular attention will be paid to women and girls, youth and marginalised people such as people living with disabilities and HIV.

7. Additional stakeholders of the CSP include: members of the Zimbabwe UN Country Team and agencies including Food and Agriculture organisation (FAO), International Fund for Agricultural Development (IFAD), United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), UN Women, United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) and movements such as the Zimbabwe UN Nutrition Network under the Scaling Up Nutrition (SUN).

¹ Formerly Zimbabwe Vulnerability Assessment Committee.

3. Context and subject of the evaluation

3.1. Context

8. The Republic of Zimbabwe (hereafter Zimbabwe) is a landlocked, resource rich, food deficit country with a population of 15,2 million people.² Although the country is urbanizing rapidly, Zimbabwe remains highly rural: an estimated 61.4 percent of the population lives in rural areas, and 38.6 percent live in urban areas.³ The country has a very young population – 40 percent of the population is under 15 years, and 3 percent of the population is 65 years of age or older.⁴

9. Zimbabwe is currently classified as a lower middle-income country. Economic performance over the last two decades has been volatile, characterized by booms and recessions due to hyperinflation, reforms, drought and climate shocks and COVID -19⁵. Since 2019⁶ Zimbabwe has experienced an inflation rate of above 100 percent and as a result it is classified as being in debt distress. This position limits the country's ability to access international loans for development.⁷

10. Extreme poverty and inequality have increased over the past decade⁸, making Zimbabwe one of the most unequal countries in Sub-Saharan Africa.⁹ In 2011 the national food poverty rate was 23 percent and by 2020, almost half the population was below the extreme poverty line (Figure 1). With the gradual opening of the economy and a good maize harvest in the 2020/21 season, the situation improved slightly in late 2021, with 43 percent of the population in extreme poverty. Extreme poverty is much higher in rural (55%) than in urban areas (15%).

² ZimStat. 2023. [Zimbabwe 2022 population and housing census report, Volume 1](#)

³ Zimstat.

⁴ World Bank. n.d. [Population ages 0-14 \(% of total population\) – Zimbabwe](#); [Population ages 65 and above \(% of total population\) - Zimbabwe](#) (accessed 11 November 2024)

⁵ World Bank.2022. Sharma et.al. [Reversing the Tide -Reducing Poverty and Boosting Resilience in Zimbabwe](#). Page10.

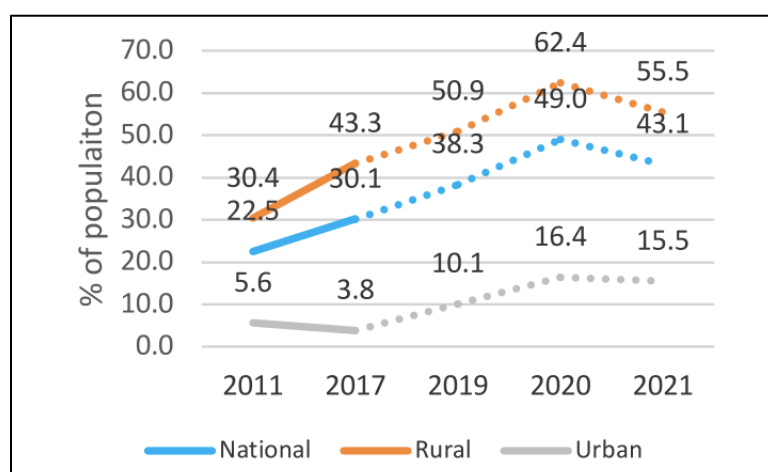
⁶ World Bank. n.d. [Inflation, consumer prices \(annual %\) - Zimbabwe](#) (accessed on 15 October 2024)

⁷ WFP Zimbabwe. 2022. CSP 2022-2026– Partnership Actional Plan

⁸ The Gini index rose from 42 in 2011 to 50.3 in 2019

⁹ World Bank. 2022. [Macro Poverty Outlook – Zimbabwe](#)

Figure 1: National food poverty line, 2011-2021



Source: Sharma et.al. 2022. [Reversing the Tide: Reducing Poverty and Boosting Resilience in Zimbabwe](#)

11. Zimbabwe is extremely vulnerable to climate change ranking 171 out of 187 countries on the ND Gain Index on vulnerability to climate change.¹⁰ Droughts are projected to increase by 21 percent in the period 2040-2059.¹¹ The country has experienced at least nine episodes of drought since 1980, interspersed with occasional but severe storms. Wards with the highest levels of poverty were also those that experienced high drought frequency, suggesting that drought frequency is one of the causes of the increase in extreme poverty¹². Zimbabwe is currently facing the impact of an El Niño -induced drought which has significantly impacted food and nutrition security outcomes, agriculture production, and livelihoods. A drought flash appeal of USD 429.3 million was launched in May 2024 with the aim to support the government led response. As of October 2024 it was 19 percent funded.¹³

12. An estimated population of 6 million are expected to be food insecure in Zimbabwe during 2024-2025 lean season (January to March)¹⁴ and crisis outcomes (IPC phase 3) are expected to remain almost entirely across the country from October 2024 to early 2025.¹⁵ Zimbabwe ranks 108th out of 127 qualifying countries in the 2024 Global Hunger Index. This score is classified as 'serious' in the index severity scale.¹⁶

¹⁰ University of Notre Dame. 2022. [Zimbabwe - ND-GAIN Index](#) (accessed on 11 November 2024)

¹¹ World Bank Group. 2021. [Climate Risk Profile: Zimbabwe](#)

¹² World Bank. Sharma et al. 2022. [Reversing the Tide: Reducing Poverty and Boosting Resilience in Zimbabwe](#)

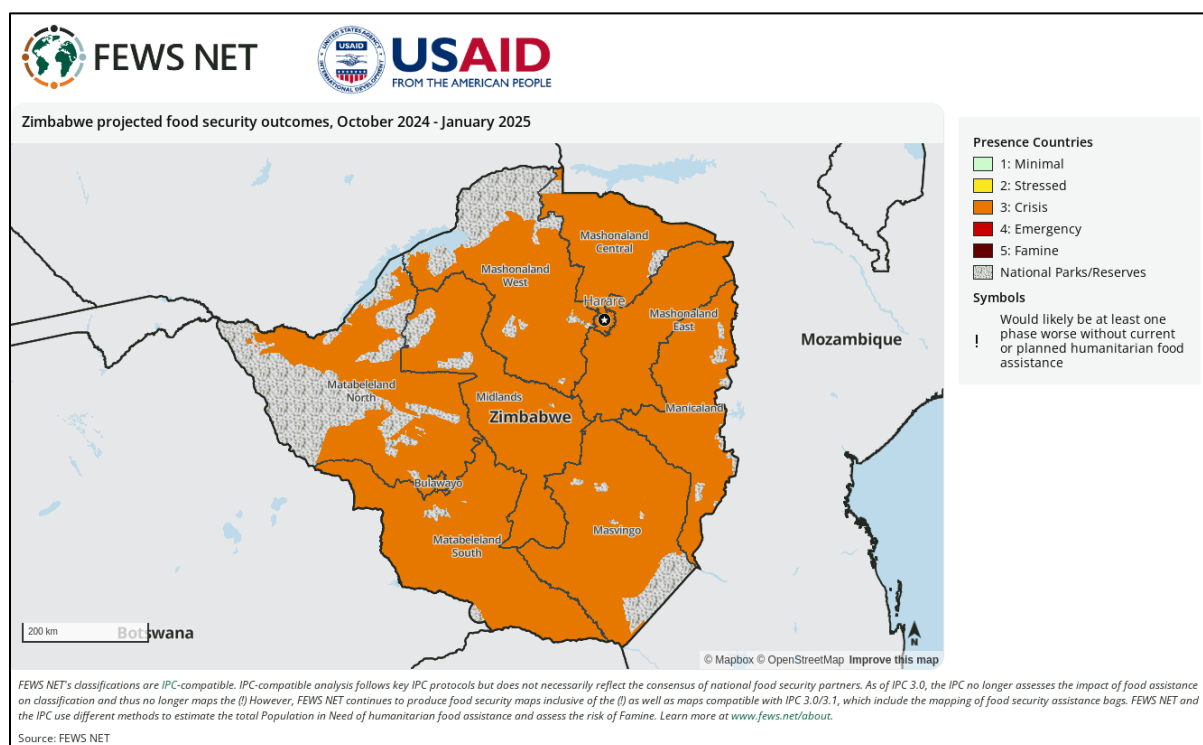
¹³ <https://humanitarianaction.info/article/zimbabwe-2024-flash-appeal-humanitarian-response-monitoring>

¹⁴ UNOCHA.2024. Drought Flash Appeal Zimbabwe

¹⁵ FEWS Net. September 2024. [Zimbabwe - Key Message Update](#)

¹⁶ Concern Worldwide, Welthungerhilfe, and IFHV. *Zimbabwe*. Global Hunger Index. <https://www.globalhungerindex.org/zimbabwe.html> (accessed on 11 November 2024)

Figure 2: Zimbabwe projected food security outcomes, October 2024-January 2025



Source: FEWS NET¹⁷

13. Zimbabwe is largely responding to chronic food insecurity and cyclical vulnerability through a humanitarian approach rather than through its safety nets. The reliance on humanitarian relief as the chosen response to chronic and seasonal food insecurity is currently preventing investment in a more sustainable and cost effective government-led safety net system that could support these predictable needs.¹⁸

14. The 2024 Zimbabwe Livelihoods Assessment Committee found that 27.4 percent of children under 5 were stunted and that stunting was higher for boys at 31.1 percent than girl's (23.6 percent).¹⁹ Five percent of children under 5 are experiencing wasting.

