

Evaluation of “Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe” project in Masvingo and Rushinga Districts from 2021 to 2026



GREEN
CLIMATE
FUND



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Decentralized Evaluation Terms of Reference
Green Climate Fund (GCF) Projects
WFP Zimbabwe Country Office

DE/ZWCO/2020/030
April 2026

Table of Contents

Table of Contents	1
List of Tables	2
1. Background	3
1.1. Introduction	3
1.2. Context	3
2. Reasons for the evaluation	9
2.1. Rationale	9
2.2. Objectives	10
2.3. Stakeholder analysis	10
3. Subject of the evaluation	15
3.1. Subject of the evaluation	15
3.2. Scope of the evaluation	18
4. Evaluation approach, methodology and ethical considerations	20
4.1. Evaluation questions and criteria	20
4.2. Evaluation approach and methodology	24
4.3. Evaluability assessment	27
4.4. Ethical considerations	30
4.5. Quality assurance	31
5. Organization of the evaluation	33
5.1. Phases and deliverables	33
5.2. Evaluation team composition	34
5.3. Roles and responsibilities	35
5.4. Security considerations	36
5.5. Communication	37
5.6. Proposal	37
6. Annexes	38
Annex 1: Operational map	38
Annex 2: Timeline	39
Annex 3: Role and composition of the evaluation committee	41
Annex 4: Role and composition of the evaluation reference group	42
Annex 5: Communication and knowledge management plan	44
Annex 6: Bibliography	48

Annex 7: Acronyms.....	50
Annex 8: Logical framework	52
Annex 9: Theory of change.....	65
Annex 10: List of project outcomes, planned outputs and activities	66
Annex 11: Changes made to the original logical framework	68
Annex 12: Reference documentation.....	70
Annex 13: GCF Budget	72
Annex 14: Implementation arrangements	73
Annex 15: Key national, institutional and global frameworks	75

List of Tables

Table 1: Preliminary stakeholder analysis	11
Table 2: Evaluation questions and criteria.....	20
Table 3: Limitations and mitigation actions.....	29
Table 4: Summary timelines - Key evaluation milestones	33

1. Background

1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Zimbabwe Country Office (ZWCO) with support from the WFP East and Southern African Regional Office, based upon an initial document review and consultation with stakeholders and following a standard template. 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 each phase of the evaluation. These terms of reference are for the decentralized final evaluation of the Green Climate Fund (GCF) project 'Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe' focusing on Masvingo and Rushinga districts. The project has been implemented by WFP in partnership with the Ministry of Environment, Climate and Wildlife. This evaluation will cover the period from February 2021 to August 2026. This evaluation is commissioned by WFP Zimbabwe Country Office as part of its commitment to learning, accountability and evidence-based decision making. The evaluation aims to generate lessons to inform future climate resilience programming in Zimbabwe and similar contexts. In line with the GCF Monitoring and Evaluation (M&E) policies and procedures, all GCF-financed projects are required to undergo a final evaluation upon completion. Accordingly, this evaluation is scheduled to take place following the conclusion of the project. WFP Zimbabwe is implementing the project Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe focusing on Masvingo and Rushinga districts (SAP007) aimed at strengthening long-term national and community adaptation to climate change. The programme combines three mutually reinforcing components:

- Strengthening capacity and systems to support national and community adaptation and management of climate risks based on climate forecasts and information
- Increasing the adaptive capacity of food insecure households through community-based asset creation and risk transfer
- Enhancing the investment capacity of small-holder farmers to sustain climate-resilient development gains

2. Delivered in sequenced layers, these interventions enable the government and communities to better anticipate and prepare for climate shocks, safeguard and enhance agricultural productivity and transition toward more resilient and market-oriented livelihoods in the face of increased climate shocks.

1.2. Context

3. **Geography and demographics:** Zimbabwe is situated in the southern part of Africa and shares borders with Botswana, Mozambique, South Africa and Zambia. The country is a low-income and landlocked with a population of approximate 15.18 million, which constrains market access, increases transport costs, and increases vulnerability to external shocks. Approximately, seventy percent of the population depends on agriculture for their livelihoods, predominantly as small-holder farmers engaged in rain-fed crop production, making climate variability a central determinant of food security and income outcomes. Agricultural productivity remains low, constrained by limited access to markets, financial services, access to timely, localized, and actionable climate services, and quality agricultural inputs.

4. **Operating context:** Between 2021 and 2026, WFP's operations in Zimbabwe were implemented within a volatile operating environment characterized by recurrent climate shocks and persistent socio-economic challenges.

5. **Economic context:** During the period 2021-2025, Zimbabwe's economic context was characterized by prolonged macroeconomic instability, driven by high inflation, rising commodity prices, shortages of local currency, sharply depreciating exchange rates, and persistently low household incomes. The economy has been largely informal, with women less likely to participate in labour force compared with men¹. According to the 2019 estimate, an estimated 76.9 percent of economic activity occurred outside the formal sector, while poverty remained elevated at 57 percent based on the overall poverty headcount rate.² High inflation

¹ Zimbabwe National Statistics Agency. 2024. 2022 Zimbabwe Population and Housing Census, Gender Thematic Report.

² Zimbabwe National Statistics Agency. n.d. Poverty rate. <https://zimstat.co.zw/>

and price volatility between 2021 and 2024, driven largely by currency instability, significantly eroded household purchasing power. The introduction of a new currency and several stabilization measures by the government led to a reduction and stabilization of the inflation rate throughout 2025. These economic pressures directly affected the average rural smallholder farmer, resulting in reduced capacity to invest in agriculture due to limited access to inputs and finance. Although inflation stabilized to around 0.19 percent after 2025 with the exchange rate steadying, these improvements did not reverse the earlier erosion of incomes. This condition, marked by rising living costs and limited household resilience, heightened the need for external support. In this context of prolonged macroeconomic stress, declining household incomes, and limited recovery capacity, especially among rural smallholder farmers, food insecurity increasingly reflected structural vulnerabilities, highlighting the need for interventions that go beyond short-term consumption support to strengthen livelihoods, resilience, and sustainable food and nutrition security.

6. Despite these pressures, some macro-level indicators showed gradual improvement. Per capita gross domestic product (GDP) reached USD 2,497.20 in 2024, with a modest positive GDP growth of 2.18 percent.³ Zimbabwe's Human Development Index (HDI) increased in value, although the country ranked 159 out of 193 globally in 2022, with comparatively stronger performance in education and gender equality. However, these gains were outweighed by persistent structural vulnerabilities, which were exacerbated by the aftershocks of COVID-19. Lockdowns and movement restrictions disrupted livelihoods and access to essential social services, placing additional strain on households already affected by economic instability. These disruptions disproportionately impacted informal workers and rural populations, increasing reliance on humanitarian assistance. As a result, WFP operated within an environment where modest macro-level progress coexisted with persistent economic and social fragility, particularly among informal and rural households whose livelihoods and access to basic services remained highly vulnerable to shocks.

7. **Agriculture and climate change:** Smallholder agriculture is the main primary livelihood for Zimbabwe with 70 percent of the population and one third of the formal labour force found in this sector. The agriculture sector contributes an estimated 10 percent of national GDP and remains central to food security and rural incomes. Zimbabwe's agricultural system is shaped by five agroecological regions, ranging from high rainfall, intensive farming in the eastern highlands to semi-arid zones primarily suited for livestock production and game ranching. Key agricultural outputs include maize, tobacco, cotton, sugar, horticultural crops and livestock. Maize is the country's staple crop and is cultivated by approximately 85 percent of rural farmers. Women constitute approximately 80 percent of contributing family workers in agriculture.⁴ With an average national yield of 1.39 metric tons per hectare, maize accounts for a substantial share of the cultivated land and agricultural input use, underscoring its importance for household food security as well as its vulnerability to climatic and production shocks. This high dependence on rainfed maize production increases exposure to rainfall variability and drought, linking agricultural performance closely to climate shocks and food security outcomes, particularly for smallholder households. This specific exposure to rainfall variability is the central climate risk that the GCF project aims to mitigate through the promotion of climate-resilient practices and diversification.

8. **Food security status:** During the period covered by the evaluation, Zimbabwe experienced repeated climate-induced shocks, particularly droughts and El Niño effects, which reduced agricultural productivity and exacerbated food insecurity. ZIMVAC assessments conducted between 2020 and 2025 indicate that food insecurity levels fluctuated significantly over this period, largely reflecting seasonal performance, rainfall variability and exposure to climate shocks. In 2020, food insecurity peaked, when an estimated 56 percent of rural households (around 5.5 million people), were cereal insecure at peak of the lean season. This was driven by drought conditions, compounded by economic stress, and the impacts of COVID-19. In subsequent years, food security levels continued to oscillate, with periods of relative improvement following favourable rainfall seasons, often followed by renewed deterioration as climatic conditions worsened. By the 2024/2025 lean season, an estimated six million people were food insecure, leading to demand for humanitarian food assistance, including support provided by WFP. Persistent climate variability continued to undermine rural livelihoods, underscoring the operational relevance of climate risk management and resilience-building interventions such as those supported under the GCF project. Although the projections of the 2025-2026 peak lean season suggest a reduction in food insecurity to approximately 15 percent of rural households, this improvement appears to be largely attributed to favourable seasonal

³ The World Bank. n.d. Zimbabwe Country Profile. <https://data.worldbank.org/country/zimbabwe>

⁴ African Development Bank & UN Women. 2022: Gender Profile Zimbabwe.

conditions rather than a sustained structural shift. As such, household food security in Zimbabwe remains highly climate-sensitive and vulnerable to future shocks, reinforcing the need for longer-term, climate-resilient livelihood and food system intervention.

9. **Structural and climate related challenges:** Despite this central role in sustaining livelihoods, Zimbabwe's agricultural sector faces persistent structural and climate-related challenges that constrain productivity and resilience, particularly for rural populations. The country is increasingly exposed to recurrent droughts and flooding, largely driven by climate change and growing variability in rainfall patterns. These shocks have had particularly severe impacts on the crop subsector, contributing to chronically low production and productivity levels. These climate related shocks directly affect food availability and income for smallholder households, increasing vulnerability in areas where livelihoods depend heavily on rain-fed agriculture. The increasing frequency and intensity of these shocks directly validate the project's focus on building long-term adaptive capacity, rather than relying on cyclical emergency response.

10. Structural constraints further compound climate risks. Poor rural road infrastructure limits smallholder farmers' access to markets, agricultural inputs, and extension services, exacerbating already restricted market participation. Environmental degradation, declining soil fertility, limited adoption of soil and water conservation practices and a lack of diversified livelihood opportunities increase vulnerability among rural households. In addition, high input costs, particularly for fertilizers and certified seeds, combined with limited access to finance, place a disproportionate burden on resource-constrained farmers, often compelling them to rely on low-input and low-yield traditional farming methods, highlighting the relevance of interventions that address climate risk, resilience, and systemic barriers to sustainable livelihoods.

11. **Data trends related to SDG 2/SDG 17:** Southern Africa continues to experience high levels of food insecurity, largely driven by recurrent droughts, extreme weather events and economic pressures. Regional SDG monitoring shows that progress toward Zero Hunger remains off-track, with the sub-region facing persistent challenges in reducing hunger and malnutrition. In Zimbabwe, national SDG 2 indicators reflect similar pressures. UN data highlights ongoing stunting and wasting among children under five, measurable levels of undernourishment and the vulnerability of local livestock breeds, which are important for rural livelihoods and agriculture. These trends point to continued strain on household food consumption, nutrition outcomes and agricultural resilience, especially in rural districts that rely heavily on rain-fed farming.⁵ Zimbabwe's progress toward SDG 17 underscores the importance of strong partnerships in advancing development and resilience outcomes. The country remains integrated into global SDG monitoring systems, drawing on a comprehensive dataset of 232 indicators supported through the UN statistical architecture, which helps inform national planning and policy dialogue. The 2025 SDG Index captures Zimbabwe's interconnectedness with global systems through a spillover score of 93.77, reflecting how international trade, financing flows and cross-border economic dynamics influence national development performance. These partnerships remain essential for mobilising climate finance, strengthening data systems and supporting coordinated efforts toward sustainable development in a challenging economic and climatic context.⁶

12. **Vulnerability context in Masvingo and Rushinga districts:** Masvingo and Rushinga districts are located mainly in natural region 4, characterized by low and erratic rainfall that is generally insufficient to support reliable rain-fed crop production resulting in inadequate food production. Poverty levels in the two districts are high, estimated at approximately 65.7 percent in Masvingo and 81.9 percent in Rushinga⁷. Over the past decade, both districts have experienced an increasing frequency and intensity of climate-related hazards, including prolonged mid-season dry spells and erratic rainfall patterns. Household livelihoods in both districts are highly vulnerable to climate variability due to a strong dependence on rain-fed agriculture practiced on predominantly low-fertility sandy loam soils. As a result, cereal production and availability remain persistently low, and many households struggle to produce sufficient quantities to meet consumption until the next harvest. Food security assessments consistently identify Masvingo and Rushinga among the districts with high levels of food insecurity in the country, with a significant proportion of households relying on food assistance to meet basic needs.

