

Evaluation of Zimbabwe WFP Country Strategic Plan 2022-2026

Summary Terms of Reference

Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

In recent decades Zimbabwe has experienced a gradually deteriorating food security situation. WFP has provided lean season assistance (SLA) 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.

The CSP (2022-2026) had 5 strategic outcomes, 2 focusing on crisis response and 3 on resilience building and addressing root causes:

- i) Food and nutrition insecure populations in targeted rural and urban areas meet their food and nutrition needs, at all times, including during crises.
- ii) By 2026, food insecure households in urban areas meet their food and nutrition needs through resilient livelihoods.
- iii) By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains.
- iv) 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.
- v) 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.

The Zimbabwe CSP was approved by WFP's Executive Board with a Needs Based Plan of USD 593,5 million and was reduced to USD 571,4 million following a budget revision in December 2023 due to positive 2023 harvest season. As of September 2024 it was funded at 34 percent.

The number of beneficiaries reached reduced from more than 2 million in 2021 to 674,358 people in 2022 reflecting the deactivation of the Level 2 corporate emergency and the subsequent good harvest and improved food security situation. However, the numbers of beneficiaries have been increasing from 2023 which may reflect the effects of El Nino.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability and coverage.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in **November 2026**.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent and in what ways is the CSP strategically positioned to address food and nutrition insecurity in the context?

The evaluation will assess if WFP was appropriately positioned within wider normative and strategic frameworks and priorities in the context; the extent to which the CSP was informed by existing evidence and grounded in realistic assumptions to ensure its relevance at design stage; the extent to which the CSP and its implementation defined and leveraged comparative advantage of WFP in the country. It will further assess the extent to which the CSP targeted those most vulnerable to food insecurity and malnutrition.

QUESTION 2: What difference did the CSP make to food security and nutrition in the country?

The evaluation will assess the extent to which WFP achieved its outcome targets and the consequences of any prioritization in terms of quality and coverage. It will assess whether there were any positive or negative unintended outcomes. It will also evaluate whether the CSP was implemented in an integrated manner and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work and whether the achievements of the CSP are likely to be sustainable.

QUESTION 3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?

The evaluation will assess the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the adherence to humanitarian principles.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will assess whether outputs were delivered within the intended timeframe; cost-efficient delivery of assistance; and whether limited resources were optimized.

QUESTION 5: What are the critical factors internal and external to WFP, explaining performance and results?

The evaluation will assess the extent to which the CSP led to establishing and leveraging strategic and operational partnerships; ensuring appropriate institutional arrangements in place, including staffing; monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2022, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2022-2025 including the period since

the cut-off date of the data collection of the previous CSPE, mid 2021, to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, direct observation, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the **Zimbabwe** CSPE (i.e. Emergency preparedness and response, Humanitarian – Development - Peace Nexus, livelihoods, climate change adaptation, and resilience building, anticipatory and shock responsive social protection).

OEV EVALUATION MANAGER: The evaluation will be managed by Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in **September 2025** to inform the new CSP design process. A country stakeholder workshop will be held in **November**

/December 2025 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: April-July 2025

Data collection: July-September 2025

Debriefing: September 2025

Reports: October-December 2025

Stakeholder Workshop: November/December 2025

Executive Board: November 2026