15. Zimbabwe ranks 159 out of 193 countries on the United Nations Development Programme (UNDP) Human Development Index (HDI) (2023) with an index value of 0.550. The Gender Inequality Index (GII)²⁰, is 0.519, placing the country in position 159 out of 193 countries and the gender development index is 0.936. Approximately 68 percent of Zimbabwean women live in rural areas, and 60 percent of people who produce agricultural commodities are women living in the rural areas, whose work is essential for food security.²¹ Most women are unpaid family workers. Land ownership remains unequal despite legislation on

¹⁷ Zimbabwe has not conducted regular IPC Acute Food Insecurity analysis 2016. IPC activities are integrated into the Zimbabwe Vulnerability Committee (ZimVAC); a committee comprised of the Government, UN Agencies (FAO, WFP, UNICEF, and UNDP), FEWSNET, and NGOs Care, World Vision and Save the Children, and donor USAID. (IPC. [Zimbabwe: IPC - Integrated Food Security Phase Classification](#))

¹⁸ World Bank Group. 2024. Country Climate and Development report.

¹⁹ Zimbabwe Livelihoods Assessment Committee 2024. *Rural Livelihoods Assessment Report*.

²⁰ The Gender Inequality Index measures gender disadvantages in reproductive health, empowerment, and the labour market

²¹ The United Nations 2021. The United Nations Common Country Analysis. page 51

land ownership, customary law in matters of adoption, marriage, divorce, and inheritance, effectively discriminate against women.²²

16. GBV prevalence is well above the global and regional averages. An estimated 44 percent of women over 15 years of age in Zimbabwe have experienced sexual or physical violence by an intimate partner²³, compared to the global average of 27 percent and regional average of 33 percent.²⁴ This trend is driven by: (i) social and cultural norms that enable violence and limit helpseeking by survivors; and (ii) challenges with the GBV prevention and response systems which include the poor delivery of justice.²⁵

17. The adult HIV prevalence in Zimbabwe remains high at 10.5 percent²⁶ with higher prevalence for adult women (13.7 %) than men (8.2 %).²⁷ The country's disability prevalence is 9 percent, and it is higher among females (10 %) than males (8%). Young people, in particular women and girls with disabilities, experience intersectional discrimination which affects their access to basic services and limits the exercise of their rights to participate in public life. ²⁸ Women, girls and persons with disabilities are also disproportionately affected by hazards and climate shocks which increase women's risk of gender-based violence, food insecurity, exclusion from the humanitarian programmes and non -inclusive rebuilding and recovery. ²⁹

18. As of October 2024, Zimbabwe hosted 23,301 forcibly displaced persons, including refugees, asylum-seekers and other people in need of international protection, mainly from the Democratic Republic of Congo (54.5 percent), Mozambique (36.1 percent), Burundi (3.6 percent) and Rwanda (3.3 percent),³⁰ the majority of whom reside in the Tongogara refugee settlement, although a portion also resides in urban areas.³¹

3.2. The subject of the evaluation

19. WFP has operated in Zimbabwe since 1980 and in recent decades has had to address a gradually deteriorating food security situation. Lean season assistance (LSA) has been provided since 2002. Over the last decade, the WFP strategy shifted from purely addressing short-term humanitarian needs to building long-term resilience to food insecurity and livelihood vulnerability. Since the introduction of the WFP Country Strategic Plan framework, WFP actions in Zimbabwe have been framed around two CSPs. Both CSPs included emergency response, resilience building and capacity strengthening for, in particular, social protection. While the country strategic plan (2017-2022) underestimated the need for emergency response during the CSP implementation this was factored into the current CSP. Urban resilience which was piloted in the 2017-2021 CSP is embedded in the 2022-2026 CSP as a separate SO. Food transfers have been the primary modality of engagement in both CSPs. Figure 3 below provides a timeline that illustrates the evolution of the two CSPs aligned with key UN development cooperation frameworks, national strategies, and major events.

²² UN Women. 2022. [The cost of the gender gap in agricultural productivity in Zimbabwe](#)

²³ Multiple Indicator Cluster Survey. 2019.

²⁴ World Health Organization 2021. *Violence Against Women Prevalence Estimates, 2018*. New York: United Nations

²⁵ World Bank Group. Zimbabwe Gender Assessment. 2023

²⁶ UNAIDS. Zimbabwe country Fact sheet. Zimbabwe. 2022

²⁷ Ibid.

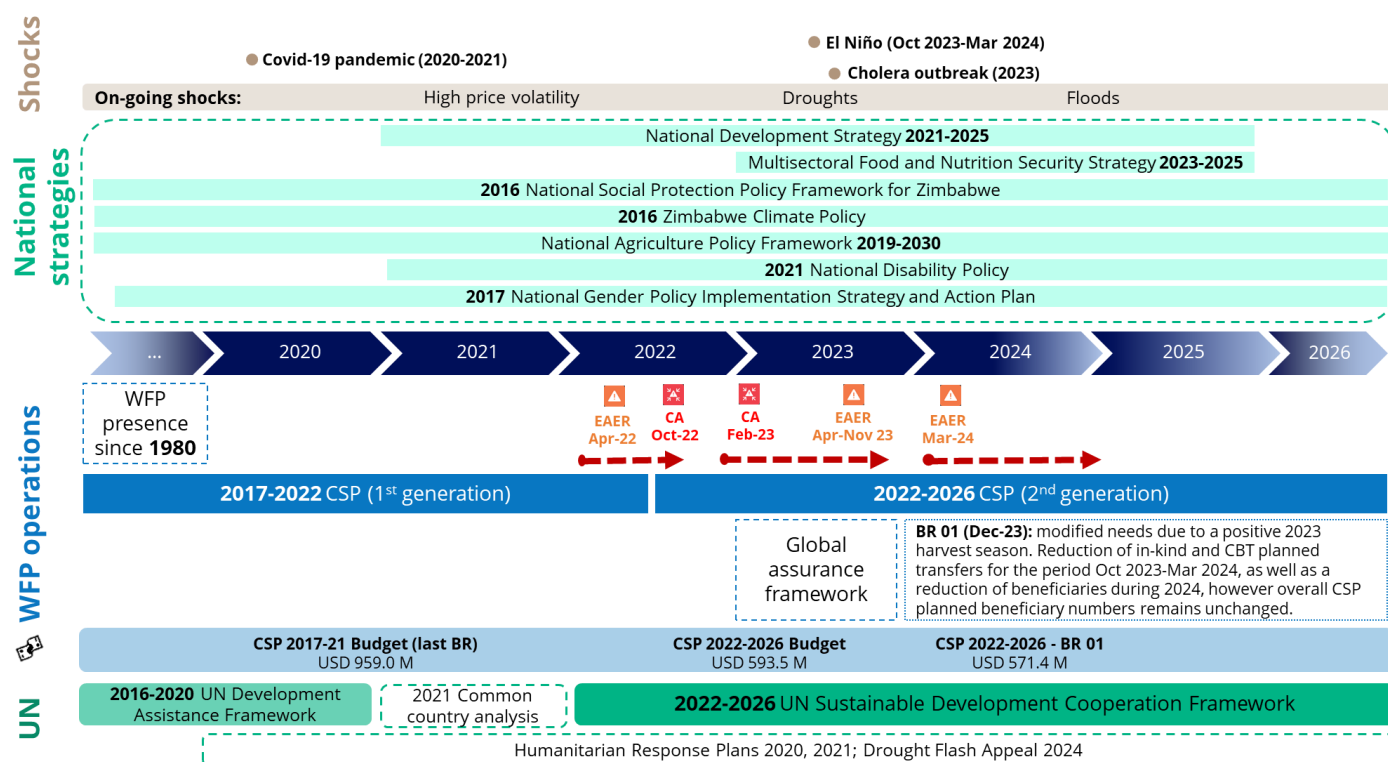
²⁸ The United Nations 2021. The United Nations Common Country Analysis. page 55

²⁹ Ibid, page 51

³⁰ UNHCR. n.d. [Refugee data finder](#) (accessed on 16 October 2024)

³¹ UNHCR. n.d. [Zimbabwe: Global Focus](#) (accessed on 16 October 2024)

Figure 3: Evolution of Zimbabwe CSP



Note: EAER: Early action and emergency response; CA: corporate attention

20. The Country Strategic Plan evaluation (2022) informed the design of the CSP 2022-2026 and will also inform the scope of this evaluation. Key findings include:

- The CSP was designed to shift WFP to a more developmental role, however a series of climatic and economic shocks and the onset of the global COVID-19 pandemic required urgent reassessment as the CSP had to pivot back to a large-scale emergency response.
- There was a lack of consensus in the assessed level of national food insecurity and needs. The introduction of the IPC in Zimbabwe had not – as intended – resulted in a clear consensus on the number of people requiring assistance. The lack of confidence in various assessments had operational consequences for WFP and led to further earmarking.
- The CSP did not automatically create stronger operational linkages between humanitarian and development activities because the assignment of activities to crisis response, resilience building, and root causes categories created a set of silos. Effectiveness of enhanced internal synergies was further compromised by the fact that while WFP provided crisis response at scale, its work in resilience building and addressing root causes was far more limited, with many activities only operating as pilots. WFP also had limited synergies with other actors in the sector.
- Although the total resources increased, earmarking also increased and many donors were constrained in terms of the direct support they could offer the Government.
- WFP faced the challenge of maintaining expertise in humanitarian response while convincing partners that it was able to work effectively along the nexus. The evaluation found evidence that WFP was adapting to this through the recruitment of specialist staff. Additional, WFP needed to clarify and optimize complementarity and partnership – particularly in the resilience building areas of the CSP.