13. **Livelihood strategies and coping mechanisms:** Livelihoods in Masvingo and Rushinga districts are largely characterized by extensive rain-fed crop production and sale of mainly maize, small grains and

⁵ [ilo.org] [docs.wfp.org]

⁶ [vamresourc...ls.wfp.org] [docs.wfp.org]

⁷Zimbabwe National Statistics Agency. 2015. Poverty Atlas of Zimbabwe. Harare: ZIMSTAT.

groundnuts, alongside livestock rearing. In Rushinga, household incomes are further supplemented through cotton production, small-scale trade in fish sourced from neighbouring Mozambique and small-scale mining activities, including lime and amazonite extraction. Better-off households are generally able to meet most of their food needs through own-crop production, while poor households rely more on gold panning, petty trade, and casual labour. Over the years, the Government of Zimbabwe, in collaboration with FAO, WFP, and development partners, has promoted the production of small grains such as finger millet, Pearl millet and sorghum with households increasingly taking up this crop, although the proportion of land cultivated is still very low. Most poor households have limited capacity to invest in certified seeds or fertilizers but instead rely on government input support programmes, retained seeds from previous harvests, use of organic manure and labour-intensive conservation agricultural practices. In terms of social expenditure, most households prioritize spending on education although poorer households are often only able to support their children's education up to the primary level.

14. **Gender:** Gender equality and women's empowerment (GEWE) in Zimbabwe are supported by a relatively strong normative and policy framework, including the 2013 Constitution, the National Gender Policy, and the recognition of gender as a crosscutting priority in the National Development Strategy (NDS1, 2021–2025). Despite these formal commitments, significant disparities persist in poverty, food security, and nutrition outcomes. Households headed by women are disproportionately affected by poverty and are more vulnerable to food insecurity, with women frequently prioritizing household consumption at the expense of their own nutritional needs. The World Bank's 2023 Gender Assessment highlights that women's labour force participation stands at 34 percent, compared to 53 percent for men, and that women earn on average two thirds of men's wages. Women constitute 81 percent of contributing family workers, while approximately 70 percent of all farm labour in the communal areas of rural Zimbabwe is provided by women. These gaps reflect persistent structural inequalities in access to wage employment and productive resources.⁸

15. Factors such as disability and age further compound gendered vulnerabilities: households with high dependency ratio, persons with disabilities (PWD) and the elderly face additional barriers to food security. Youth (15-35 years) represent 33 percent of the population and face unique challenges⁹. Youth unemployment is higher among women than men, and young women are more likely not in employment, education or training (NEET)¹⁰. With limited access to productive resources and discriminatory social norms, they are more likely to be excluded from decision-making and affected by gender-based violence. Young men, on the other hand, are affected by livelihood instability and lack of opportunities, pushing them toward migration and non-farm work, and increasing risk of drug and substance abuse and mental health issues.¹¹

16. In the agriculture sector, women are predominantly engaged in subsistence farming and face systematically lower productivity than men. Limited access to land ownership, credit, and extension services undermines women's adaptive capacity and resilience to climate-related shocks. The GCF SAP007 Gender Analysis further highlights that women constitute the majority of smallholder farmers in targeted districts such as Masvingo and Rushinga, yet their productivity remains constrained by lack of collateral, limited access to inputs, and exclusion from climate information services.¹²

17. Structural gender inequalities extend beyond economic opportunities to asset ownership and decision-making power. Only 2 percent of women hold documented land titles, compared to 3.8 percent of men, significantly limiting women's ability to leverage land for finance and investment.¹³ Gender based violence remains pervasive, with 44 percent of women reporting intimate partner violence, substantially higher than global and regional averages.¹⁴ Women's representation in local government also remains low at approximately 13 percent, despite the existence of affirmative action policies.¹⁵ These barriers intersect with climate vulnerability, as women bear a disproportionate burden of climate-related shocks, including

⁸ The World Bank. 2023. Zimbabwe Gender Assessment.

<https://documents1.worldbank.org/curated/en/099062823005513984/pdf/P179911-42c466aa-ebc8-4252-906b-a5f4a115199d.pdf>

⁹ Zimbabwe National Statistics Agency. 2022. Zimbabwe Population and Housing Census 2022: Preliminary Results. Harare.

¹⁰ International Labour Organization. 2022. Global Employment Trends for Youth 2022: Investing in transforming futures. Geneva: ILO.

¹¹ WHO. 2022. Mental Health and Substance Use among Young People in Southern Africa.

¹² Green Climate Fund. 2019. SAP007 Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe – Gender Analysis.

¹³ World Bank. 2023. Zimbabwe Gender Assessment: Barriers and Opportunities. World Bank Group, Washington, DC. 9d.pdf

¹⁴ Gibson, D., et al. 2025. Measuring intimate partner violence in Zimbabwe: Evidence from a randomized comparison of survey methods. International Journal of Epidemiology, 55(1).

¹⁵ UN Women. 2023. Women's representation in local government: Zimbabwe country profile.

recurrent droughts and El Niño events, due to their heavy reliance on rain-fed agriculture and their primary responsibility for household food, water and care work.

18. **Policy and strategic context:** WFP's climate and resilience programming during the period covered by the evaluation was strongly shaped by national and United Nations (UN) strategic shifts, policies and frameworks. At the national level, the National Development Strategy 1 (2021–2025) emphasized social protection, environmental sustainability encouraging development partners to shift to longer-term, system-based approaches and resilience building. While Zimbabwe's policy frameworks are broadly conducive to advancing gender equality and human rights, persistent implementation gaps driven by under-resourced gender institutions, fragmented approaches, and weak inter-ministerial coordination, underscore the need for programmatic interventions that explicitly address gendered poverty, food insecurity, and structural inequalities. At the UN level, the Common Country Assessment (2022–2026) highlighted persistent structural economic constraints and climate-related vulnerabilities that continued to constrain development progress and called for more integrated and collaborative approaches.¹⁶

19. Key national, institutional and global frameworks influencing WFP climate and resilience work during the period covered by the evaluation are listed in [Annex 15](#). This policy environment directly shaped WFP's operational focus, partnership frameworks, and its strategic shift toward long-term climate resilience, in line with the objectives of the GCF-supported project.

20. **Feature of international assistance:** International support for Zimbabwe's climate resilience and food security sectors has traditionally come from a broad group of long-standing partners, including the European Union, its Member States, multilateral funds and UN agencies. Europe alone disbursed EUR 324 million in ODA in 2020, with major allocations to health, humanitarian response, social protection and agriculture, and with climate adaptation accounting for a noticeable share of targeted funding. OECD and World Bank figures show that Zimbabwe received approximately USD 782 million in ODA in 2022 and USD 791 million in 2023, well above the long-term historical average of USD 346 million per year. Multilateral mechanisms such as the Global Fund and other UN-supported programmes continue to channel resources toward early-warning systems, climate-risk management, resilience building and humanitarian food assistance. This external support has remained critical given the country's exposure to recurrent droughts, climate-driven crop failures and chronic food insecurity, and continues to underpin a significant share of national resilience programming.

21. Since 2025, however, Zimbabwe's donor environment has been reshaped by major reductions in United States funding, which had historically supported several large-scale resilience and humanitarian programmes. Following the dismantling of USAID and an 83 percent cut to its global programmes, Zimbabwe lost USD 522 million worth of climate, health, agriculture and governance projects, including important investments in resilience, drought-response and smallholder production systems. UNAIDS analysis warns that Zimbabwe lacks the fiscal capacity to absorb the shock from the US freeze, with early results indicating that the withdrawal of funding will have serious downstream effects, particularly in high-risk, climate-affected districts where communities depend on integrated support systems to manage shocks. The donor landscape tightened further in March 2026 when a USD 360 million US health-aid agreement collapsed, prompting the United States to wind down remaining bilateral health support to Zimbabwe altogether. With the exit of a major donor and limited prospects for rapid replacement financing, Zimbabwe's climate-resilience and humanitarian sectors face a more constrained funding environment, increasing pressure on remaining partners to sustain essential drought-response, food security and resilience-building interventions.¹⁷

22. **Other WFP Work in the area:** WFP's other work in the project area includes the Rural Resilience Initiative (R4), which has been implemented in partnership with the Government of Zimbabwe and development partners from 2018 to June 2025. Operating across 12 wards in Masvingo and 8 in Rushinga, R4 has served as a flagship model for building climate resilience among smallholder farmers facing recurrent droughts and erratic rainfall. While the detailed design of R4 is outside the scope of this section, its presence in Masvingo and Rushinga is relevant for the evaluation, particularly in understanding the broader resilience programming landscape, complementarities across interventions, and the experience of communities

¹⁶ United Nations Zimbabwe. n.d. UN assessment report outlines development challenges, opportunities in Zimbabwe. <https://zimbabwe.un.org/en/142462-un-assessment-report-outlines-development-challenges-opportunities-zimbabwe>

¹⁷ WFP. 2025. Strategic formative evaluation of WFP's adaptation to the evolving partnership landscape <https://docs.wfp.org/api/documents/WFP-0000167742/download/>

exposed to overlapping climate and food security initiatives. R4 project targeted 6,000 of the 10,000 households supported by GCF funding through a co-funding arrangement between 2021 and 2025.

23. The Integrated Rural Resilience Building Programme (IRRB) represents another key area of WFP's work, offering a comprehensive three-year effort supported by the Japan International Organization to strengthen climate resilience and livelihood security across Mwenezi, Rushinga, Chiredzi, Chipinge, and Mt Darwin. These areas, similar to Masvingo and Rushinga, are characterised by high climate exposure, recurrent droughts and structurally constrained livelihood systems. Anchored in a food systems approach, the programme delivers layered and sequenced interventions that build climate-smart agricultural production, strengthen value chains particularly for high-potential crops such as sesame and improve access to essential infrastructure, markets, and financial services. Beyond production, IRRB supports the creation and rehabilitation of vital community assets that enhance water access, land productivity, and environmental sustainability. The programme integrates cross-cutting themes of nutrition, gender equality, and protection to ensure inclusive participation and equitable benefits for women, youth, and vulnerable groups. The presence of R4 and IRRB in the project area highlights a programming environment in which multiple WFP supported interventions have sought to address climate risks and food insecurity over time. This broader operational context is relevant for the evaluation, particularly in examining complementarity, coherence and contextual influences on project performance.

2. Reasons for the evaluation

2.1. Rationale

24. The evaluation is being commissioned for the following reasons:
- To fulfil learning and accountability requirements under the Green Climate Fund Evaluation Policy and WFP's responsibilities as an Accredited Entity.
 - To provide an independent assessment of the extent to which the project has delivered its intended climate adaptation, resilience, and food security outcomes, and whether GCF resources have been used effectively in line with the Funded Activity Agreement (FAA), including the overall performance against the GCF investment criteria.
 - To respond to the need to strengthen institutional learning for WFP, Government counterparts, and partners by identifying what has worked, what has not, and why, particularly in the context of increasing climate variability and recurrent shocks.
 - To ensure timely evidence is available to inform decision-making on future climate resilience programming. Specifically, findings are intended to inform decisions related to the transition of selected project functions and systems to government ownership, the potential replication of successful approaches, and the design of follow-on interventions, including WFP's upcoming Country Strategic Plan (CSP) cycle and future climate resilience investments. By this stage, sufficient implementation experience and results have been generated to allow for a meaningful assessment of performance, emerging outcomes, implementation challenges, and enabling factors, while still allowing lessons to inform ongoing or follow-on interventions.
25. The project is seeking to procure the services of an evaluation team to design and conduct an evaluation of the GCF-funded project covering the period from June 2026 to January 2027. The evaluation team will provide an independent and rigorous project evaluation function, designing and implementing a framework which will assess the project along the GCF evaluation criteria and consistent with the GCF Evaluation Policy and relevant WFP guidance. It will report on the findings and lessons learnt and provide recommendations.
26. The evaluation will have the following uses for the Zimbabwe Country Office and other key stakeholders:
- to provide the project management team, delivery partners, and other stakeholders with evidence to determine whether intended results were achieved and to identify any gaps in project implementation.
 - to demonstrate accountability for the funding received from the GCF, by partners, stakeholders, and the Government.
 - to learn lessons from the project for the purpose of replicating what works elsewhere and/or taking up approaches and activities that have proven to work to scale up the project.
27. The evaluation will assess progress towards the achievement of the GCF project results as specified in the project documents, especially in the logical framework, and assess signs of project success or failure with the goal of learning from the results achieved.
28. This evaluation is considered an opportunity to provide donors, government, and project partners with an independent assessment of relevance and achievement of project results. It is expected that the evaluation results will draw lessons that can improve the sustainability of benefits from both projects implemented in coordination with the partners, and aid in the overall enhancement of programming.
29. In assessing implementation of the GCF Project and its alignment with FAA obligations and AE project document, the evaluation will assess the project in line with the following evaluation criteria from the GCF IEU ToR (GCF/B.06/06) and GCF Evaluation Policy along with guidance provided by the OECD DAC:
- Relevance, effectiveness, efficiency, impact and sustainability of projects and programmes

- Coherence in climate finance delivery with other multilateral entities
- Country ownership of projects and programmes
- Replication and scalability – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporated in independent evaluations)
- Sustainability, in line with GCF’s Environmental and Social Policy and WFP’s Environmental Policy.

30. Findings and lessons will inform WFP, national counterparts, and the GCF on the project’s contribution to longer-term climate resilience and adaptive capacity of the targeted vulnerable population, and will support decision-making related to sustainability, scaling, replication, and the design of future Integrated climate risk management and resilience initiatives in Zimbabwe and comparable contexts.

2.2. Objectives

31. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning. Both evaluation objectives are equally important and share equal weight to ensure both a credible assessment of results achieved and the generation of actionable insights to inform future decision-making and programme improvement. Both objectives will be pursued through a gender responsive and inclusive analytical approach, recognizing that equitable outcomes are integral to programme effectiveness and sustainability.

- **Accountability** – The evaluation will assess and report on the performance and results of the “Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe project in Masvingo and Rushinga districts, from 2021 to 2026”. It will examine the extent to which intended results have been achieved equitably across different population groups, assess efficient and effective use of GCF resources, and determine compliance with environmental, social, gender, and human-rights standards, including accountability to affected populations.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. In doing so, the evaluation will pay particular attention to priority learning areas, including the sustainability of results and the degree of government ownership; the extent to which climate services have been institutionalized and embedded within national systems; the effectiveness of sequenced and layered interventions in strengthening resilience; and the performance and relevance of the insurance model within the broader risk-management approach. Learning will explicitly consider how gender relations, power dynamics, and rights-based approaches influenced programme processes, outcomes, and sustainability. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.

2.3. Stakeholder analysis

32. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

33. Accountability to affected populations is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

34. Engagement of stakeholders is crucial to a successful evaluation. The evaluation team is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts (including GCF NDA), project beneficiaries, and other key stakeholders. Stakeholder involvement should include interviews including but not limited to cooperating partners, local and national officials, key experts and consultants in the subject area, project stakeholders, among others.

Additionally, the evaluation team is expected to conduct field missions to the project sites, including in the inception phase.

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in Zimbabwe	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The CO will use evaluation findings to strengthen ongoing implementation, inform the design of subsequent programmes and partnerships, and account to beneficiaries, donors, and corporate oversight mechanisms for results achieved.
WFP field offices in Masvingo and Harare	Key informant and primary stakeholder - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and have direct beneficiary contact. Field offices will use findings to refine operational approaches, delivery modalities, and community engagement practices.
ESARO Regional Director's Office (RDO)	Primary stakeholder - The Regional Director's Office has an interest in an independent and impartial account of operational performance, as well as in drawing lessons from the evaluation findings to inform regional coordination efforts and strengthen partnerships. The evaluation is expected to generate learning that can be applied across country offices, support regional dialogue with partners, and contribute to evidence-informed engagement on climate resilience programming.
WFP Global Headquarters (GHQ)	<p>Key informant and primary stakeholder - WFP global headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning, to inform normative guidance, and to strengthen corporate policies and strategies relevant to climate risk management, resilience, and food security programming.</p> <p>Relevant programme GHQ staff based in Rome and Nairobi will be involved in planning the next programme cycle and therefore are expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.</p> <p>The Climate Finance team (PROC-CF) will support the evaluation process to ensure that GCF requirements are adequately considered. In addition, the PROC-CF team is responsible for managing GCF-related matters and for submitting the final evaluation report to the Fund. The team will use</p>

Stakeholders	Interest and involvement in the evaluation
	<p>evaluation findings to fulfil GCF accountability requirements and to inform future climate finance engagement and reporting.</p> <p>The global HQ Environmental and Social Safeguards (ESS) team will support the application of environmental and social safeguards requirements, as agreed with the donor, to ensure compliance with relevant standards.</p>
WFP Office of Evaluation (OEV)	<p>Primary stakeholder – The Office of Evaluation through the outposted Regional Evaluation Technical Team (RETT) at ESARO supports country offices to ensure decentralized evaluations are of high quality, credible and useful, while respecting provisions on impartiality and the roles and accountabilities of various decentralized evaluation stakeholders as set out in the Evaluation Policy. Where relevant evaluation findings may be used to inform centralized evaluations, evaluation syntheses or other organizational learning products.</p>
WFP Executive Board (EB)	<p>Primary stakeholder – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>
External stakeholders	
<p>Beneficiaries (women, men, girls and boys, including youth and the elderly persons)</p>	<p>Key informants and primary stakeholders - As the ultimate recipients of assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought to assess participation, benefits, risks, barriers, and unintended effects of the project. The findings will be used to improve similar future programme responsiveness and accountability to affected populations.</p>
<p>Government Central: Ministry of Environment, Climate and Wildlife, ZINWA, Ministry of Public Service, Labour and Social Welfare (MPSLSW), Meteorological Services Department of Zimbabwe (MSD), Insurance and Pensions Commission, Ministry of Lands, Agriculture, Fisheries, Water, and Rural Development, Ministry of Finance, Economic Development, and Investment Promotion, Ministry of Local Government and Public Works</p>	<p>Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The Government of Zimbabwe will be represented by the key institutions involved in the implementation of the project at national level (Ministry of Environment, Climate and Wildlife) and at both national and subnational levels (Meteorological Services Department, Ministry of Lands, Agriculture, Fisheries, Water and Rural Development, and Ministry of Local Government and Public Works).</p> <p>Relevant government counterparts will be part of the Evaluation Reference Group (ERG) and will be interviewed during the evaluation. Government counterparts will use findings to inform policy dialogue, coordination, and planning, and will participate through the Evaluation Reference Group and key informant interviews.</p>

Stakeholders	Interest and involvement in the evaluation
<p>Provincial: Department of Civil Protection, ZINWA, Ministry of Public Service, Labour and Social Welfare (MPSLSW), Meteorological Services Department, Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), MLGPW,</p> <p>District: Agriculture extension workers, DCP</p>	
<p>United Nations country team (UNCT)</p> <p>UNDP; FAO, UNSDCF</p>	<p>Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level, particularly UNDP, which is co-financing the implementation of component one of the GCF project with WFP. Findings will inform joint learning, coordination, and alignment with broader UN development and resilience objectives, including the UNSDCF.</p>
<p>Non-governmental organizations (NGOs)</p> <p>(Stichting Nederlandse Vrijwilligers (SNV), Sustainable Agricultural Trust (SAT), Community Technology Development Organization (CDTO), Mwenezi Development Training Centre (MDTC), Aquaculture Zimbabwe (AQZ)</p>	<p>Key informants and primary stakeholder - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation. They will provide beneficiary-level data, share available programme monitoring information, and participate in key informant interviews and focus group discussions. Their engagement will support a nuanced understanding of implementation processes, community engagement approaches, delivery modalities, and the challenges and enabling factors encountered at field level.</p> <p>NGO perspectives will be triangulated with quantitative evidence to assess partnership effectiveness and coherence, and to inform potential adjustments to future implementation modalities, strategic orientations, and partnership arrangements with WFP and government counterparts. Given that evaluation results may influence future collaboration and programme design, NGOs will also be involved in learning and reflection processes. They will use evaluation findings to adjust implementation modalities, strengthen partnerships, and improve sustainability of outcomes for future similar programmes.</p>
<p>Donors</p> <p>(Green Climate Fund (GCF), Swiss Agency for Development and Cooperation (SDC), US State Department</p>	<p>Primary stakeholders - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.</p> <p>The evaluation will provide evidence to support accountability, learning, and future funding and programming decisions. Evaluation findings will</p>

Stakeholders	Interest and involvement in the evaluation
	support funding decisions, future programme design, and reporting against donor objectives and requirements.
<p>Academia</p> <p>(University of Reading), National University for Science and Technology (NUST); Midlands State University (MSU); Great Zimbabwe University (GZU); University of Zimbabwe (UZ); Esgodini Agricultural Training College, Mlezu Agricultural Training Colleges.</p>	<p>Key informants and primary stakeholders - The University of Reading (School of Agriculture, Policy, and Development) is a key WFP partner, given its role in the implementation of technical activities under the project. These include the development and application of climate hazard impact analysis models, the design of localized disaster mitigation approaches in rural areas, and the delivery of Participatory Integrated Climate Services for Agriculture (PICSA) training in the targeted districts.</p> <p>Its perspectives will support the assessment of effectiveness, relevance, and sustainability of project interventions, as well as inform learning on the integration of climate science into community-level adaptation and resilience-building efforts. The University will use findings to refine technical approaches, contribute to learning on climate services and resilience, and inform future research-practice linkages.</p> <p>NUST supported WFP's resilience bootcamps and Three-Pronged Approach (3PA) processes by providing technical and analytical input to integrated context analysis, participatory resilience planning, and alignment of community priorities with programme design. The rest of the universities are involved in microinsurance activities.</p>
<p>Private Sector Stakeholders</p> <p>(Blue Marble, Old mutual Minerva (Re)isk Advisors; ZIB; Insurance Brokers Association of Zimbabwe; Claxon Actuaries, AFC Insurance Company; FBC Insurance Company; Econet Insurance Company; Nicoz diamond Insurance Company; Old Mutual Insurance Company; Sanctuary Insurance Company; Zimnat Lion Insurance Company; Tropical Reinsurance Company; Insurance Council of Zimbabwe, Zimbabwe Farmers Union, Virl Microfinance)</p>	<p>Key informants: Private-sector partners acting as insurance providers or potential providers for the weather index insurance.</p> <p>These include technical service providers supporting the design and implementation of weather-index microinsurance under both the R4 and ICRM projects. This group also includes stakeholders who were trained in climate risk insurance following the restructuring of the GCF project, which reoriented the microinsurance component.</p> <p>Their insights will be essential for understanding the performance, feasibility, and sustainability of the insurance component, including enabling factors, operational challenges, and opportunities for scale-up. The evaluation should seek perspectives from these actors, with the specific engagement approach to be refined during the inception phase.</p>

3. Subject of the evaluation

3.1. Subject of the evaluation

35. The subject of the evaluation is the project ‘Integrated Climate Risk Management for Food Security and Livelihoods Project in Zimbabwe’. The project is implemented in Masvingo and Rushinga districts. The project map is shown in [Annex 1](#) (Operational Map) and should be used as a reference throughout the evaluation. The Funding Activity Agreement (FAA) became effective on February 2, 2021, for a duration of 4 years. The project was approved on July 8, 2019. The expected completion month of the project was February 2, 2025. The WFP ZWCO requested for a one and half year non-cost extension to the GCF, which was approved in 2025. Duration of the project was extended by an additional 18 months until 2 August 2026. The project aims to directly support long-term adaptation to climate change and variability of 10,000 vulnerable, food insecure households (50,000 people) in Masvingo and Rushinga districts of Zimbabwe, and to indirectly benefit at least an additional 52,000 people – for a total number of beneficiaries of 102,000 people (GCF Results Areas 1 and 2 for Adaptation). Women account for 66 percent of project beneficiaries, reflecting both their heightened vulnerability and their central role in household food security and resilience.

36. Climate risk and vulnerability analyses focusing on the food and income security of the most vulnerable were used to target the areas that are most in need of increasing their climate resilience. Consultations with communities, partners and key national stakeholders helped identify the most relevant resilience-building interventions to meet identified needs and with highest potential for impacts at scale. The total approved budget of the project is USD 9,962,763. This includes contributions from the GCF amounting to USD 8,858,316 and the SDC contributing USD 1,104,447. The detailed budget summary is attached in [Annex 10](#). The overall aim of the SAP007 project is to build the resilience of food-insecure communities in Zimbabwe by strengthening national and local systems to anticipate and manage climate risks, enhancing household adaptive capacity, and supporting sustainable investments that secure long-term climate-resilient development gains. In doing so, the project seeks to reduce vulnerability to climate shocks, safeguard food security, and consolidate national ownership of integrated climate risk management, while laying the foundation for a gradual transition toward government-led, shock-responsive safety nets and reduced reliance on external grant financing. The project has three components that each address the climate adaptation challenges affecting the targeted community and together contribute to the project objective, as follows:

- **Component 1:** Strengthening climate risk information, capacity, and systems. Component 1 focuses on strengthening national and community-level capacities and systems to support adaptation and the management of climate risks through the use of climate forecasts and information. It aims to enhance institutional, technical and coordination mechanisms for effective planning and decision-making for preparedness actions at both national and community levels. By improving access to, understanding of, and use of climate information by the diverse women and men, this component seeks to reduce the vulnerability of smallholder farmers’ food security and livelihoods to climate variability and change.
- **Component 2:** Enhancing household resilience through community-based assets and risk transfer: Component 2 focuses on increasing the adaptive capacity of food-insecure households through community-based asset creation and risk transfer mechanisms. The component aims to strengthen household and community resilience by restoring and improving degraded landscapes that exacerbate vulnerability to climate-related shocks, while reducing the risk and impacts associated with climate change. Activities under this component will also protect food-insecure women and men smallholder farmers from the effects of covariate climate shocks and encourage investments in agricultural inputs and diversified income generating activities (IGAs), thereby strengthening livelihood resilience and long-term adaptive capacity.
- **Component 3:** Strengthening investment capacity for climate-resilient livelihoods: Component 3 focuses on enhancing the investment capacity of smallholder farmers to sustain climate-resilient development gains. It aims to increase the adaptive capacity of women and men smallholder farmers by facilitating access to markets-particularly for drought-tolerant crops such as traditional grains, and to financial services, including savings and credit mechanisms. These services are

intended to protect farmers' investments in the event of adverse climatic conditions, enable households to engage in higher risk but more profitable livelihood activities, and support the sustainability of livelihoods beyond immediate food consumption needs. Support to value chain development of more drought-tolerant crops, such as traditional grains, will enable smallholder farmers to become viable businesses, by connecting them with formal credit providers, and with providers of quality seeds, equipment and storage units to protect their harvests. It will also enable a paradigm-shift towards more climate-resilient livelihoods by creating access to relevant markets for climate resilient agricultural products as well as ensure the shift from subsistence agriculture to farming as a business, making farmers less and less susceptible to climate change and variability.

37. The list of project outcomes, planned outputs and activities within the three components of the project are outlined in [Annex 10](#).

38. The intervention logic is articulated through a Theory of Change (Annex 9), which sets out the causal pathways, key assumptions, and conditions under which integrated climate services, risk reduction, risk transfer, and livelihood investments are expected to build climate resilience and reduce long-term vulnerability.