- An unstable macro-economic environment coupled with very low levels of development assistance, and limited access to external financing severely constrained government budgets – which in turn constrained the capacity of the Government to take increased budget responsibility. Political decisions of key donors left them unwilling or unable to channel resources through the government system. Consequently, there was not a shared approach to strengthening national capacities. These factors constrained progress towards a handover to government.
- The CSP promoted the long-term goal of supporting national ownership; however, there were important questions regarding how to achieve change at a realistic pace. WFP played an important role as a broker between the Government and donors, building trust through strengthened transparency and accountability.

21. The Zimbabwe CSP 2022-2026 continued many strategic outcomes and activities initiated in the 2017-2021 CSP (see figure 4). However, a few differences are notable:

- While the 2017-2022 CSP had underestimated the need for potential crises response the CSP 2022-2026 anticipated that two food crises would occur in 2023 -2024 and 2024 -2025 based on climatic analysis. Strategic outcome (SO) 1 was further broadened to include support to urban needs.
- A separate strategic outcome was formulated to focus on urban resilience with a focus on promoting entrepreneurship, livelihood diversification and income generation.
- Efforts were made to include the same target groups across SOs with a view to support better links across the HDP nexus through graduation of assisted people.
- The 2017-2022 CSP included two SOs on access to markets and resilience to shocks and stressors of rural HH and Small Holder Farmers. In the 2022-2026 CSP there was one SO (3) on resilient livelihoods with increased emphasis on climate change and management of natural resources in addition to outcomes on access to local markets and development of value chains.
- Nutrition was integrated into each SO in the CSP 2022-2026 replacing a specific SO focused on reduced stunting levels in the 2017-2022 CSP.
- While SO4 of the CSP 2022-2026 was focused on capacity strengthening to develop anticipatory and shock responsive social protection mechanisms and emergency preparedness and response capacities most of the remaining SOs also incorporates capacity strengthening activities linking back to SO 4.
- Young people and disabled are key target groups in the 2022-2026 CSP.

Figure 4: Comparison of CSP 2017-2022 and CSP 2022-2026

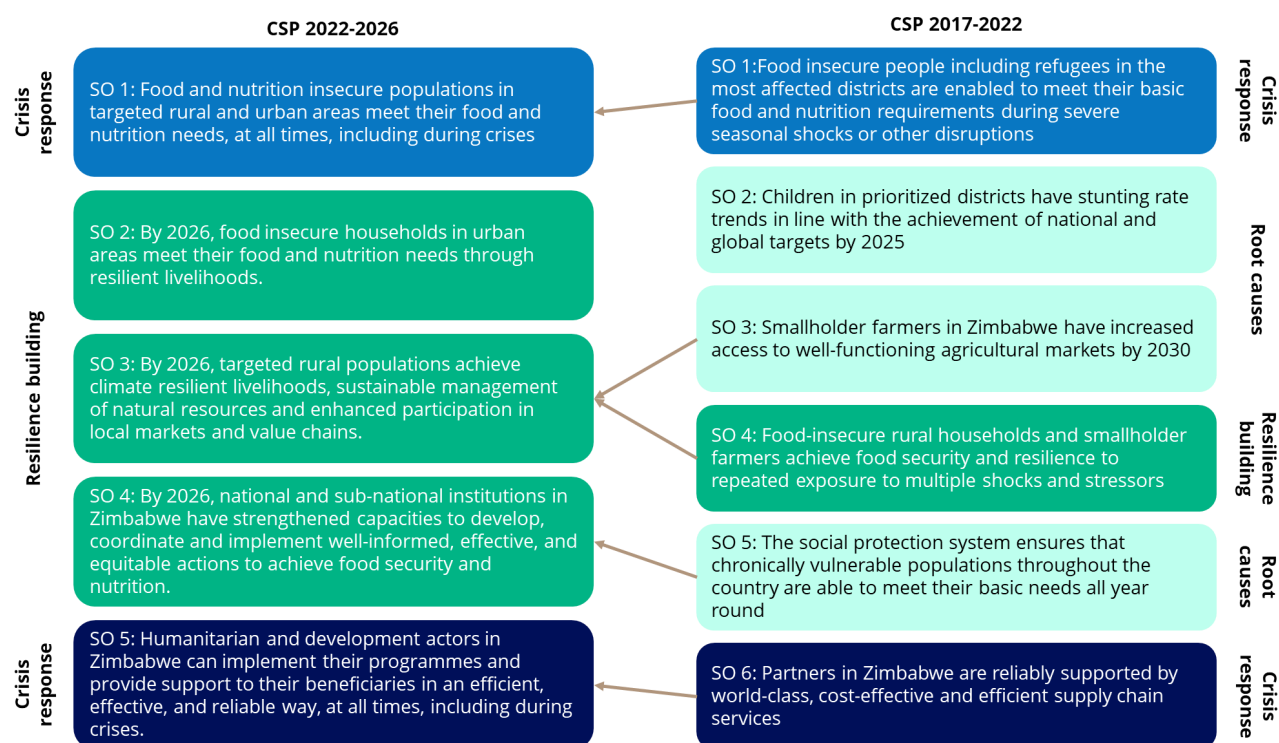


Table 1 provides an overview of the CSP strategic outcomes and related activities and modalities of intervention.

Table 1: Overview of Strategic Outcomes and Activities - Zimbabwe CSP 2022-2026

Focus area	Strategic Outcomes	Activities	Modalities of intervention (food and Cash Transfer, CS, Service Delivery)
Crisis response	SO 1: Food and nutrition insecure populations in targeted rural and urban areas meet their food and nutrition needs, at all times, including during crises.	Activity 1: Provide unconditional humanitarian cash and food transfers to food insecure people in targeted areas while supporting national institutions in delivering social and humanitarian assistance.	Food; CBT &/or Vouchers; Capacity Strengthening
Resilience building	SO 2: By 2026, food insecure households in urban areas meet their food and nutrition needs through resilient livelihoods.	Activity 2: Provide skills training, tools and infrastructure to vulnerable urban households for enhanced livelihoods and entrepreneurship.	Capacity Strengthening

Focus area	Strategic Outcomes	Activities	Modalities of intervention (food and Cash Transfer, CS, Service Delivery)
	SO 3: By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains.	Activity 3: Provide conditional cash and food transfers along with training and tools to rural communities in conjunction with technical assistance to community members and national and sub-national authorities.	Food; CBT &/or Vouchers; Capacity Strengthening
		Activity 4: Provide technical assistance to farmer organizations, market actors and national and sub-national food quality assurance institutions and empower rural consumers with the aim of strengthening farm-to-fork food value chains.	Capacity Strengthening
	SO 4: By 2026, national and sub-national institutions in Zimbabwe have strengthened capacities to develop, coordinate and implement well-informed, effective, and equitable actions to achieve food security and nutrition.	Activity 5: Provide technical assistance to national and sub-national social protection and emergency preparedness and response institutions in order to improve social and humanitarian assistance preparedness, planning and response.	Capacity Strengthening
		Activity 6: Provide strategic, technical and coordination assistance to national and sub-national institutions in support of well-informed and capacitated zero hunger actions.	Capacity Strengthening
Crisis response	SO 5: Humanitarian and development actors in Zimbabwe can implement their programmes and provide support to their beneficiaries in an efficient, effective, and reliable way, at all times, including during crises.	Activity 7: Provide bilateral supply chain and other services to humanitarian and development actors on demand.	Service Delivery
		Activity 8: Provide mandated services through the logistics cluster to Government and humanitarian actors when the cluster is activated.	Service Delivery

Source: CSP retrofitted Line of Sight

22. In mid-2023 Zimbabwe was identified as one of the 31 high risk operations, as part of the Global Assurance Project, which supported the development of the Global Assurance Framework. This project aims at enhancing targeting, monitoring and community feedback mechanisms, identity management,

cooperating partner management and supply chain, to make WFP's existing processes and systems more focused and effective. By the end of 2024, the 31 countries (identified as high risk) are expected to meet the global assurance standards and minimum measures.³²

Financial overview

23. The Zimbabwe CSP was approved with a Needs Based Plan (NBP) of USD 593,5 million and underwent 1 budget revision (BR) in December 2023, that reduced the NBP to USD 571,4 million given the positive 2023 harvest season which reduced the needs expected from a drought projection.

24. As of 30 September 2024, the NBP is funded at 34 percent representing a shortfall of USD 375 851.620 million. Overall SO 1 and 5 (crises response) absorb 60 percent of the Needs-Based Plan and are resourced at respectively 34 and 69 percent; resilience building (SO 2, 3 and 4) represents 27 percent of the Needs-Based Plan and is resourced at 24 percent (see Table 2). It is worth noting that Urban resilience (SO2) and Capacity Strengthening (SO 4) activities present the lowest level of resource allocation compared to the NBP.