39. As articulated in the ToC, the project assumes that strengthening the generation, tailoring, dissemination, and use of climate forecasts, climate risk information, and advisory services (Component 1) enables improved anticipatory planning and decision-making by institutions and communities, provided that information is timely, locally relevant, understandable, and trusted. When these climate services are combined with community-based asset creation and risk-transfer mechanisms (Component 2), households are expected to reduce exposure to climate-related shocks and safeguard productive gains, on the assumption that assets are maintained and that weather-index insurance mechanisms are accessible, credible, and appropriately targeted. Enhanced access to markets and financial services (Component 3) is expected to convert increased productivity into sustained food security and income, where market systems function and financial services remain inclusive. Together, these reinforcing pathways are expected to strengthen household and system level climate resilience, support institutionalization of integrated climate risk management, and reduce reliance on recurrent humanitarian assistance.

40. Gender and inclusion considerations are reflected within the project's intervention logic as cross-cutting factors that influence the effectiveness and sustainability of climate resilience outcomes. Across the three components, climate services, risk reduction, risk transfer and market-linked livelihood support are expected to be delivered in ways that promote broad participation and equitable access to project benefits, without creating parallel or stand-alone gender activities. This integrated approach is intended to support inclusive resilience outcomes while maintaining the project's primary focus on strengthening climate risk management systems and reducing long-term vulnerability.

41. The project's logical framework (Annex 8) was derived from the ToC and serves as a practical tool to convert the intended impact, outcomes, and outputs into clear, measurable indicators. It also specified baseline data and sets mid-term and final targets for each indicator to track progress throughout the project lifecycle.

42. Changes made to the original project logframe: In 2025, WFP signed a restructuring proposal where it addressed some gaps in the original logical framework (logframe) matrix of the project and incorporated additional indicators to measure progress of new activities proposed in the restructuring proposal. Changes to baseline/target values of the originally agreed indicators and new indicators were proposed and accepted. The agreed changes to the logframe were made when WFP submitted a restructuring proposal to GCF in 2025 and are outlined in Annex 11.

43. Implementation arrangements: The primary national partner for the project is the Ministry of Environment, Climate, and Wildlife (MECW), collaborating with various ministries, UN agencies, development partners, and stakeholders. Detailed stakeholder analysis is described in Section 2.3. Detailed implementation arrangements are provided in [Annex 14](#). The project is jointly implemented by WFP and the Ministry of Environment, Climate and Wildlife (MECW) as co-executing entities, with responsibilities formalised through a Subsidiary Agreement that defines roles, coordination mechanisms and data-sharing arrangements. WFP, as the GCF Accredited Entity, leads technical and operational implementation, ensures compliance with GCF standards and safeguards, and provides overall project management, monitoring, reporting and quality

assurance, with technical support from the GHQ programme staff based in the Regional Office and oversight from GHQ Rome. MECW provides national leadership and oversight through the Project Management Unit, ensuring alignment with national climate policies and systems, and coordinating key departments such as the Climate Change Management Department and the Meteorological Services Department. Implementation is supported by a range of national institutions and partners, including AGRITEX, the Department of Civil Protection, ZINWA, the Ministry of Public Service, Labour and Social Welfare, UNDP and others, to ensure coherence across climate, resilience, disaster risk management and social protection systems. Strategic oversight is provided by a Project Steering Committee, technical guidance by a Project Technical Committee, and day-to-day coordination by the Project Management Unit, while beneficiaries are engaged through participatory processes to ensure relevance, ownership and sustainability of project interventions.

44. Project beneficiaries are central to project planning and implementation. Through WFP's community-based participatory approach, beneficiaries identify livelihood interventions that best respond to their needs and local contexts. These priorities inform the selection and implementation of asset creation activities, ensuring relevance, ownership and sustainability. Participatory approaches enable the meaningful contribution of women and men, as well as young women and young men, elderly, and persons living with disabilities, to ensure their diverse needs are reflected throughout the project cycle.

45. Elderly women and men were deliberately included through the FFA component, where participation quotas were reserved to ensure their involvement in asset planning, implementation, and maintenance. Elderly participants also engaged in climate services and early warning trainings, recognising their reliance on rain-fed agriculture and their enhanced vulnerability to climate shocks and limited recovery capacity.

46. Other project components, including Village Savings and Loans (VSLs), PICSA, market access initiatives, and micro-insurance schemes were implemented on a largely self-selective basis, with participation determined by household interest, readiness, and capacity rather than targeted vulnerability criteria. Women and men headed households participating in the micro-insurance component contributed contextual information that informed the design and refinement of the insurance index and delivery modalities.

47. Participation of different groups was maintained throughout the project cycle, particularly within the FFA component. Women and men, including elderly participants, were involved in the selection, construction, operation, and maintenance of community assets such as orchards, irrigation systems, water supply points, and storage facilities, which were managed collectively at community level. Measures to promote inclusive participation focused primarily on gender and age, in line with the programme design. While the project did not explicitly target or mainstream other vulnerability dimensions beyond gender and age, inclusive principles were applied in practice, and individuals from other vulnerable groups who opted to participate were accommodated or prioritised where feasible through community-based arrangements.

48. **Gender equality and women's empowerment:** Gender equality and empowerment of women and girls are central to the GCF project in Zimbabwe and are critical enablers of resilience. The project is grounded in the understanding that climate change impacts are gender differentiated and that pre-existing structural inequalities, including unequal access to land, productive assets, finance, information and decision-making, disproportionately increase women's vulnerability and constrain their adaptive capacity. Recognising the criticality of gender inequalities for food security and livelihoods outcomes, the project mostly focuses on gender equality and women's empowerment, as opposed to other broader inequalities (disability, elderly etc.) which are less central in the project design.

49. A gender analysis informed the project design, ensuring that interventions move beyond participation to promote women's meaningful engagement and leadership as agents of change. As a result, women represent two-thirds of direct beneficiaries, reflecting deliberate targeting to address gender gaps in food security, income generation, and adaptive capacity.

50. Gender considerations are systematically mainstreamed across all project components. Climate information and advisory services are tailored to women's roles in agriculture, with delivery formats and dissemination channels designed to ensure accessibility and uptake. Asset creation activities prioritize women's needs, including improved access to irrigation and access to leadership roles in Asset Management Committees, supported by skills training to strengthen confidence and decision-making power. Village Savings and Loans groups are structured to enhance women's financial literacy and market engagement, enabling them to save, invest, and diversify livelihoods. Risk transfer mechanisms, including weather index

insurance, were adapted to crops typically grown by women, ensuring that protection measures respond to their realities.

51. The GCF project Gender Action Plan operationalizes these commitments with clear targets, timelines, and accountability measures. It sets out actions to promote equitable participation and prevent protection risks through awareness and training in partnership with the Ministry of Women Affairs. Monitoring systems track sex disaggregated data, and feedback mechanisms ensure that women's voices shape implementation.

52. **Previous evaluations and reviews:** In 2023, WFP ZWCO commissioned a mid-term review of the GCF SAP007 project, which focuses on integrated climate risk management for food security and livelihoods in Masvingo and Rushinga districts. The review assessed progress toward achieving project objectives and outcomes as outlined in the GCF Funding Proposal and related agreements. It also examined early signs of success or challenges and identified corrective measures to keep the project on track. The review considered aspects such as relevance, coherence, efficiency, effectiveness, communication, sustainability, ownership, gender equity, innovation, replicability, and achieved results.

53. The review resulted in seven major recommendations aimed at improving project performance and ensuring long-term impact. Overall, the project was found to be relevant and aligned with national priorities and GCF objectives. However, several concerns were noted. While financial mechanisms were sound, delays in procurement, contracting, and recruitment processes slowed implementation and affected the timing of activities. Internal coordination needed strengthening to avoid further delays and improve integration across components. Sustainability and ownership emerged as critical gaps, with the review emphasizing the need for a clear roadmap and stronger government engagement, particularly in climate services and anticipatory action. The micro-insurance component under Output 2.2 was found to provide limited value and faced distribution challenges, leading to a recommendation to transition from direct implementation to technical assistance for government-led schemes. Gender equity was integrated but required more deliberate efforts to empower women and ensure inclusive participation. Knowledge management and learning mechanisms were weak, with the review calling for a strategy to capture lessons, use participatory tools such as storytelling and videos, and create platforms for cross-learning among stakeholders. Innovative approaches such as PICSA and platform for real-time impact and situation monitoring (PRISM) were acknowledged, but the need for institutionalization and scalability was stressed to ensure long-term impact beyond the project timeframe. Actions included setting up regular coordination meetings, developing sustainability and capacity-building strategies, advocating for inter-agency collaboration, and leveraging domestic financing opportunities. A no-cost extension was also recommended to allow sufficient time for achieving core objectives.

54. A decentralized evaluation of the R4 Rural Resilience Initiative in Masvingo and Rushinga (2018–2021) was conducted prior to the start of the GCF project, generating several lessons directly relevant to the project. The evaluation highlighted the need to strengthen the sustainability and relevance of FFA assets and recommended deeper analysis of community versus individually owned assets to guide future resilience investments. It confirmed strong results for mechanised conservation agriculture and advised WFP to use evidence more strategically to inform government engagement. The evaluation also identified low youth participation and encouraged expanding non-land-based livelihood opportunities and targeted skills development. Additional findings highlighted the importance of strengthening value chains through smart subsidies and private-sector engagement, the need for multi-year programming to support long-term resilience gains, and opportunities to increase insurance uptake through improved financial education and more accessible delivery channels. Finally, the evaluation advised re-examining assumptions around micro-credit by analysing market constraints and farmer perceptions. These insights shaped implementation of the GCF project to an extent, particularly its focus on improving market linkage approach, and sustained community engagement.

3.2. Scope of the evaluation

55. This evaluation is a decentralized evaluation and will provide an in-depth assessment of WFP Zimbabwe's **'Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe'** focusing on Masvingo and Rushinga Districts funded by the GCF.

56. The evaluation will cover the entire implementation period from February 2021 to August 2026, including the approved no-cost extension (NCE) of 18 months from March 2025 to August 2026.

57. The evaluation will focus on Masvingo and Rushinga districts covering a total of 20 wards where

project interventions have been implemented. All project components, outputs, and activities will be assessed to determine the effectiveness of implementation, achievement of objectives, and overall impact.

58. The evaluation will assess the effectiveness of implementation, the extent to which objectives have been achieved, and the overall results and impacts of the intervention. The evaluation will consider all targeted groups, including men, women, girls, youth and vulnerable groups such as the elderly and persons with disabilities (PWD), ensuring an inclusive assessment of relevance, outcomes and impacts. It will examine gender equality, inclusion, and accountability to affected populations, in line with UNEG norms on human rights and equity-focused evaluation. Gender and equity/inclusion dimensions will be systematically integrated across the evaluation scope of the analytical framework.

59. The evaluation will be limited to activities, outputs, outcomes, and results within the scope of the GCF-funded project. Activities or results falling outside this scope will not be assessed. Similarly, activities implemented independently by government entities or other organizations without WFP oversight or management responsibility will not be evaluated. However, where relevant, synergies, coordination mechanisms, or complementarities with such external interventions may be referenced to the extent that they influence project implementation, performance, or results, in line with UNEG standards on contextual analysis and contribution.

60. The scope of the evaluation will be further refined during the inception phase, taking into account evaluability considerations, data availability, and stakeholder consultations, without compromising the independence of the evaluation.

4. Evaluation approach, methodology and ethical considerations

4.1. Evaluation questions and criteria

61. The evaluation will assess project implementation, its progress, overall management, and achievement of results and/or contributions towards impacts. The evaluation will apply the GCF evaluation criteria set out in the GCF Evaluation Policy¹⁸ and further defined in the Evaluation Guidelines (See annex 1 of the GCF evaluation guidelines).

62. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluation team will review all relevant sources of information including documents prepared during the implementation phase (i.e. the project documents, project reports including annual project review (APR), project budget revisions, environmental and social safeguards tools and instruments applicable, national strategic and legal documents, and any other materials that the team considers useful for this evaluation).

63. The final evaluation report should describe the full evaluation approach and its rationale, making explicit the underlying assumptions, challenges, strengths, and limitations about the methods of the evaluation. The report should be presented in English.

64. An inception report will set out the approach to how the evaluation questions will be answered and a robust evaluation report will be delivered. Once a draft inception report has been submitted, an inception meeting will be organized to review the contents of the inception report in greater detail and allow for exchange and discussion on any differences of view between the commissioner and the evaluator.

65. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the GCF project, with a view to informing future strategic and operational decisions.

66. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

67. The following questions are indicative. During the inception phase, the independent evaluation firm, in collaboration with WFP, will review the evaluation questions and reorganize or refine them as needed. This process will take into account the nature of each activity and the availability of data to ensure the questions are practical and relevant.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1. To what extent was the project relevant to national priorities and to the needs of targeted beneficiaries and communities?		Relevance
1.1	To what extent are the planned inputs, components and strategies identified realistic, appropriate and adequate to achieve the results? In terms of design, were they sequenced sufficiently to efficiently deliver the expected results?	Relevance

¹⁸ Green Climate Fund. 2021. Evaluation Policy for the GCF. <https://ieugreenclimate.fund/document/evaluation-policy-gcf>
<https://ieugreenclimate.fund/sites/default/files/document/updated-tor-ieugreenclimate.fund.pdf>
<https://ieugreenclimate.fund/document/green-climate-fund-evaluation-standards>

Evaluation questions		Criteria
1.2	To what extent did the project remain aligned with national sector and climate policies, including any new or revised government policies adopted after project implementation began?	Relevance
1.3	To what extent were the project objectives, outcomes, and components clear, feasible within the timeframe, and coherently reflected in the Theory of Change?	Relevance
1.4	To what extent was the project relevant to the needs and priorities of targeted beneficiaries and communities, including women, men and vulnerable groups, and how effectively did the project design address exclusion risks and enable inclusive participation.	Relevance
1.5	To what extent have revisions to programme interventions, components, and expected outcomes over time influenced progress toward achieving the overall project objectives?	Relevance
1.6	To what extent have the project's underlying assumptions held true and remained relevant throughout implementation, and what are the implications of any deviations for future planning and decision-making?	Relevance
EQ2. Coherence: To what extent was the project coherent with national systems, partner interventions and other climate finance initiatives, and how far did this strengthen complementarity and reduce duplication?		Coherence
2.1	To what extent was the project implementation, monitoring, and reporting arrangements aligned with or embedded in national and sub-national systems?	Coherence
2.2	To what extent is the intervention coherent with the climate finance delivery of other multilateral entities, climate funds, and with other partners' initiatives, capacities and commitments?	Coherence
2.3	To what extent did the capacities, roles, and commitments of project partners (and comparable climate initiative partners) align with the project's implementation needs and long-term sustainability objectives?	Coherence
EQ3. Efficiency: To what extent were project resources, time, partnerships, governance and financial arrangements used efficiently to deliver outputs and outcomes by project completion?		Efficiency
3.1	To what extent were project outputs achieved in a timely and cost-effective manner, consistent with the Theory of Change and causal pathways?	Efficiency
3.2	To what extent have coordination, management, and financing arrangements supported timely and cost-efficient project delivery, and how have governance factors influenced or mitigated any implementation delays?	Efficiency
3.3	To what extent have the project resources been utilized in the most economical, effective and equitable ways possible (considering absorption rate; commitments versus disbursements and projected commitments; etc.)?	Efficiency

Evaluation questions		Criteria
3.4	To what extent were financial controls, fund flows and co-financing arrangements managed efficiently and in support of project results?	Efficiency
EQ4. Effectiveness: To what extent did the project achieve its intended outputs and outcomes by the end of the project, including for women, men and vulnerable groups, and how well did management and reporting systems support delivery		Effectiveness
4.1	To what extent have the project's final quantitative results for each logframe indicator been achieved in comparison to baseline values and planned mid-term and end-of-project targets, and what does this indicate about overall project performance and effectiveness?	Effectiveness
4.2	What evidence is there at project completion that implementation has generated, or is likely to generate in the future, positive catalytic development effects (e.g. livelihoods, gender equality, governance), and to what extent were these effects appropriately captured and monitored within the project's results framework?	Effectiveness
4.3	To what extent has the project adapted or is able to adapt to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups?	Effectiveness / Adaptive management
4.4.	What has worked well under each component and what has not? How can the value of each component be maximized by strengthening and optimizing synergies between the different project components? (Wherever appropriate and applicable, disaggregate results by sex and other variables of interest).	Effectiveness
4.5	To what extent did the project effectively integrate gender considerations by project completion, including monitoring of gender outcomes, equitable access to results and services for women and vulnerable groups, and targeted allocation of resources to support women's participation and benefits?	Effectiveness
EQ5. To what extent are the project's results likely to continue after project closure, considering financial, institutional, social, environmental and governance factors?		Sustainability
5.1	Were the modes of delivery of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the results achieved? Which modes of delivery were most or less appropriate for sustainability?	Sustainability
5.2	What role has the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation/mitigation in the project and country context?	Sustainability / Innovativeness
5.3	To what extent did the project strengthen national and local capacities, systems and ownership needed to sustain results beyond completion?	Sustainability / Country Ownership

Evaluation questions		Criteria
5.4	To what extent was the project designed, implemented and closed out in a country-driven manner with strong leadership and engagement of national institutions?	Sustainability / Country Ownership
5.5	To what extent does the project, at completion, enable local stakeholders to sustain and scale project outcomes through adequate capacity, ownership, and commitment, and what opportunities, risks, and additional actions influence the long-term sustainability of project benefits?	Sustainability
EQ6. To what extent has the project contributed to reducing climate-related vulnerability and strengthening the resilience of targeted households, communities, and systems, particularly for women and other vulnerable groups?		Impact
6.1	To what extent did the project ultimately reduce climate-related vulnerability and enhance the resilience of targeted households and communities, particularly women and vulnerable groups, while contributing to durable improvements in food security, livelihoods, and overall, well-being?	Impact
6.2	What significant intended and unintended positive or negative impacts, differentiated by gender and vulnerability status, have emerged as a result of the project?	Unexpected results
6.3	To what extent have the GCF interventions led to a paradigm shift towards climate resilient development pathway?	Impact
EQ7. To what extent did the project generate innovative approaches and create credible opportunities for replication, scaling and broader paradigm shift?		Innovation, replicability and scalability
7.1	To what extent did the project create opportunities for targeting innovative solutions, new market segments, developing or adopting new technologies, business models, and/or processes that bring about a paradigm shift?	Innovativeness
7.2	To what extent are the project's approaches replicable in other locations or programmes under similar conditions?	Replication
7.3	To what extent do the project results and delivery model have realistic potential to be scaled up cost-effectively after project closure?	Scalability
EQ8. Cross-cutting question: To what extent did women, men and vulnerable groups access, benefit from and influence the project equitably by project closure?		Gender equity
8.1	To what extent have women and men across all targeted groups equitably accessed, used, and benefited from project results, and what factors have facilitated or constrained gender-equitable outcomes?	Gender equity
8.2	To what extent did the project consider local gender dynamics, and how did its interventions affect women's participation, access, and benefits?	Gender equity

Evaluation questions		Criteria
8.3	To what extent the most vulnerable groups including women, the elderly and people with disabilities have equal access to the project's results/services?	Gender equity

68. The evaluation will apply the international evaluation criteria listed below:

- **Relevance:** Assesses if the project aligns with Zimbabwe's climate priorities, WFP strategies, and community needs.
- **Coherence:** Examines how well the project complements other interventions and policies without duplication; external policy coherence may be less critical.
- **Efficiency:** Evaluates whether resources (funds, time, staff) were used optimally to achieve results.
- **Effectiveness:** Measures achievement of planned outputs, outcomes, and objectives.
- **Sustainability:** Determines if benefits will continue after project closure, including government and community ownership.
- **Impact:** Assesses long-term changes in livelihoods, resilience, and climate adaptation capacity.

69. In addition to the international criteria, the evaluation will assess the following GCF-specific criteria and principles, in line with GCF evaluation guidance:

- **Gender equity:** Reviews how the project addressed gender gaps and empowered women, as required by GCF and WFP.
- **Country ownership:** Evaluates government engagement and integration into national systems, a key GCF principle.
- **Innovativeness in result areas:** Checks if the project introduced new approaches or technologies for climate adaptation; less relevant if mostly scaling existing practices.
- **Replication and scalability:** Assesses potential for expanding successful practices to other areas; less critical if the project was designed as a one-off intervention.
- **Unexpected results (positive and negative):** Captures unintended outcomes that inform learning and risk management.

70. Gender equity and wider inclusion represent a standalone criterion, with dedicated question focusing on equitable participation of and benefits and results for women and men. A specific sub-question focuses on intersectionality, probing into benefits for marginalised and minority groups including youth, older people and persons with disabilities.

4.2. Evaluation approach and methodology

71. The evaluation will adopt a theory-based, mixed methods approach, combining qualitative and quantitative techniques to ensure a comprehensive and credible assessment using the project's ToC as the analytical framework to assess the extent to which planned outputs and outcomes have contributed to observed results and higher-level changes, including systematic testing of causal pathways and underlying assumptions. Existing longitudinal quantitative outcome monitoring data collected over the project implementation period will be analysed to assess trends, coverage, and differential results across target groups, including sex and age disaggregated outcomes. All quantitative analysis should be extremely rigorous and clearly document underlying assumptions, analytical choices, and limitations, and report relevant measures of statistical uncertainty, including standard errors, confidence intervals, p-values and results of statistical tests, as appropriate. This will be complemented by qualitative methods, such as document review, key informant interviews, focus group discussions, and case studies, to examine causal pathways, validate findings, and understand contextual factors, risks, and assumptions influencing performance. Evidence will be systematically triangulated across data sources, methods, locations, and stakeholder groups to strengthen credibility, support contribution analysis, and generate actionable findings in line with GCF and UNEG evaluation standards.

72. In addition to mixed-methods and theory-based approach suggested above, the evaluation will apply innovative learning-oriented approaches such as outcome harvesting, gender-responsive outcome mapping, and participatory sense-making, as appropriate, to capture unintended outcomes, system-level change, and differential benefits in line with GCF evaluation standards. The evaluation will apply GCF scorecard-based assessments to analyse the enabling environment and the project's contribution to paradigm shift results, including scale, replicability, and sustainability, with scores supported by qualitative and quantitative evidence.

73. The evaluation team should consider the following while designing the evaluation methodology:

- Employ the relevant evaluation criteria and propose a clear evaluability assessment. Develop an evaluation matrix linking questions, indicators, data sources, and methods, considering data availability, budget, and time constraints.
- Apply mixed methods and systematic triangulation across sources, methods, locations, and stakeholder groups.
- Critically review and, if needed, refine the theory of change, testing key assumptions that underpin pathways from outputs to outcomes.
- Provide criterion ratings (e.g., effectiveness, efficiency, impact, sustainability, coherence, country ownership), substantiated by explicit evidence.
- State risks, limitations and mitigation measures (e.g., data gaps, access constraints in remote areas, attribution challenges, recall bias in qualitative interviews, and timing constraints), and explain how these will be addressed analytically and operationally.
- Ensure that women, girls, men, and boys from different stakeholders participate and that their different voices are heard and used.

74. Potential data collection methods suggested are detailed below:

- **Document review:** Collect and analyse all relevant project documents, including the project proposal, logical framework, annual performance reports, outcome monitoring reports, partner annual reports, financial reports monitoring data, and previous evaluations. The complete list of documents is listed in section 4.3.
- **Key informant interviews (KIIs):** Conduct semi-structured interviews to gather insights on project design, implementation challenges, coordination and sustainability with WFP staff (ZWCO, RO, GHQ), government stakeholders at national and subnational level, cooperating partners, and other stakeholders. Attention will be given to ensuring gender balance among key informants, and where relevant, purposive selection will be applied to include women and men in leadership, technical, and community-level roles, in order to capture diverse perspectives.
- **Focus group discussions (FGDs):** Organize discussions with beneficiary groups (men, women, youth, persons with disabilities) in selected wards. Beneficiary groups should be participating in project's components which includes climate services, PICSA, VSLs, asset creation, post-harvest handling, micro insurance and market access activities. Single-sex FGDs will be conducted wherever feasible to facilitate open discussion and capture gender-specific perspectives, particularly on decision-making, access to resources, and perceived project benefits.
- **Field observation / site visits:** This involves visiting project locations to confirm the existence and functionality of physical outputs—such as rehabilitated community assets as well as assessing existence of structures formed through the project such as VSLs groups, market and cluster facilitators.
- **Triangulation:** The evaluation team will cross-verify findings from different sources and methods to ensure reliability and validity.
- **Validation workshop(s):** Presentation of preliminary findings to the EC/ERG and key stakeholders to test interpretations and strengthen use.

75. The evaluation will leverage the comprehensive quantitative data already collected through the project's longitudinal study, which tracked both control and treatment groups over the implementation

period. Annual surveys were conducted using the full Resilience Index Measurement and Analysis (RIMA) tool, capturing indicators on resilience, food security, livelihoods, access to finance, and income. This provides a robust dataset for assessing project outcomes and impacts. A final round of outcome monitoring will be completed in May 2026, ensuring the evaluation team has access to the most recent data for inclusion in the analysis. Given the depth and quality of existing data, there is no need for a separate large-scale data collection exercise, which helps avoid duplication of efforts and reduces costs.

76. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.). This evaluation matrix will ensure a clear line of sight between the evaluation questions, the methodological design, the data collection methods, and the evidence used for analysis and conclusions.

77. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and considered. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. The evaluation will examine intended/unintended gender and equity effects and reflect them in findings, conclusions, and recommendations. Additionally, the evaluation will draw on WFP's people centered framework (Reach, Benefit, Empower, Transform) to assess the project's contribution to people's empowerment and support. While the programme did not have an explicit design focus on intersectionality beyond gender, the evaluation will remain attentive to how factors such as age, disability, and household vulnerability may interact with gender to shape access, participation, and outcomes, to the extent that evidence allows and in line with the project's scope.

78. The evaluation should adopt a gender-responsive and inclusive approach throughout its methodology, sampling, and data analysis. All data collection tools, such as interviews, focus group discussions, and surveys, will be designed to capture gender-specific experiences and outcomes. Participatory methods should ensure safe spaces for women and marginalized groups to share their views openly.

79. It is important for the conclusions, recommendations and lessons learned of the ER to incorporate gender equality and empowerment of women and safeguards.

80. Recommendations should clearly outline practical and achievable actions for the primary users of the evaluation. They need to respond directly to the issues raised in the findings and conclusions and show a clear line of sight to the evidence generated through the evaluation. Each recommendation should be specific, actionable and aligned with the key questions the evaluation set out to address.

81. The final evaluation report (ER) should include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GCF and WFP interventions. When possible, the evaluation team should include examples of good practices in project design and implementation.

82. The evaluation team will need to expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report. The inception report will set out the approach to how the evaluation questions will be answered and a credible evaluation report will be delivered. Once a draft inception report has been submitted, an inception meeting will be organized to review the contents of the inception report in greater detail and allow for exchange and discussion on any differences of view between the commissioner and the evaluator.

83. The evaluation findings, conclusions and recommendations must reflect evidence of application of environmental and social safeguards tools and instruments at design and implementation phases as per the project.

84. The following mechanisms for independence and impartiality will be employed.

- **Independent evaluation team:** The evaluation will be conducted by an external evaluation firm, with no prior involvement in project design or implementation, ensuring objectivity in data collection, analysis, and reporting.
- **Evaluation committee:** An Evaluation Committee (EC) will be formed to provide oversight throughout the evaluation process. Its role is to guide key stages, review deliverables, and ensure that the evaluation is managed transparently and independently from programme implementation to avoid undue influence. The committee will make strategic decisions on the evaluation's purpose, scope, timeline, budget, and selection of the evaluation team. It will also review and endorse critical outputs, including the Terms of Reference, inception report, and final evaluation report, before submission to the Chair for approval. (See [Annex 3](#) for detailed EC Terms of Reference.)
- **Evaluation reference group:** An ERG comprising representatives from WFP, government counterparts, and other stakeholders will provide technical guidance and contextual insights. The ERG will review draft reports for factual accuracy without altering evaluative judgments.
- **Transparent methodology:** The evaluation team will apply a clear, documented methodology, including sampling and data analysis protocols, to prevent bias and ensure credibility.
- **Data integrity measures:** Triangulation of data sources and validation of findings will be employed to minimize bias and enhance reliability.

85. During the inception phase, the evaluation team, working closely with WFP, will refine and elaborate on the methodology outlined in the ToR. This will include developing a comprehensive evaluation matrix that links evaluation questions to indicators, data sources, and methods, ensuring clarity and rigor in the approach. The final evaluation report should describe the full evaluation approach and its rationale, making explicit the underlying assumptions, challenges, strengths, and limitations about the methods of the evaluation

4.3. Evaluability assessment

86. Although the project benefits from a strong base of longitudinal quantitative data, reliance on existing datasets alone presents certain analytical limitations. Although outcome monitoring data are largely sex-disaggregated, the household-level design of the survey constrains the depth of gender and equity analysis that can be undertaken. Existing quantitative data do not fully capture intra-household dynamics, decision-making processes, empowerment pathways, or differences in how women, men, youth, persons with disabilities and other vulnerable household members experience and benefit from project interventions. In addition, some dimensions central to gender equality and women's empowerment, such as agency, participation in governance and producer structures, perceived relevance and value of support, social norms, and unintended gender outcomes, are only partially reflected or not systematically captured in the monitoring framework.

87. To address these gaps, the evaluation will purposefully use qualitative and participatory methods to complement and contextualise quantitative findings. Qualitative evidence generated through these approaches will also inform and substantiate scorecard-based assessments of the enabling environment and the project's contribution to paradigm shift, in line with GCF evaluation requirements. Taken together, this mixed-methods approach will ensure that identified data gaps are addressed and that evaluation findings are explanatory, gender-responsive and grounded in triangulated evidence.

88. The sampling and data collection methods used in the GCF outcome monitoring surveys were appropriate for the programme's design and did not introduce additional gender or equity bias beyond the programme eligibility criteria. The use of probability proportional to size and random sampling gave both women and men headed households an equal chance of selection. Limitations however remain as sampling was done at the household level. The approach does not guarantee equal representation of women and men as respondents during data collection. In many cases, survey teams may end up interviewing the available household head, which might reduce the visibility of the sex that is usually absent from the house. The methodology also does not show whether female-headed households were intentionally monitored in terms of their representation in the sample. These limitations do not undermine the reliability of the household

level findings, but they do restrict the depth of gender and equity analysis that can be conducted using existing data. They particularly limit the use of existing outcome data to explore intra-household dynamics, decision-making patterns, and differences in benefits experienced by women, men, youth, and other vulnerable household members.

89. The following sources of information will be made available to the evaluation team during the inception phase and the ET will verify coverage and quality and propose mitigation measures if gaps are identified.

- Project proposal and inception documents: project proposal, FAA, project inception report; revised and approved project budget, implementation plan, subsidiary agreement between WFP and the Government of Zimbabwe, gender action plan, restructuring proposal and budget, logframe, revised theory of change
- Annual performance reports: GCF Annual Performance Reports (2021, 2022, 2023, 2024 and 2025), including attachment 2 (Logframe tracker).
- Quantitative baseline and outcome monitoring survey reports: 2021 Baseline Report; 2022, 2023, 2024, 2025 and 2026 outcome monitoring reports.
- Survey datasets: Raw quantitative datasets for the baseline and outcome monitoring surveys in excel format
- GCF Mid-term Review (2023) and related management responses.
- Other project reports: Includes Cooperating Partner annual reports, WFP report to UNDP PICSA project, PICSA outcome monitoring reports conducted by University of Reading, update reports to the Project Steering Committee. Government/context documents: relevant national and administrative statistics (e.g., ZIMLAC reports, CLAFAs, National Adaptation Plan), as referenced in the project documents.
- WFP annual country reports and CSP evaluation report.
- Output and outcome indicators: The baseline and outcome monitoring survey rounds conducted throughout the duration of the project included data for key project indicators (Resilience Capacity Index, Income sources, Increase in the number of productive assets, decrease in climate sensitive income sources, climate information use and access) as well as corporate indicators (Food consumption score, Dietary Diversity Score, Livelihood Coping Strategy Indicator, reduced Coping Strategy Index). The outcome data was tracked against set targets and information for the control group comparison exists in the dataset. A trend analysis of how the project evolved since inception is thus possible using data available. Output data is contained in the APRs available. Assumptions made during project design are contained in the project logframe.
- Disaggregation: Most monitoring and annual performance report figures include sex disaggregation and, where feasible, other relevant breakdowns available in the raw datasets.

90. Additional data and information will be made available to the evaluation team as required to support the analysis and address any gaps identified during the process.

91. The following issues related to data availability and reliability, which may pose challenges to evaluability, have been identified. Mitigation measures will be proposed during the inception phase.

- Incomplete or misaligned data: Although the project has extensive longitudinal data, some indicators may not fully match the evaluation questions.
- Access constraints to communities: Poor infrastructure, adverse weather could limit access to certain wards.
- Stakeholder availability: Key informants may have limited time for interviews due to competing priorities.
- Bias in qualitative responses: Respondents may provide socially desirable answers or avoid negative feedback.
- Limited availability of public data from the Government.

- Timing of outcome monitoring data collection.
- Availability of data related to gender-specific outcomes.

92. 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 expanding on the information provided in Section 4.3. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase. The table below highlights the limitations and mitigation actions.

Table 3: Limitations and mitigation actions

Limitations	Mitigation/Approach
<p>Data quality/consistency. Possible gaps include missing partner reports, missing important records, previous data sets, and lack of age disaggregation for most outcomes.</p>	<p>To address data quality gaps, the evaluation will triangulate information across available partner reports, monitoring datasets, administrative records and field validation. Where records or disaggregation are missing, the team will document these gaps clearly and use alternative data sources or qualitative interviews to supplement incomplete information.</p>
<p>Phased programme orientation: The project introduced participants through a phased enrolment process from 2018 to 2021. During the early years, approximately 6,000 households that had previously participated in R4 between 2018 and 2020 were integrated into the GCF-supported activities which kickstarted in 2021. As a result, not all participants benefited for the same duration of programme support as enrolment occurred in stages. This variation in exposure time represents a limitation, as differences in the length of participation may influence outcome levels and complicate comparison across beneficiary groups.</p>	<p>To address the variation in exposure time resulting from the phased enrolment, the analysis can be stratified by cohort. This involves separating households that participated in the R4 programme prior to the start of GCF activities (approximately 6,000 households) from those that were newly oriented when GCF commenced (approximately 4,000 households). Conducting cohort-specific analysis will help isolate differences related to programme duration and improve the validity of comparisons. The Evaluation Team will determine which cohort(s) are most appropriate for the evaluation purpose, depending on the questions being addressed and the minimum exposure period required to observe meaningful change.</p>
<p>Component-level analysis constraints: Analysis by programme component is only feasible from 2022 onwards, when the questionnaire was updated to include a specific module capturing which activities each respondent participated in. As a result, disaggregated component-level trends cannot be reliably generated for earlier years, limiting the ability to assess component-specific performance across the full implementation period.</p>	<p>Focus on component-level analysis on data from 2022 onwards, while using pre-2022 information only for aggregate or descriptive trends. The Evaluation Team may also draw on monitoring reports, activity records and qualitative data to complement the missing component breakdown for earlier years and strengthen interpretation.</p>
<p>Limited counterfactual representation: In each district, only one ward was selected to serve as the comparison (control) group. One control ward against twelve intervention wards in Masvingo and one control ward against eight intervention wards in Rushinga. This narrow counterfactual base limits the ability to fully capture variation among non-participants and reduces the robustness of</p>	<p>Supplement the single control ward with additional qualitative inquiry and triangulation across secondary data sources.</p>

Limitations	Mitigation/Approach
comparisons between intervention and control groups.	
Incomplete or misaligned data: Although the project has extensive longitudinal data, some indicators may not fully match the evaluation questions.	Triangulate available monitoring datasets with partner reports, administrative records and qualitative evidence. Where indicators do not fully align with evaluation questions, the Evaluation Team will use proxy measures, clearly document any assumptions made and rely on complementary qualitative insights to strengthen interpretation. Any gaps or misalignments will be transparently reported to preserve analytical integrity
Stakeholder availability: Key informants may have limited time for interviews due to competing priorities.	Evaluation team to schedule interviews flexibly, offer remote interview options and prioritise key informants essential to core evaluation questions. Additional key informants may also be identified as substitutes where appropriate. Advance scheduling and coordination with Field Offices and partners will help secure participation and minimize disruptions.

93. The results of the evaluability assessment will inform refinement of the analytical depth, triangulation approach and scorecard application for each evaluation question, ensuring methodological coherence and feasibility.

4.4. Ethical considerations

94. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

95. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

96. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP project nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

97. Field visits for data collection should be coordinated with local stakeholders and scheduled at times and locations that minimize disruption and risk for participants. The evaluation team must secure informed consent from all participants, ensure confidentiality of responses, and guarantee that participation is voluntary and free from coercion. All data collection tools must be designed with cultural sensitivity and avoid causing discomfort or harm to respondents. The inception report should outline clear protocols for handling sensitive information.

98. The evaluation team must address ethical considerations in its proposal and outline clear measures to mitigate risks and safeguard participants. This includes identifying potential ethical challenges and specifying how these will be managed in compliance with WFP's standards and UNEG norms.

Use of Artificial Intelligence (AI)

99. Artificial Intelligence (AI) technologies and tools may only be used in the framework of this evaluation with prior written approval from the WFP Office of Evaluation. Upon receiving this approval, the evaluation team shall clearly and comprehensively disclose in the inception report, the intended utilization of AI tools in evaluation, including the purpose, scope and nature of the proposed AI usage.

100. The evaluation team shall uphold ethical standards and accuracy in the application of AI tools. This includes diligently checking the accuracy and reliability of AI-generated outputs and assuming full responsibility for its reliability and validity.

101. The evaluation team shall ensure that any use of AI technologies complies with relevant normative and ethical frameworks applicable to the use of AI in the United Nations system and WFP. These include but are not limited to: the Digital & Technology Network Guidance on the Use of Generative AI Tools in the United Nations System, Principles for the Ethical Use of Artificial Intelligence in the United Nations System, WFP Global Data Strategy, UNEG Ethical Principles for Harnessing AI in United Nations Evaluations, WFP AI strategy (2025), WFP's Personal Data Protection and Privacy Framework, WFP's Interim AI Guidance, and the Principles for Ethical Use of AI in the United Nations System. The evaluation team shall employ AI tools in a manner that upholds the principles of non-discrimination, fairness, transparency, and accountability and take appropriate measures to avoid the exclusion, disadvantage or harm of any group in connection with the use of AI technologies.

102. The evaluation team shall ensure that any data used in connection with AI tools is handled in accordance with WFP data protection standards and confidentiality obligations. AI tools shall not be used in a manner that compromises the privacy or security of evaluation data.

4.5. Quality assurance

103. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation, and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

104. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance 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 on that basis.

105. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS process guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

106. To enhance the quality and credibility of decentralized evaluations, the WFP Office of Evaluation decentralized evaluation review and feedback (DERF) system reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

107. The evaluation manager will share the assessment and recommendations from the DERF with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),¹⁹ a rationale should be provided for comments that the evaluation team does not take into account when finalizing the report.

108. 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.

109. The evaluation team should be assured of the accessibility of all relevant documentation within the

¹⁹ [UNEG Norm #7](#) states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.

110. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

111. All final evaluation reports will be subject 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 evaluation report.

5. Organization of the evaluation

5.1. Phases and deliverables

112. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. [Annex 2](#) presents a more detailed timeline.