Table 2: Zimbabwe CSP 2022-2026 cumulative financial overview

Focus area	Strategic Outcomes	Activities	Original NBP (USD)		NBP BR 1 (USD)	Percentage of NBP	Cummulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Activity 1	360,115,787	↓	339,290,248	59%	114,472,720	34%
	Sub-total SO 1		360,115,787		339,290,248	59%	114,472,720	34%
Resilience building	SO 2	Activity 2	51,441,432	→	51,441,432	9%	8,374,007	16%
	Sub-total SO 2		51,441,432		51,441,432	9%	8,374,007	16%
	SO 3	Activity 3	68,848,065	→	68,848,065	12%	34,981,679	51%
		Activity 4	12,652,426	→	12,652,426	2%	410,220	3%
	Sub-total SO 3		81,500,492		81,500,492	14%	35,391,898	43%
	SO 4	Activity 5	17,762,282	→	17,762,282	3%	3,950,033	22%
		Activity 6	6,665,582	→	6,665,582	1%	91,543	1%
	Sub-total SO 4		24,427,864		24,427,864	4%	4,041,576	17%
Crisis response	SO 5	Activity 7	4,951,722	→	4,951,722	1%	3,891,103	79%
		Activity 8	705,451	→	705,451	0%		0%
	Sub-total SO 5		5,657,172		5,657,172	1%	3,891,103	69%
	Non SO/Act specific					0%	4,700,589	
	Total Direct Operational Cost		523,142,747		502,317,207	88%	170,871,894	34%
	Direct Support Cost (DSC)		34,488,149	↑	34,488,149	6%	16,132,315	47%
	Indirect Support Cost (ISC)		35,902,198	↓	34,547,862	6%	8,497,390	25%
	Total		593,533,095		571,353,219	100%	195,501,599	34%

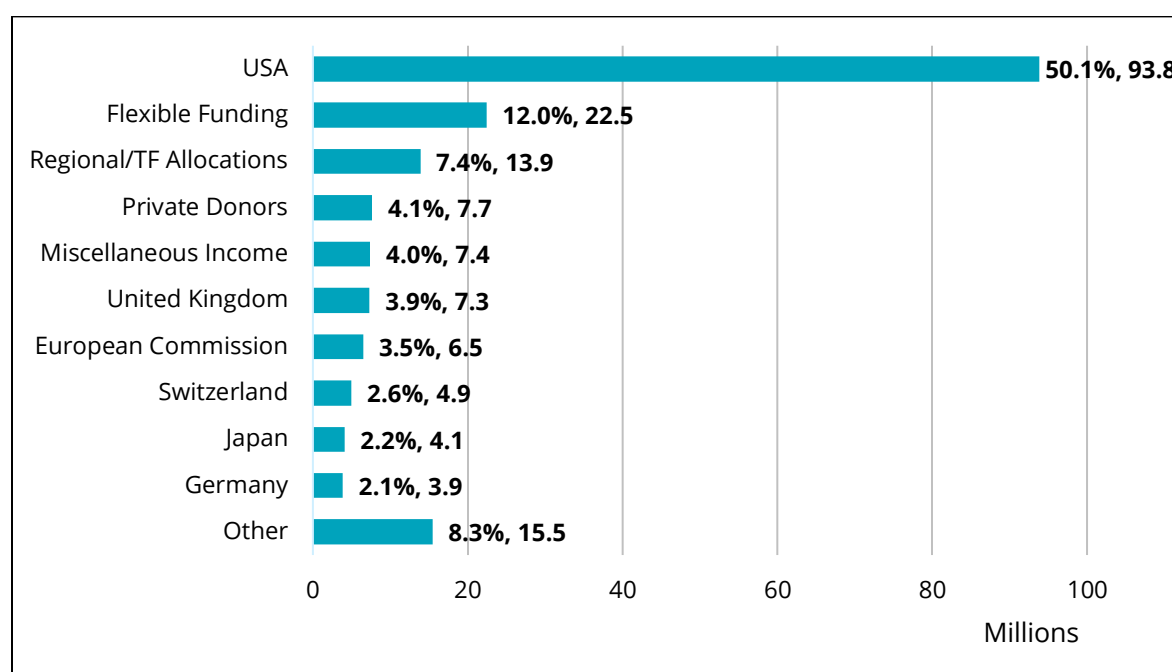
Source: Zimbabwe CSP and BR 1 CPB; Report CPB Resources Overview, as of 30 September 2024

25. The main funding sources for the Zimbabwe CSP are the United States of America with contributions that represent 50 percent of overall resources. The full list of funding sources is illustrated in figure 5. WFP also benefits from funding from the Green Climate Fund. The donor base and contributions are consistent with the previous CSP 2017-2022 resource situation. The IMF is currently precluded from providing financial support to Zimbabwe limiting external financing.³³

³² 2024. Executive Director's Circular. WFP Global Assurance Framework (OED2024/004)

³³ IMF. 2024. Press release. "[IMF Staff Completes 2024 Article IV Mission to Zimbabwe](#)" (consulted 21.11. 2024)

Figure 5: Main sources of funding - Zimbabwe CSP 2022-2026



Note: Other donor and resource sources include WFP's emerging donor matching fund (EDMF), Russian Federation, Zimbabwe, other UN funds, Republic of Korea, Ireland, France, Canada, China, South Africa and Resource Transfer

Source: Zimbabwe CSP 2022-2026 Resource Situation report, extracted on 27 September 2024

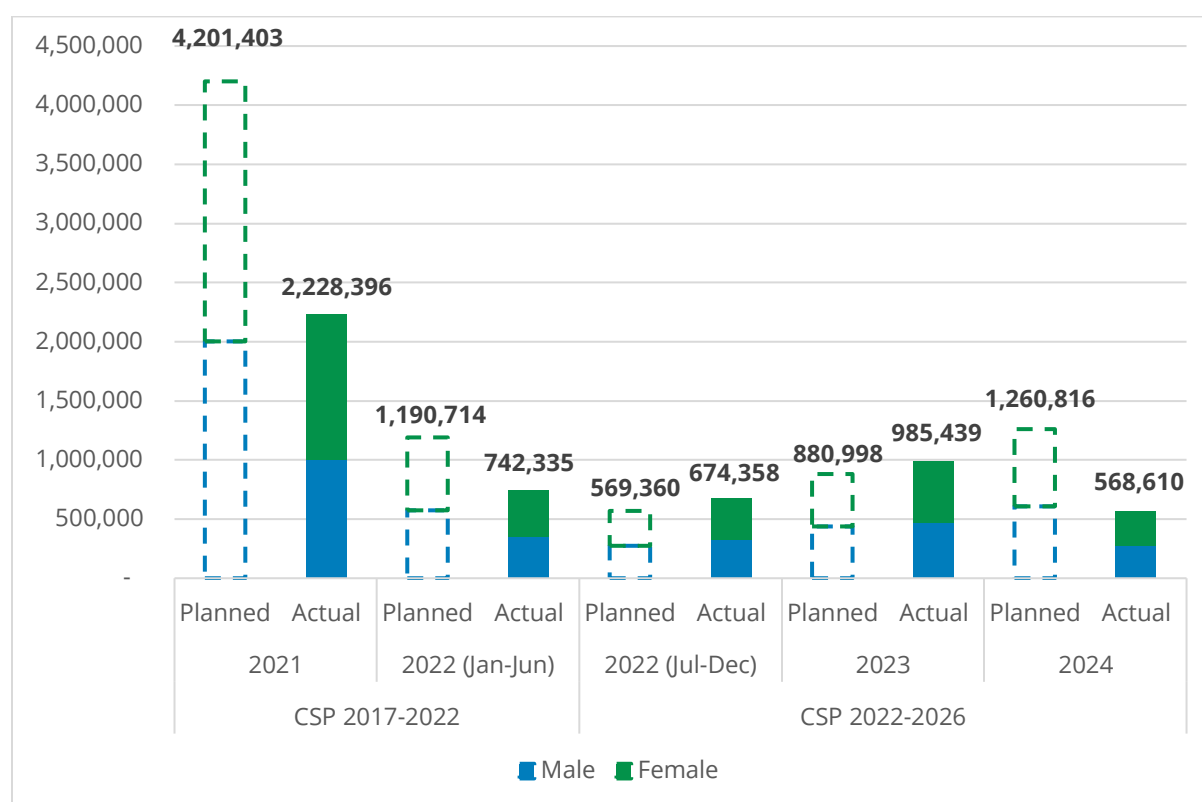
Beneficiaries

26. The breakdown of planned and actual beneficiaries for the CSP is provided in figure 6. The caseload reduced dramatically between 2021 and 2022 and has since been increasing again with more people reached than planned in the latter half of 2022 and 2023. Figures for 2024 are only up to September so are lower. These figures reflect the deactivation of the Level 2 corporate emergency in May 2021 and subsequent good harvest and improved food security situation. The rise in planned numbers for 2023 and 2024 may reflect the effects of El Nino which led to a drought in late 2023 and a subsequent humanitarian flash appeal in May 2024. Children under 18 have constituted between 42-52 percent of the targeted population in the period between 2021-2022. In 2023 this figure increased to 82 percent (figure 7).

27. In the period 2021-2023, most beneficiaries were assisted through unconditional resources transfers in the form of food (figure 8), with CBT transfers being primarily used for interventions in urban settings. The CSPE 2017-2022 found that changes in the regulatory environment required significant changes in the choice of transfer modalities leading to an increase of the use of in-kind food transfers.³⁴ The amount of people involved in activities related to protection against climate shocks, smallholder farmer support and asset creation are a much lower proportion than people receiving crises response support.