Table 4: Summary timelines - Key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	5 January- 5 June 2026	<ul style="list-style-type: none"> Preparation of ToR Selection of the evaluation team and contracting Document review 	Evaluation manager Evaluation committee
2. Inception	8 June - 20 July 2026	<ul style="list-style-type: none"> Kick off meeting with evaluation team 	Evaluation manager
		<ul style="list-style-type: none"> Document review Inception mission Summary ToR Inception report 	Evaluation team
3. Data collection	20 July to 10 August 2026	<ul style="list-style-type: none"> Fieldwork Exit debriefing 	Evaluation team
4. Reporting	12 August to 27 November 2026	<ul style="list-style-type: none"> Data analysis and report drafting Draft evaluation report Draft evaluation brief Validation workshop Final evaluation report Final evaluation brief Final evaluation report PowerPoint presentation slides 	Evaluation team
		<ul style="list-style-type: none"> Comments process 	Evaluation team Evaluation manager Evaluation reference group
5. Submission of final report		<ul style="list-style-type: none"> Final evaluation draft report submission to GCF GCF review 	Evaluation manager and GCF

Main phases	Indicative timeline	Tasks and deliverables	Responsible
6. Dissemination and follow-up	16 November 2026 to 20 January 2027	<ul style="list-style-type: none"> • Management response and action plan • Final evaluation report including management response submission to GCF • Approval of ER by GCF • Dissemination of the evaluation report 	Evaluation manager
		<ul style="list-style-type: none"> • GCF review of management response 	GCF

5.2. Evaluation team composition

113. The evaluation team is expected to include a maximum three members, including the team leader and a mix of national and international evaluator(s). To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience. At least one team member must demonstrate strong expertise in GEWE evaluation approaches, with experience applying these in food security, livelihoods, or climate resilience contexts including experience in working with WFP.

114. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas: climate change adaptation including knowledge of climate and disaster risk financing instruments; resilience building; food security; livelihoods; monitoring and evaluation; finance; and GEWE, including contextual knowledge of gender dynamics and social norms relevant to rural Zimbabwe. Good knowledge of gender, equity and wider inclusion issues is a prerequisite.

115. All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments. Demonstrated familiarity with the Zimbabwean context, including institutional arrangements, socio-cultural dynamics, and gender and vulnerability patterns in rural settings, is required. The team should also meet language requirements for both oral and written communication, ensuring fluency in English and local languages relevant to the evaluation areas.

116. The team leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. The team leader will be responsible for ensuring that gender, equity, and inclusion considerations are systematically integrated across the evaluation design, analysis, and reporting. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

117. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s), including analysis of gender and equity related findings where relevant.

118. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. Roles and responsibilities

119. The WFP Zimbabwe management (**Deputy Director**) will take responsibility to:

- Assign an evaluation manager for the evaluation
- Compose the internal evaluation committee and the evaluation reference group (see below)
- Approve the final ToR, inception and evaluation reports
- Approve the evaluation team selection
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
- Organize and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

120. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistical support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

121. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation. Key roles and responsibilities of the evaluation committee include overseeing the evaluation process, making key decisions and reviewing evaluation products. [Annex 3](#) provides further information on the composition of the evaluation committee.

122. An **evaluation reference group** is formed as an advisory body with representation from the evaluation committee. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process. [Annex 4](#) provides further information on the composition of the evaluation reference group.

123. The Office of Evaluation DE Unit through the RETT based at the Eastern and Southern Africa Regional Office (ESARO) will take responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
- Provide comments on the draft ToR, inception and evaluation reports

124. While the regional evaluation officer will perform most of the above responsibilities, other relevant GHQ programme staff at ESARO may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

125. Relevant WFP GHQ divisions will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

126. The OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well as submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the RETT, the evaluation manager and evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

127. National government partners will provide policy guidance, ensure alignment with national priorities, and facilitate access to communities and relevant data. United Nations agencies and NGO partners involved in implementation will share documentation, monitoring data, and lessons learned, as well as support logistical arrangements for field visits. All stakeholders will participate in interviews or focus group discussions as needed and contribute to the ERG by reviewing draft deliverables for factual accuracy and contextual relevance. The evaluation team will report to the EC, which oversees quality assurance and approves key outputs, while the ERG provides technical input without influencing evaluative judgments. Final reports will be shared with all stakeholders, followed by dissemination and learning sessions to ensure transparency and uptake of findings.

5.4. Security considerations

128. **Security clearance** where required is to be obtained from WFP Zimbabwe Country Office. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational 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 and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

129. Context specific security considerations relevant to the evaluation context include travel to remote rural locations with limited road and transport infrastructure, long distances between districts and wards, and intermittent mobile network coverage, particularly in Rushinga and remote areas of Masvingo Province. Additional risks relate to procedural delays associated with administrative and protocol requirements at district and ward levels, including the need for clearance, introductions, and authorization by local authorities prior to commencing field activities involving international evaluators. These protocols, while routine, may affect mobility and scheduling if not adequately planned for. To mitigate these risks, all field movements and data collection activities will be pre-planned in close coordination with WFP field offices, district administrators, and relevant local authorities. Official introduction letters will be prepared in advance, itineraries shared, and sufficient time allocated to accommodate clearance procedures. Field travel will be conducted during daylight hours, using appropriate vehicles and experienced drivers, with regular communication maintained between the evaluation team and WFP field staff.

130. Gender-specific security measures: Additional precautions must be taken for female evaluators, including safe accommodation, secure transport, and avoidance of isolated areas or late travel. Interviews with women respondents should be conducted in culturally appropriate, private settings to ensure safety and comfort.

131. Specific security considerations will also apply to other vulnerable groups. For persons with disabilities and elderly participants, data collection approaches will be adapted to ensure accessibility and minimize physical strain, including selecting nearby or accessible venues and adjusting interview duration. No interviews with children will be undertaken without appropriate consent and safeguarding arrangements in line with WFP policies. Where necessary, local facilitators or caregivers will be engaged to support safe and respectful participation.

132. Planning of field visits: All data collection visits must be scheduled in collaboration with local stakeholders and organized at times and locations that minimize risk and inconvenience for participants.

5.5. Communication

133. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

134. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

135. Based on the stakeholder analysis, the communication and knowledge management plan (in [Annex 5](#)) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

136. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the evaluation will be published in WFP internal and public websites.

137. Additional communication products may include policy briefs, infographics, presentations, and summaries tailored for different stakeholder groups to promote uptake and learning.

5.6. Proposal

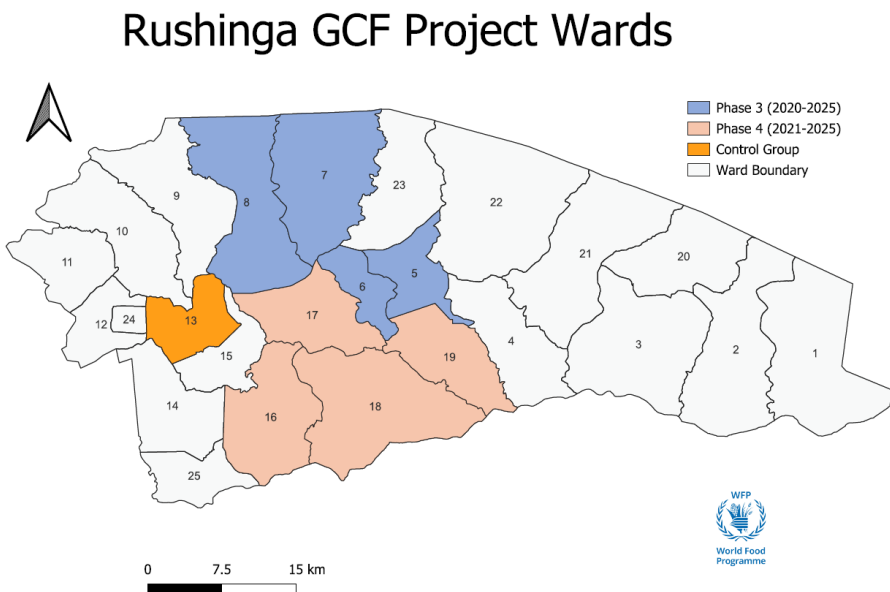
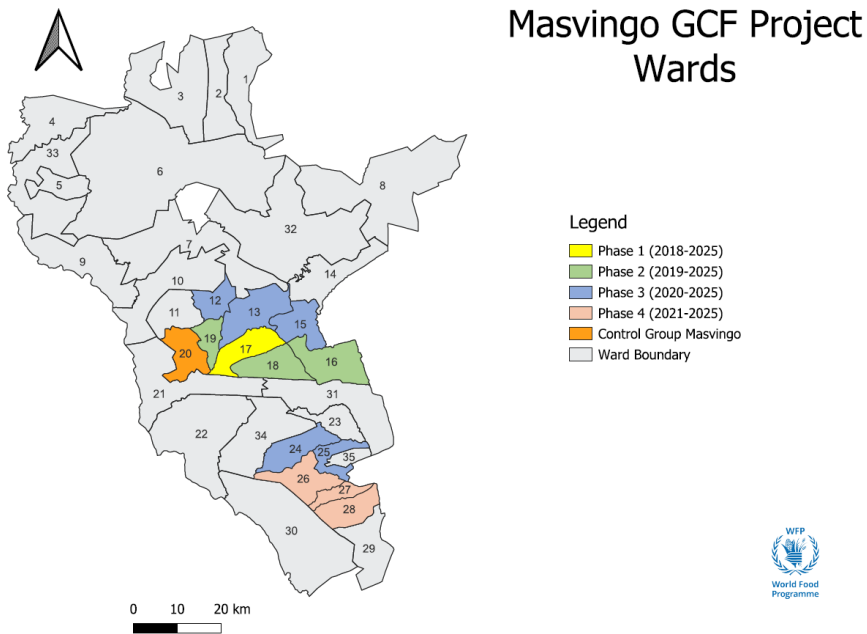
138. The evaluation will be financed by GCF project funds. The services will be awarded to a firm that holds a Long-Term Agreement (LTA) with WFP or is contracted through a competitive bid. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). International and in-country travel for the evaluation team shall be arranged by the Evaluation Team.

139. 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.

140. Please send any queries to Herbert Zvirere, Evaluation manager (herbert.zvirere@wfp.org)

6. Annexes

Annex 1: Operational map



Annex 2: Timeline

Phases, deliverables and timeline		Key dates
Phase 1 - Preparation		Up to 9 weeks
EM ESARETT Focal Point (FP)	Desk review, draft 0 ToR and quality assurance (QA) by EM using ToR QC	5 January – 17 March 2026
EM REO/DERF	Share draft 1 ToR with the internal DE review and feedback (DERF) and organize follow-up call.	18 – 27 March
EM	Start identification of evaluation team	18 March
ERG	Review and comment on draft 1 ToR (in parallel to DERF)	18 - 27 March
EM	Review draft 2 ToR based on comments received and submit final ToR to EC Chair	30 March - 7 April
EC Chair	Approve the final ToR and share with ERG and key stakeholders	8 - 15 April
EM	Assess evaluation proposals and recommend team selection	13 - 15 May
EM	Evaluation team recruitment/contracting	18 - 29 May
EC Chair	Approve evaluation team selection and recruitment of evaluation team	1 - 5 June
Phase 2 - Inception		
EM/TL	Brief core team	8 June
ET	Desk review of key documents	9 - 11 June
ET	Inception mission (remote)	12 - 18 June
ET	Draft inception report	19 - 26 June
EM, REO/DERF, ERG	Quality assurance of draft IR by EM using QC, ERG and share draft IR with DERF and organize follow-up call. ²⁰	29 June - 9 July
ET	Review draft IR based on feedback received by DERF and EM	10 - 16 July
EM	Review final IR and submit to the evaluation committee for approval	17 July
EC Chair	Approve final IR and share with ERG for information	20 July
Phase 3 – Data collection		
EC Chair/ EM	Brief the evaluation team at CO	20 Jul
ET	Data collection²¹	20 July - 7 August
ET	In-country debriefing(s)	10 August
Phase 4 - Reporting		
ET	Draft and submit draft 1 evaluation report	12 August - 2 September
EM DERF	Quality assurance of draft 1 ER by EM using the QC, share draft 1 ER with DERF and organize follow-up call.	3 - 15 September
ET	Review and submit draft 2 ER based on feedback received by DERF and EM	16 - 22 September

²⁰ Due to time constraints, ERG review of draft IR will happen concurrently with EM and DERF.

²¹ In the first two weeks, the ET should interview stakeholders who will leave before the project ends on 2 August. Remaining stakeholders can be interviewed in the final week, with remote interviews as an option if needed.