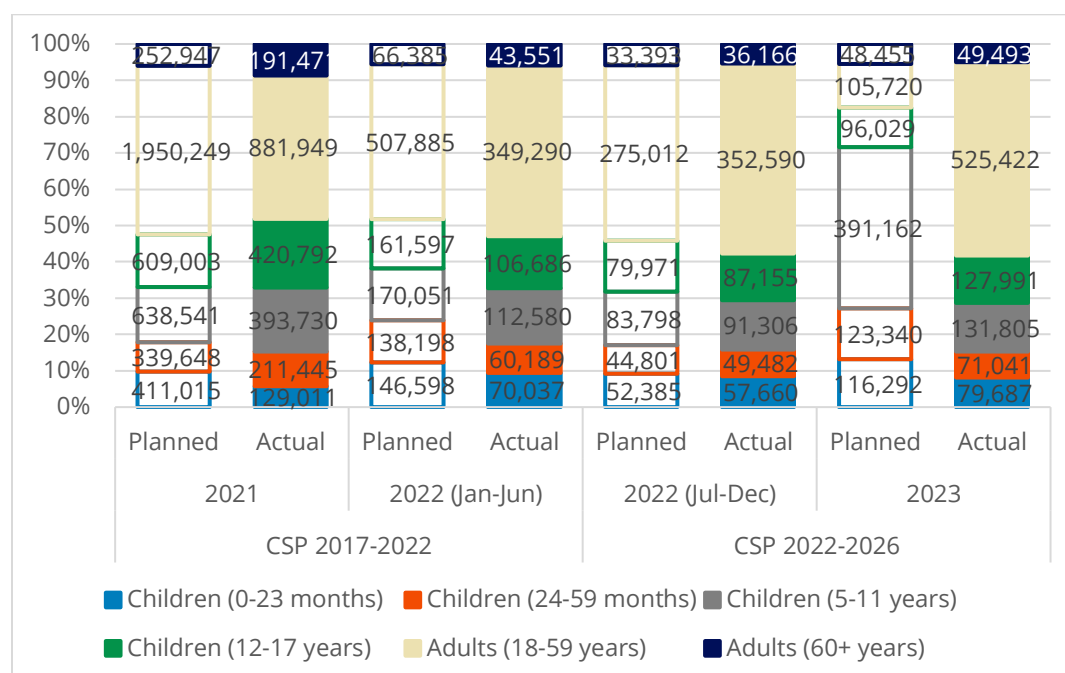
³⁴ In June 2019, the Government introduced a new local currency and banned the use of US dollars, forcing a shift to local currency. Distribution of physical cash in local currency proved problematic as there was insufficient physical local currency in country.

Figure 6: Zimbabwe 2021-2023 planned and actual beneficiaries



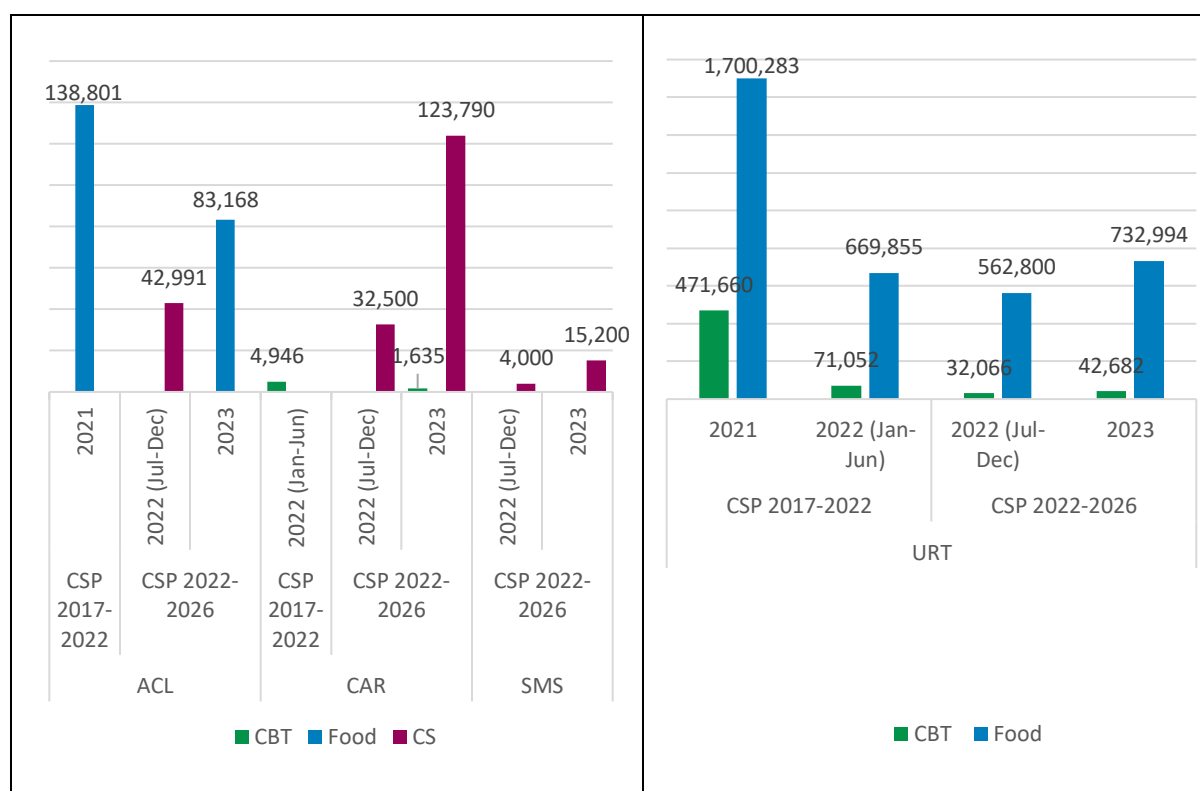
Source: COMET reports CM-P013 for planned figures, CM-R020 for actual figures 2022, CM-R022 for actual figures 2023 and Quarterly Output Performance Snapshot Workbook for actual figures 2024

Figure 7: Zimbabwe 2021-2023 planned and actual beneficiaries by age



Source: COMET report CM-R022 and CM-P013 as of 30 September 2024 for CSP 2022-2026 figures, and CM-R001b for CSP 2017-2022 figures

Figure 8: Actual beneficiaries by modality and programme area- Zimbabwe 2021-2023



Note: Unconditional resource transfers (URT); Smallholder agricultural market support programmes (SMS); Action to protect against climate shocks (CAR); Community and household asset creation (ACL)

Source: COMET report CM-R023 as of 30 September 2024

Staffing

28. The Zimbabwe WFP office is located in Harare, with 3 sub offices in Bulawayo, Harare, Masvingo. As of September 2024, the office had 160 employees, of which 94 percent are national staff and 53 percent are women.

4. Evaluation scope, criteria and questions³⁵

30. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.

31. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, 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.

32. The evaluation scope will include all the expected outcomes of the CSP. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE, mid 2021. While the evaluation will focus primarily on the current CSP 2022-2026, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2022-2026 design process.

33. The concept of strategic positioning could be evaluated using three main parameters: a) the organization's objectives and activities are aligned and respond to the specific contextual needs and priorities; b) the organization is doing what it is best at doing in the context and/or is clearly building on its recognized strengths; and c) the organization is building and nurturing relations with the right actors and with the right approach to partnership (including donors, other development agencies and UN Agencies, Funds and Programmes).

34. The evaluation will address five main questions common to all WFP CSP evaluations. The evaluation sub questions have been tailored to the Zimbabwe context and will be validated and refined as relevant and appropriate to the country strategic plan and country context during the inception phase.

35. The evaluation will adopt standard United Nations Evaluation Group (UNEG) and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage.

36. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the CO will identify a few key themes of interest and/or 'causal hotspots'.³⁶ These should also be related to the key assumptions of the CSP and, as such, should be of special interest for learning purposes. Potential areas initially identified include:

- The **humanitarian-development-peace nexus**. The CSPs main focus is on crises response but the CSP highlights deliberate efforts to engage households in vulnerable situation who received cash or food transfers in resilience and livelihood activities under strategic outcomes 2 and 3 to

³⁵ EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

³⁶ The concept of causal hotspots is a framework used for nested theories of change (see [here](#) and [here](#)). It describes a place in the theory of change where there is most value to zoom in / undertake a deep dive and further unpack specific causal mechanisms at play. It can be an area where stakeholders disagree about the relevance or effectiveness of activities or change processes; or/and an area emphasized by evaluation stakeholders as relevant places to explore deeply.

encourage graduation from social and humanitarian handouts. SO4 focuses on capacity strengthening for national and subnational social protection and emergency preparedness. The evaluation will assess the extent to which and in what ways the CSP was design and implemented in an integrated manner (EQ 2.3)

- The **humanitarian principles**. The CSP aims to pursue greater ownership of humanitarian and resilience programmes by national and subnational stakeholders and strengthening national systems and capacities and is seeking a close collaboration with government. The CSPE will assess the extent to which and in which ways WFP have adhered to the humanitarian principles in its humanitarian response with particular focus on independence and potential trade-offs (EQ 3.3).

EQ1 – To what extent and in what ways is the CSP strategically positioned to address food and nutrition insecurity in the context?	
1.1	Was WFP appropriately positioned within wider normative and strategic frameworks and priorities in the context e.g. HRP, national priorities, UNSCDF, WFP Strategic Plan etc?
1.2	To what extent was the design and implementation of the CSP and its consecutive budget revisions informed by credible evidence (including M&E) and based on realistic assumptions, including on funding?
1.1	Did the CSP and its implementation define and leverage WFP’s specific comparative advantages in the context?
1.2	Was the CSP appropriately focused on the needs of the most vulnerable in the context, and did the targeting of assistance ensure that the most vulnerable communities and individuals were reached? How well did WFP prioritize assistance where necessary, to meet needs?
EQ2 – What difference did the CSP make to food security and nutrition in the country?	
2.1	To what extent did WFP achieve its coverage and outcome targets and what were the consequences of any prioritization in terms of coverage and quality of assistance? ? Particular attention will be paid to graduation of target populations from humanitarian handouts to resilient livelihoods. Were there any unintended effects, positive or negative?
2.2	To what extent was the CSP designed and implemented in an integrated manner focusing on linkages between humanitarian action, and the resilience-oriented initiatives as well as mainstreaming of nutrition?
2.3	To what extent has WFP prepared the conditions for sustainability of its interventions, including from a financial, technical, social acceptance and environmental perspective, including for handover where appropriate?
EQ3: To what extent did the CSP achieve its cross cutting aims and how has this impacted programme quality?	
3.1	To what extent and in what ways did WFP interventions ensure protection of and accountability to affected populations, and contributed to gender equality, women’s empowerment and inclusion more broadly?

3.2	Were WFP activities implemented in a way that minimized negative environmental impacts and where possible maximised benefits?
3.3	Did WFP adhere to the humanitarian principles in its humanitarian response, particularly as concerns independence? Were there any trade-offs and how were they managed?
EQ4: To what extent has WFP used its resources efficiently?	
4.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?
4.2	To what extent was the CSP delivered in a cost-efficient manner and were limited resources optimized including through selection of intervention modalities, programme integration and innovation?
EQ5: What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	How well and in what ways did WFP establish and leverage strategic and operational partnerships at national and field level and how did these influence performance and results?
5.2	Did the CO have adequate institutional arrangements, including staffing, in place to deliver the CSP?
5.3	To what extent did monitoring systems support strategic and operational decision-making, and help identify and manage risks and assumptions over time?
5.4	Were there any other factors that affected performance and results?

5. Methodological approach and ethical considerations

5.1. Evaluation approach

37. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. 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 assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

38. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. 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.

39. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways. To the extent possible the theory of change should identify other key development and humanitarian actors working in the areas of the Zimbabwe CSP, including but not limited to those partnering with WFP to enable a better understanding of WFP contribution, positioning and value-add. The CO has developed a number of TOCs for individual SOs and projects which can be used for this purpose.³⁷

40. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. The methodological design may include purposefully selected case studies to get a deeper understanding of what works or not under given circumstances.

41. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation as per table 3 below. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

Table 3: Options for data collection methods

Desk review	<ul style="list-style-type: none"> • WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases, MoUs. • UN system and government policies, strategies, and reports (e.g. country strategies and reports from strategic partners, donors and cooperating partners. • Other relevant documentation as identified during the inception phase
Semi structured interviews	<ul style="list-style-type: none"> • Conducted with key informants both remotely and in-person where possible, including WFP CO management and relevant staff; relevant WFP HQ and RBJ staff; Government partners, cooperating partners, UN, NGOs, private sector actors, donors etc.
Focus group discussions	<ul style="list-style-type: none"> • Perspectives will be gathered from affected populations and marginalized groups (e.g., women, persons with disabilities, persons with HIV/AIDS).

³⁷ TOCs are available for SO2, Food Systems, FFA, the African Risk Capacity (ARC) project and the GCF project.

Observation	<ul style="list-style-type: none"> • Direct observation of field activities in selected locations. • Where feasible satellite imagery may be explored to assess specific community assets create. (SO2 and 3),
Surveys	<ul style="list-style-type: none"> • An online survey could be done with partners with focus on EQ 1 and 5 • A small survey could be done through outcome or output monitoring to respond to EQ 2

42. WFP's Office of Evaluation (OEV) would especially welcome proposal which combine some of the following methods (and others, as appropriate) to generate a design for the evaluand:

- **Contribution analysis (EQ2, EQ3 and EQ5):** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the initial CSP design and to identify any logical and/or information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.
- **Outcome harvesting (EQ2 and EQ3, EQ5):** to identify WFP's contribution to expected and unexpected results, particularly where the results chain between outputs and outcomes is not clearly described or where little data is available. For example, to assess community changes of resilience activities where interventions are very broad and flexible and may change over time or to evaluate capacity strengthening activities.
- **Most significant change (EQ2 and EQ3 and EQ5):** to capture expected and unexpected results and gain deep insights into how change occurs in specific contexts. It enables stakeholders to highlight changes they find important, even if they do not align with predefined indicators, while also gathering a variety of perspectives. This method could equally be applied to capture resilience outcomes and capacity strengthening and empowerment.
- **Content analysis (EQ1, EQ2 and EQ3):** to analyse data from documents, interviews, and focus group notes and qualitative data from the case studies to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
- **Quantitative analysis and descriptive statistics (EQ2, EQ4 and EQ5):** to interpret quantitative data collected by WFP Zimbabwe for reporting and monitoring purposes over the course of the evaluation period. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g., longitudinal analysis, crosstabulations, etc.)

43. Within these parameters, evaluation firms are encouraged to propose realistic data collection and analysis methods and frameworks in their proposal and apply innovative approaches where possible.

44. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#), in line with the approach proposed in these

terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment.

45. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. Consequently, it will be very important at the inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

46. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.³⁸ Specific attention should be given to the methodologies which promote inclusivity and accessibility in data collection processes.

5.2. Preliminary considerations on evaluability and methodological implications

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (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 outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

47. The following section includes a preliminary assessment of the quality of outcome statements and an assessment of the availability and validity of the corporate results framework indicators. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods.

Quality of the intervention design:

48. All the strategic outcomes statements in the CSP are ambitious and it is questionable whether they can realistically be achieved within the duration of the CSP e.g. SO2 "*By 2026, food -insecure households in urban areas meet their food and nutrition needs through resilient livelihoods*". For some SOs, specific TOCs have been developed to clarify the impact pathways (e.g. SO2). For other SOs there is a need to further unpack the impact pathways. For example SO3 "*By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains*". The activities proposed include conditional cash and food transfers, training and tools and technical assistance to communities, farmer organisations, market actors and sub national and national level. There is a need to unpack what climate resilient livelihoods and sustainable management of natural resources means in practice; whether the activities proposed actually leads to these outcomes and whether the

³⁸ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

intended target group is able to effectively participate in the value chains. The current corporate indicators are not sufficient to capture changes to livelihoods. The evaluation will need to unpack the SOs in order to identify data gaps and appropriate methods to assess results.

Availability and validity of data:

49. This CSPE has access to a substantial body of monitoring data and documentation. Annex II lists previous evaluations and audits. A preliminary review of CSP monitoring data (see annex I) indicates that:

- For SO1 a baseline was established in 2022 for indicators on general food distribution to refugees and for urban households which have been measured for 15 months. During the CSP 2017-2021 the same indicators were monitored. This suggest that some trend analysis is possible, however, it will be important to verify if the target group within the refugees have remained the same.
- For SO2 a baseline was established end of 2022 and follow up values were measured in 2023. Data is therefore only available for one year which limits the basis for analysis. The indicators do not fully capture the results expected (e.g. that community members have enhanced social capital).
- For SO3 a baseline was established in 2022 and the indicators of volume and value of smallholder sales have been monitored for 17 months. In the previous CSP this indicator was also measured which suggest that some trend analysis may be possible. However, it will be important to verify if the target group of small holder farmers has remained the same. Indicators related to FFA and FFT activities have only been measured for 3 months which given the longer time frame that resilience activities normally require limits their utility. Likewise, Indicators on climate and insurance activities are only available from 2023 which is too short a timeframe to observe results.
- Outcome indicators for SO 4 and SO 5 focus on the *number of policies, programmes, systems that are enhanced*, as well as the *user satisfaction rate* for service delivery activities, and do not capture the intended results, therefore alternative data and methods will be needed to evaluate these outcomes.
- Availability of cross cutting indicators is mixed. While outcome indicators for protection, gender and accountability to affected populations are available across the two CSPs other indicators such as the indicator on environment and nutrition were only reported on or introduced in 2023. It should also be noted that while the gender indicators can provide some data on decision making access to and participation of women, men, boys and girls in different activities , the evaluation should go beyond these indicators to explore the type of decisions where women are involved , the quality of engagement in decision making bodies, and the extent to which men and women smallholder farmers have benefitted equitably. The CO has measured indicators on disability (e.g. *Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities and Country office has an action plan on community engagement*) these indicators are focused on processes and are not sufficient to understand the results of the COs disability activities. Alternative data and methods to capture this will be needed.

50. Table 4 below summarises availability of outcome indicators for SO,2 and 3 across the two CSPs including associated challenges.

Table 44: CSP 2022-2026 Outcome indicators for SO 1, SO 2 and SO 3

SO/ Activity tag	Target population	Outcome indicator with baseline, year target and follow-up value	Challenges and opportunities
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SO 1: Food- and nutrition-insecure populations in targeted rural and urban areas meet their food and nutrition needs, including during crises			
General Distribution (GD) (CSP 2017-2022: Act 1 & Act 2)	Refugees in Chipinge; Rural Households (HH)	Consumption-based Coping Strategy Index Food Consumption Score – Nutrition Food Consumption Score	• Analysis of nutrition and food security status of refugee population is feasible
	Refugees in Chipinge; Rural HH, Urban HH (since 2023)	Livelihood coping strategies for food security	
SO 2: Food-insecure households in urban areas meet their food and nutrition needs through resilient livelihoods			
Food assistance for training (FFT)	Urban HHs	Food Consumption Score Livelihood coping strategies for food security	• Indicators may not fully capture results related to resilient livelihoods. Measurement of 1 year is not sufficient to assess resilience.
SO 3: Rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains			
Food assistance for asset (FFA) & Food assistance for training (FFT) (CSP 2017-2022: Act 7)	Rural HHs; Smallholder farmers	Consumption-based Coping Strategy Index Food Consumption Score Livelihood coping strategies for food security Proportion of the population in targeted communities reporting environmental benefits Climate resilience capacity score Climate services score Investment capacity index	• Interventions have been implemented for a short period. • Available indicators do not fully inform changes in resilience of households/communities
	Rural HHs	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base	
Smallholder agricultural market support activities (CSP 2017-2022: Act 5 & Act 6)	Smallholder farmers	Percentage of targeted smallholder farmers reporting increased production of nutritious crops Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	• Interventions have been implemented for a short period
		Value/Volume of smallholder sales through WFP-supported aggregation systems (USD/MT)	• Indicator may not adequately reflect economic benefits for small holder farmers

Notes: cells in green indicate that data is available for the current and previous CSP; cells in yellow indicate data is available only for the current CSP, and cells in red indicate follow-up data is not yet available.

51. CSPEs are conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes.

52. High turnover of government representatives, WFP staff and partners in Zimbabwe may affect institutional memory and/or the accessibility to relevant technical documentation.

53. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. Ethical considerations

54. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.³⁹ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).⁴⁰ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

55. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Zimbabwe CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.⁴¹

56. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.⁴²

57. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. Quality assurance

58. The WFP evaluation quality assurance system sets out processes with steps for quality assurance

³⁹ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

⁴⁰ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

⁴¹ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

⁴² If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

59. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

60. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.

61. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

6. Organization of the evaluation

6.1. Phases and deliverables

62. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 55: Summary timeline – key evaluation milestones

Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1.Preparation	December 2024 January 2025	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	End-February Mid-March End-April	HQ briefing Inception mission Inception report
3. Data collection	June-July	Evaluation mission, data collection and exit debriefing
4. Reporting	August September November Early December January 2026	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	From March 2026	Management response and Executive Board preparation Wider dissemination

6.2. Evaluation team composition

63. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of 3 international (including a researcher) 2 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English Shona and Ndbele) who can effectively cover the areas of 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 as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 66: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Academic background in social sciences with strong qualitative research methods and sound understanding of quantitative methods • Team management, coordination, planning, ability to resolve problems • Strong experience in leading complex, strategic evaluations at country level, including with UN organisations • Experience in applying theory-based evaluation approaches, reconstruction, and use of theories of change in evaluations • Relevant knowledge and experience of humanitarian and development contexts and evaluation of nexus dynamics • Prior experience in evaluating partnerships with government, UN, private sector and others • Strong presentation skills and ability to deliver on time • Fluency and excellent writing skills in English • Expertise in one or more of the technical areas below <p>DESIRABLE</p> <ul style="list-style-type: none"> • Previous experience leading or conducting WFP evaluation(s) • First-hand experience in emergency response and/or recovery programmes, preferably with WFP or other UN organizations
Thematic expertise Senior level expert	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Emergency preparedness and response (food and cash); Humanitarian - Development-Peace Nexus • Food security, livelihoods, climate change adaptation, and resilience building, home grown school feeding (including urban resilience) • Institutional capacity strengthening with focus on anticipatory and shock responsive social protection mechanisms and emergency • Nutrition (e.g. nutrition sensitive food assistance) • Service provision, supply chain management, procurement • Gender and inclusion related to small holder agriculture, informal urban entrepreneurs and integrated social protection systems • Adherence to humanitarian principles and cross-cutting themes including accountability to affected populations, protection
National Evaluators	<ul style="list-style-type: none"> • Expertise in one or more of the technical areas above. • In-depth knowledge of the political, economic and social context in Zimbabwe. • Knowledge of key development and humanitarian actors working on food security and nutrition in Zimbabwe. • Experience conducting data collection (including interviews and focus group discussions) for evaluation and/or research studies. • Excellent analytical skills.

Areas of CSPE	Expertise required
	DESIRABLE <ul style="list-style-type: none"> • Experience with the UN • Fluency in English
Research Assistance	<ul style="list-style-type: none"> • Relevant knowledge of evaluation and research, as well as WFP programmes and modalities of intervention • Strong experience in designing and applying qualitative and quantitative research methods, and ability to support evaluation teams • Experience in designing surveys. • Strong analytical skills (e.g., trend analysis, cost-efficiency analysis, financial analysis, etc.). • Excellent Excel skills, including the ability to work with pivot tables, organize, analyse, and effectively visualize data in Excel. • Strong data management skills, including the ability to accurately handle large databases, clean, extract, and triangulate data. • Strong writing and presentation skills, as well as skills in reviewing and note-taking.
Quality assurance and editorial expertise	<ul style="list-style-type: none"> • Experience in conducting evaluations on humanitarian action or development operations. • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports and briefs DESIRABLE <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s).

6.3. Roles and responsibilities

64. This evaluation is managed by the WFP Office of Evaluation. Catrina Perch has been appointed as evaluation manager (EM) and Lucia Landa Sotomayor has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager 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. The Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2026.

65. An [internal reference group](#) composed of selected WFP stakeholders at country office, regional bureau and headquarters 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.

66. The country office will facilitate the evaluation team's contacts with stakeholders in Zimbabwe; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Kudzai Akino has been nominated the WFP country office focal point and will assist in communicating with the

evaluation manager and CSPE team and setting up meetings and coordinating field visits. 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.

6.4. Security considerations

67. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

6.5. 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 be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

68. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

69. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6. The proposal

70. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., COVID-19 restrictions or flare-up of civil unrest / conflict.

71. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.

72. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

73. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

Annex I. Overview of performance data availability

Table 7: Outcome indicators availability CSP 2022-2026

SO/ Activity tag	Target population (1)	Outcome indicator with baseline, year target and follow-up value (2)			Outcome indicators with gaps	Challenges and opportunities
		Indicator	Timeframe of results (baseline to last follow-up value)	Measured during previous CSP (4)		
SO 1: Food- and nutrition-insecure populations in targeted rural and urban areas meet their food and nutrition needs, including during crises						
General Distribution (GD) (CSP 2017-2022: SO 1, Act 1 & Act 2)	Refugees in Chipinge; Rural HH, Urban HH (since 2023)	Consumption-based Coping Strategy Index	15 months (refugees) 6 months (rural HH) 15 months (urban HH)	Yes		• Feasibility of long-term analysis of nutrition and food security status of refugee population
		Food Consumption Score – Nutrition		Yes		
		Food Consumption Score		Yes		
		Livelihood coping strategies for food security	4 months (refugees)	-		
			6 months (rural HH)			
			15 months (urban HH)			
SO 2: Food-insecure households in urban areas meet their food and nutrition needs through resilient livelihoods						
Food assistance for training (FFT)	Urban HHs	Food Consumption Score	10 months	-		• Indicators do not fully show results related to resilient livelihoods.
		Livelihood coping strategies for food security		-		
SO 3: Rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains						
Food assistance for asset (FFA) & Food assistance for training (FFT) (CSP 2017-2022: SO 4, Act 7)	Rural HHs; Smallholder farmers	Consumption-based Coping Strategy Index	3 months (rural HH)	Yes	Climate resilience capacity score	• Interventions have been implemented for a short period. • Available indicators do not fully inform changes in resilience of households/communities
		Food Consumption Score		Yes	Climate services score	
		Livelihood coping strategies for food security		-		
		Proportion of the population in targeted communities reporting environmental benefits		Yes	Investment capacity index	

SO/ Activity tag	Target population (1)	Outcome indicator with baseline, year target and follow-up value (2)			Outcome indicators with gaps	Challenges and opportunities
		Indicator	Timeframe of results (baseline to last follow-up value)	Measured during previous CSP (4)		
	Rural HHs	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base		Yes		
Smallholder agricultural market support activities <i>(CSP 2017-2022: SO 3, Act 5 & Act 6)</i>	Smallholder farmers	Percentage of targeted smallholder farmers reporting increased production of nutritious crops	1 month	-		<ul style="list-style-type: none"> Interventions have been implemented for a short period
		Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	5 months	-		
		Value of smallholder sales through WFP-supported aggregation systems (USD)	17 months	Yes		<ul style="list-style-type: none"> Indicator may not adequately reflect economic benefits for small holder farmers
		Volume of smallholder sales through WFP-supported aggregation systems (MT)		Yes		

Notes: (1) HH= household; (2) for all outcome indicators, follow-up value are available from 2023 and may not be available for all years of the previous CSP 2017-2022; (3) cells in grey indicate that the indicator was not part of the CSP log frame; (4) Measurement period refers to the timeframe between the baseline and the latest follow-up value

Source: COMET reports CM-L008b-CRF Outcome Indicator Values; CM-R010b-Outcome indicators, extracted on 17 October 2024

Table 88: Outcome indicators by SO and their definitions

SO	Activity tag	Outcome indicator
SO 1	General Distribution	Consumption-based Coping Strategy Index: used to assess the level of stress faced by a household due to food shortages. It measures the frequency and severity of coping mechanisms adopted to meet basic food needs. A higher score indicates that more frequent and/or extreme coping mechanisms were adopted.
		Food Consumption Score (FCS): composite score based on households' dietary diversity, food consumption frequency, and relative nutritional value of different food groups. Cut-off thresholds are applied to classify households into poor, borderline or acceptable food consumption.
		Food Consumption Score – Nutrition: derived from the FCS indicator, that looks at three main nutrients (Vitamin A, Protein and Hem Iron) of the food items consumed. It Indicates nutrient inadequacies at the household level.
		Livelihood coping strategies for food security measures the extent of livelihood coping mechanisms that households need to utilise as a response to a lack of food or money to purchase food. It helps assess hardship and deprivations faced by households during new emergencies and protracted crises, productive capacities in the longer-term, and future impact on access to food.
SO 2	Food assistance for training (FFT)	Food Consumption Score (<i>definition above</i>)
		Livelihood coping strategies for food security (<i>definition above</i>)
SO 3	Food assistance for asset (FFA)	Consumption-based Coping Strategy Index (<i>definition above</i>)
		Food Consumption Score (<i>definition above</i>)
		Livelihood coping strategies for food security (<i>definition above</i>)
		Proportion of the population in targeted communities reporting environmental benefits: benefits are assessed in terms of the different types of outcomes that can be expected from asset creation activities (improved agricultural potential, natural environment and environmental surroundings)
	Food assistance for training	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base: Areas of possible benefits include Improved protection from sudden onset natural shocks, increase or diversification in production, reduced hardships or increased time availability, improved physical access to markets or basic services, improved ability to manage and maintain household and community livelihood assets, Improvement in the natural environment and restored ability to access basic asset functionalities at time of crisis or recovery.
	Smallholder agricultural market support activities	Percentage of targeted smallholder farmers reporting increased production of nutritious crops: nutritious crops are defined as those belonging to food groups such as pulses, Bio-fortified grains, roots, tubers and plantains, nuts and seeds, dairy, meat, poultry and fish, eggs, vitamin-a rich vegetables and fruits, dark green leafy vegetables and others.
		Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems: a smallholder farmer has sold through an aggregation system when: He/she has aggregated commodities at least once in the last 12 months, for the purpose of collective marketing; or when commodities are used to fulfil contracts stipulated between the aggregator and a third-party buyer.
		Value/volume of smallholder sales through WFP-supported aggregation systems (USD/MT): aggregate value/volume of collective sales being conducted by aggregation systems that WFP is supporting in a country, to WFP, Private sector buyers or Government institutions.

Table 99: Cross-cutting indicators availability CSP 2022-2026

Cross Cutting Indicator	Activity tag	Measured during previous CSP	CSP 2022-2026			
			Baseline	End CSP target	Follow-up 2022	Follow-up 2023
Protection						
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes	FFA, GD	Yes	2022	Yes	No	Yes
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance		Yes	2022	Yes	No	Yes
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes		Yes	2022	Yes	No	Yes
Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services	CSP level		2023	Yes	No	No
Accountability						
Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA	FFA, GD	Yes	2022	Yes	No	Yes
Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)	CSP level		2023	Yes	No	Yes
Gender equality and women's empowerment						
Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	FFA, GD	Yes	2022	Yes	No	Yes
Percentage of food assistance decision making entity members who are women	CSP level		2023	Yes	No	Yes
Environmental sustainability						
Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks / Number of FLAs/MOUs/CCs screened for environmental and social risks prior to implementation	FFA, GD		2022	Yes	No	Yes
Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks / Total number of active FLAs/MOUs/CCs implemented under the CSP activity during the reporting year			2022	Yes	No	Yes
Nutrition integration						
Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification	GD		2022	Yes	No	Yes
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component	FFA, GD		2022	Yes	No	Yes

Note: cells in grey indicate that the indicator was not part of the CSP log frame

Source: COMET report CM-L009b-CRF Cross-cutting Indicator Values, extracted on 17 October 2024

Table 1010: Output indicators availability CSP 2022-2026

Activity Tag	CRF	Output Indicator	Follow-up value		Challenges
			2022	2023	
SO 2					
Food assistance for training	CRF 2022-2025	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure		X	
		Number of participants who completed vocational/livelihood skills training activities		X	
Household/ individual skill & livelihood creation (CCS)	CRF 2022-2025	Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs	X	X	
		Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening	X	X	
Individual capacity strengthening activities	CRF 2017-2022	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	X		To clarify if interventions related to these indicators have continued
		Number of participants who completed vocational/livelihood skills training activities (FFT)	X		
		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	X		
Climate adaptation and risk management activities	CRF 2017-2022	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	X		
		Number of participants who completed vocational/livelihood skills training activities (FFT)	X		
		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	X		
SO 3					
Food assistance for asset	CRF 2022-2025	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure		X	
Forecast-based Anticipatory Actions	CRF 2022-2025	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities		X	
		Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks	X	X	
		Number of people provided with direct access to information on climate and weather risks	X	X	
		Percentage of tools developed or reviewed to strengthen national systems for forecast based anticipatory action	X	X	
Macro Insurance	CRF 2022-2025	Number of people benefiting from insurance pay outs of risk transfer mechanisms supported by WFP			

		Number of people covered by an insurance product through risk transfer mechanisms supported by WFP	X	X	
		Total sum insured through risk management interventions	X	X	
		Total USD value disbursed as pay outs of risk transfer mechanisms supported by WFP			
		Total USD value of premiums paid under risk transfer mechanisms supported by WFP	X	X	
Micro / Meso Insurance	CRF 2022-2025	Number of people benefiting from insurance pay outs of risk transfer mechanisms supported by WFP	X	X	
		Number of people covered by an insurance product through risk transfer mechanisms supported by WFP		X	
		Total sum insured through risk management interventions		X	
		Total USD value disbursed as pay outs of risk transfer mechanisms supported by WFP	X	X	
		Total USD value of premiums paid under risk transfer mechanisms supported by WFP		X	
Other Climate adaptation and risk management Activities	CRF 2022-2025	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities			
		Number of people provided with direct access to information on climate and weather risks		X	
Savings and Loans Associations	CRF 2022-2025	Amount of loans accessed by participants of financial inclusion initiatives promoted by WFP		X	
		Amount of savings made by participants of financial inclusion initiatives promoted by WFP		X	
		Number of participants of financial inclusion initiatives promoted by WFP		X	
Smallholder agricultural market support activities	CRF 2017-2022	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	X		
	CRF 2022-2025	Total membership of supported smallholder farmer aggregation systems		X	

Source: COMET report CM-R008 – Output Indicators, extracted on 25 October 2024

Annex II. List of relevant previous evaluations and audits

Title	Year	Type
Internal Audit Operations Zimbabwe-AR22-01	2022	Audit
Evaluation of the gender policy	2020	Evaluation
WFP contributions to market development and food systems Southern Africa: a Thematic evaluation 2018-2021	2021	Evaluation
Evaluation synthesis of evidence and lessons on Country Capacity Strengthening from decentralized evaluations	2021	Evaluation
Evaluation of the WFP South-South Triangular Cooperation Policy	2021	Evaluation
Evaluation of R4 Rural resilience initiative in Masvingo and Rushinga districts in Zimbabwe 2018-2021	2022	Evaluation
Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis Programme 2017-2022	2022	Evaluation
Summary of Evidence: Adapting for change – Lessons on COVID-19 response	2022	Evaluation
Evaluation of Zimbabwe CSP 2017-2021	2022	Evaluation
Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies	2022	Evaluation
Evaluation of the WFP Response to the COVID-19 Pandemic	2022	Evaluation
Strategic Evaluation of WFP's Protection from Sexual Exploitation and Abuse	2023	Evaluation
Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	2023	Evaluation
Strategic Evaluation of WFP's work on Nutrition and HIV/AIDS	2023	Evaluation
Evaluation of WFP's Policy on Country Strategic Plans	2023	Evaluation
Summary of Evaluation Evidence WFP's budget revision process	2024	Evaluation
Mid-term evaluation of WFP's Strategic Plan 2022-2025	2024	Evaluation
Role of Food Security and Nutrition-Sensitive Social Protection in Bridging the Humanitarian-Development Divide in the Southern African Region	2021	Regional studies
Building systems to anticipate drought in Southern Africa	2023	Regional studies
Anticipatory Action against El Niño: WFP's regional response in Southern Africa	2023	Regional studies
WFP's budget revision process	2024	Summary of evidence
Earmarked, flexible and Multi-Year contributions	2024	Summary of evidence
Lessons on Self-Reliance for Refugees in the Middle East, Northern Africa and Eastern Europe region	2023	Summary of evidence
Social protection	2023	Summary of evidence
Cash-based transfers: lessons from evaluations	2021	Summary of evidence

Annex III. Acronyms and abbreviations

Abbreviation	Definition
ACL	Community and household asset creation
BR	Budget revision
CAR	Action to protect against climate shocks
CBT	Cash-based transfers
CCS	Country Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country strategic plan evaluations
EB	Executive Board
EDMF	WFP's emerging donor matching fund
EQ	Evaluation question
FAO	Food and Agriculture Organization
FFA	Food assistance for asset
FFT	Food assistance for training
GBV	Gender-based violence
GD	General Distribution
GEWE	Gender Equality and Women Empowerment
GII	The Gender Inequality Index
HDI	Human Development Index
HQ	Headquarters
NBP	Needs Based Plan
OECD/DAC	Development Assistance Committee
OEV	Office of Evaluation

Abbreviation	Definition
RBJ	Regional Bureau for Southern Africa
SMS	Smallholder agricultural market support programmes
SO	Strategic outcome
SUN	UN Nutrition Network under the Scaling Up Nutrition
ToC	Theory of change
ToR	Terms of reference
UN	United Nations
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
URT	Unconditional resource transfers
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation

World Food Programme

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