	Phases, deliverables and timeline	Key dates
EM	Circulate draft 2 ER for review and comments to ERG, RO and other stakeholders	23 September
ERG	Review and comment on draft 2 ER	24 September - 7 October
EM	Consolidate comments received	8 October
ET	Review draft 2 ER based on feedback received and submit draft 3/final draft revised ER together with a concise Evaluation Brief (2-3 pager) presenting key findings (including visualizations), conclusions, lessons learned, and recommendations. Noting that there may be more iterations of the full evaluation report based on how outstanding DERF and ERG comments have been addressed.	9 - 16 October
EM	Review final draft ER and submit to the evaluation committee	19 - 21 October
PROC CF	Final draft evaluation report submission to Green Climate Fund	22 October
GCF	Green Climate Fund review of the report	23 October- 13 November
ET	Adjustments to the final evaluation report according to feedback from the Green Climate Fund	16 - 22 November
EC Chair	Approve final evaluation report and share with key stakeholders for information	23 - 27 November
Phase 5 - Dissemination and follow-up		
CO MR Focal Point	Prepare management response and action plan	16 November - 11 December
PROC CF	Final evaluation report submission to Green Climate Fund including management response	11 December
GCF	Green Climate Fund review of management response and action plan	14 December 2026 - 8 January 2027
ET	Adjustments to the management response and action plan according to feedback from the Green Climate Fund	11 - 15 January
PROC CF	Final submission to Green Climate Fund	19 January
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	20 January 2027

Annex 3: Role and composition of the evaluation committee

1. **Purpose and role:** The purpose of the evaluation committee is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Deputy Country Director (DCD) who will be the chair of the committee.
2. **Composition:** The evaluation committee will be composed of the following staff:

Role	Name
Deputy Country Director (Chair of the EC)	Billy Mwiinga
Evaluation manager (EC Secretariat)	Herbert Zvirere
Head of Programme	Nina Beretta Piccoli
GCF Manager	Munaye Makonnen
VAM Officer	Pianos Manjera
Resilience Lead	Chika Ohashi
Regional Evaluation Officer (OIC)	Lise Bendiksen
Procurement Officer	Edward Bawah
Monitoring and Evaluation Associate	Hazel Nyamanhindi
Head of Enabling Services	David Nkomo
Cross Cutting Priorities Lead	Zuzana Kazdova
Nutrition Officer	Faith Dube

Annex 4: Role and composition of the evaluation reference group

3. **Purpose and role:** The evaluation reference group is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.
4. The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:
 - **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
 - **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
 - **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.
5. Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.
6. The main roles of the evaluation reference group are as follows:
 - Review and comment on the draft ToR
 - Suggest key references and data sources in their area of expertise
 - Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
 - Review and comment on the draft inception report
 - Participate in field debriefings (optional)
 - Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
 - Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition of the Evaluation Reference Group

Country office	Name
Deputy Country Director (Chair)	Billy Mwiinga
Evaluation manager (secretary or delegated chair)	Herbert Zvirere
Head of Programme	Nina Beretta Piccoli
Vulnerability Analysis and Mapping (VAM) Officer	Pianos Manjera
Head of Supply Chain Unit	Edward Bawah
Head of Enabling Services	David Nkomo
GCF Coordinator	Munaye Makonnen
Resilience Lead	Chika Ohashi
Programme Policy Officer (Food assistance for assets)	Bezel Garedondo
M&E Associate	Hazel Nyamanhindi
Head of Masvingo Field Office	Lynn Chiripamberi
Head of Harare Field Office	Bianca Dzwauro
Nutritionist	Faith Dube
Programme Policy officer – Insurance Focal Point	Tafadzwa Zinyoro
Cross Cutting Priorities Lead	Zuzana Kazdova
Regional Office	Name
Programme and Policy Officer - Climate and Resilience	Pedro Mortara Sebastian Muller
RAM Advisor	Federico Doehnert
Regional Evaluation Officer	Emmanuel Hakizimfura
Evaluation officer (RETT CO Focal Point)	Jennifer Sakwiya
Regional Gender Adviser	Jane Remme
Regional Environmental and Social Safeguards Advisor	TBA
Headquarters	Name
PROC Climate Finance team	Mark Daku
Risk Financing team member	Susanna De Sousa
Risk Finance Lead	Andrea Camargo
External Stakeholders	Name
Ministry of Environment, Climate and Wildlife (Climate Change Management Department [CCMD])	Kudzai Ndidzano
Ministry of Environment, Climate and Wildlife (MSD)	Tambu Pasi
UNDP	Rungano Benza
FAO	Tendai Mugari

Annex 5: Communication and knowledge management plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
Preparation	Draft TOR	Evaluation Group	Reference Evaluation manager	Email; ERG meeting if required	To request review of and comments on TOR
	Final TOR	Evaluation Group; Management; Evaluation community; employees	Reference WFP Evaluation WFP	Email; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
Inception	Draft Inception report	Evaluation Group	Reference Evaluation manager	Email; MS SharePoint	To request review of and comments on IR
	Final Inception Report	Evaluation Group; WFP employees; WFP evaluation cadre; Line ministries, MSD; district officials; Project Steering Committee	Reference Evaluation manager	Email; Meetings; MS SharePoint; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
Data collection	Debriefing PowerPoint	Commissioning office management and programme staff; Evaluation Reference Group; Line ministries, MSD, district officials	Team leader (may be sent to EM who then forwards to the relevant staff)	Meeting	To invite key stakeholders to discuss the preliminary findings
Reporting	Draft Evaluation report	Evaluation Reference Group	Evaluation manager	Email; MS SharePoint	To request review of and comments on ER
	Validation workshop PowerPoint and visual thinking ²²	Commissioning office management and programme staff; Evaluation Reference Group; partners; Line ministries, MSD, district officials; Project Steering Committee	Evaluation manager and Team Leader	Meeting	To discuss preliminary conclusions and recommendations
	Final Evaluation report	Evaluation Reference Group; WFP Management; donors and partners; Evaluation community; WFP employees; general	Evaluation manager	Email; WFPgo; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP); MS SharePoint	To inform key stakeholders of the final main product from the evaluation and make the report available publicly

²² See WFP visual thinking evaluation workshop video from Sri Lanka CO on climate change DE ([here](#) and [here](#)).

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
		public; Project Steering Committee			
Dissemination & Follow-up	Draft Management Response and action plan	Evaluation Reference Group; CO Programme staff; CO M&E staff; Senior Regional Programme Adviser; Line ministries, MSD, district officials	Evaluation manager	Email and/or a webinar	To discuss the commissioning office's actions to address the evaluation recommendations and elicit comments
	Final Management Response and action plan	Evaluation Reference Group; WFP Management; WFP employees; general public; Line ministries, MSD, district officials	Evaluation manager	Email; WFPgo; WFP.org; MS SharePoint	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up (Associated Content)	Evaluation Brief	WFP Management; WFP employees; donors and partners; Line ministries, MSD, district officials	Evaluation manager	WFP.org, WFPgo	To disseminate evaluation findings
	Infographics ²³ , posters	& Donors and partners; Evaluation community; Line ministries, MSD, district officials; Affected	Evaluation Team; OEV/RO/CO Communications/ KM/Use unit	WFP.org, WFPgo; Email; Evaluation Network platforms (e.g. UNEG,	

²³ See the example of the [Strategic Evaluation of WFP's Capacity to Respond to Emergencies](#).

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
	Lessons learned papers, tailored briefs, summaries of findings; Two-page evidence notes; website summary	populations, beneficiaries and communities; General public	Evaluation manager; Project Steering Committee	ALNAP); Newsletter; exhibition space	

Annex 6: Bibliography

- African Development Bank & UN Women. 2022: Gender Profile Zimbabwe.
- FAO. 2016. Zimbabwe Climate Policy.
<https://faolex.fao.org/docs/pdf/zim203760.pdf>
- Gibson, D., et al. 2025. Measuring intimate partner violence in Zimbabwe: Evidence from a randomized comparison of survey methods. *International Journal of Epidemiology*, 55(1).
<https://academic.oup.com/ije/article/55/1/dyaf221/8425298>
- Government of Zimbabwe. 2014. National Climate Change Response Strategy.
<https://faolex.fao.org/docs/pdf/zim169511.pdf>
- Government of Zimbabwe. 2017. National Climate Policy.
<https://zicma.org.zw/resources/Zimbabwe-National-Climate-Policy-2017.pdf>
- Government of Zimbabwe. 2019. National Adaptation Plan (NAP) Roadmap.
<https://napglobalnetwork.org/wp-content/uploads/2019/04/napgn-en-2019-nap-roadmap-for-zimbabwe.pdf>
- Government of Zimbabwe. 2021. National Development Strategy 1 (2021–2025).
<http://www.mic.gov.zw/wp-content/uploads/2024/09/NDS1-Final.pdf>
- Government of Zimbabwe. 2024. Climate Change National Adaptation Plan.
<https://zimbabwe.iom.int/sites/g/files/tmzbdl1166/files/documents/2025-12/zimbabwes-climate-change-national-adaptation-plan-september-2024.pdf>
- Green Climate Fund. 2019. SAP007: Integrated Climate Risk Management for Food Security and Livelihoods in Zimbabwe.
<https://www.greenclimate.fund/project/sap007>
- Green Climate Fund. 2019. SAP007 Gender Analysis.
<https://docslib.org/doc/10891076/sap007-integrated-climate-risk-management-for-food-security-and-livelihoods-in-zimbabwe-focusing-on-masvingo-and-rushinga-districts>
- Green Climate Fund. 2021. Evaluation Policy for the GCF.
<https://ieugreenclimate.fund/document/evaluation-policy-gcf>
<https://ieugreenclimate.fund/sites/default/files/document/updated-tor-ieugreenclimate.pdf>
- Green Climate Fund. 2022. Green Climate Fund Evaluation Standards
<https://ieugreenclimate.fund/document/green-climate-fund-evaluation-standards>
- Green Climate Fund – Independent Evaluation Unit (IEU). n.d. Updated Terms of Reference for the IEU.
<https://ieugreenclimate.fund/sites/default/files/document/updated-tor-ieugreenclimate.pdf>
- Green Climate Fund – Independent Evaluation Unit (IEU). n.d. Green Climate Fund Evaluation Standards.
<https://ieugreenclimate.fund/document/green-climate-fund-evaluation-standards>
- International Labour Organization. 2022. *Global Employment Trends for Youth 2022: Investing in transforming futures*. Geneva: ILO.
- IDBZ (Infrastructure Development Bank of Zimbabwe). 2020. Zimbabwe Green Climate Fund Country Programme.
<https://idbz.co.zw/sites/default/files/Zimbabwe%20GCF%20Country%20Programme.pdf>
- UN Women. 2023. Women's representation in local government: Zimbabwe country profile.
<https://localgov.unwomen.org/country/ZWE>
- Zimbabwe National Statistics Agency (ZIMSTAT) and UNICEF. 2019. Zimbabwe Multiple Indicator Cluster Survey 2019, Survey Findings Report. Harare, Zimbabwe: ZIMSTAT and UNICEF.
https://www.unicef.org/zimbabwe/media/2536/file/Zimbabwe%202019%20MICS%20Survey%20Findings%20Report-31012020_English.pdf
- United Nations. 2022. Common Country Analysis (CCA) 2022–2026: Zimbabwe.
<https://zimbabwe.un.org/en/153007-2021-2025-national-development-strategy-nds-i>
- United Nations Zimbabwe. n.d. UN assessment report outlines development challenges and opportunities in Zimbabwe.
<https://zimbabwe.un.org/en/142462-un-assessment-report-outlines-development-challenges-opportunities-zimbabwe>
- WHO. 2022. *Mental Health and Substance Use among Young People in Southern Africa*.
- The World Bank. n.d. Zimbabwe Country Profile.
<https://data.worldbank.org/country/zimbabwe>

The World Bank. 2023. Zimbabwe Gender Assessment: Barriers and Opportunities. World Bank Group, Washington, DC.

The World Bank. 2023. Zimbabwe Gender Assessment.
<https://documents1.worldbank.org/curated/en/099062823005513984/pdf/P179911-42c466aa-ebc8-4252-906b-a5f4a115199d.pdf>

WFP. 2010. Directive CP2010/001 on Information Disclosure.
<https://docs.wfp.org/api/documents/08ed0919a7f64acc80cf58c93c04ad6d/download>

WFP. 2020. Environmental and Social Sustainability Framework.
<https://docs.wfp.org/api/documents/WFP-0000118147/download/>

WFP. 2021. Environmental and Social Safeguards for Programme Activities.
<https://docs.wfp.org/api/documents/WFP-0000143340/download/>

WFP. 2024. Environmental and Social Sustainability.
<https://www.wfp.org/publications/environmental-and-social-sustainability>

WFP. 2024. WFP's Updated Climate Change Policy.
<https://www.wfp.org/publications/wfps-updated-climate-change-policy-2024>

WFP. 2024. WFP's Updated Resilience Policy.
<https://www.wfp.org/publications/wfps-updated-resilience-policy-2024>

WFP. 2025. Evaluation of WFP's Environmental Policy.
<https://www.wfp.org/publications/evaluation-wfps-environmental-policy>

WFP. 2025. Process Guide for Decentralized Evaluations.
<https://docs.wfp.org/api/documents/WFP-0000002653/download/>

WFP. 2025. Strategic formative evaluation of WFP's adaptation to the evolving partnership landscape: Terms of Reference.
<https://docs.wfp.org/api/documents/WFP-0000167742/download/>

Zimbabwe National Statistics Agency. 2015. Poverty Atlas of Zimbabwe. Harare: ZIMSTAT.
https://www.zimstat.co.zw/wp-content/uploads/Macro/Poverty_Statistics/Poverty_Atlas_2015.pdf

Zimbabwe National Statistics Agency. 2019. Poverty and Income Statistics.
<https://zimstat.co.zw/poverty-statistics/>

Zimbabwe National Statistics Agency. n.d. Poverty rate. <https://zimstat.co.zw/>

Zimbabwe National Statistics Agency. 2022. Zimbabwe Population and Housing Census 2022: Preliminary Results. Harare.

Zimbabwe National Statistics Agency. 2024. National Population and Demographic Statistics.
<https://zimstat.co.zw/>

Annex 7: Acronyms

Abbreviation	Definition
3PA	Three-Pronged Approach
AAP	Anticipatory Action Plan
AE	Accredited Entity
AGRITEX	Agricultural Technical and Extension Services
APR	Annual project review
AQZ	Aquaculture Zimbabwe
AWS	Automatic Weather Station
CCMD	Climate Change Management Department
CO	Country Office
COVID-19	Coronavirus Disease 2019
CS	Coping strategy
CTDO	Community Technology Development Organization
DAC	Development Assistance Committee
DDS	Dietary Diversity Score
DE	Decentralized evaluation
DERF	WFP Decentralized evaluation review and feedback system
DEQAS	WFP Decentralized Evaluation Quality Assurance System
DRR	Disaster Risk Reduction
ET	Evaluation team
ESS	Environmental and Social Safeguards
EUR	Euro
FAA	Funded Activity Agreement
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FES	Food Expenditure Share
FFA	Food assistance for assets
FHH	Households headed by women
GCF	Green Climate Fund
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GHQ	Global headquarters
GSD	(Appears as part of SDG/GSD indicator text – Goal-related reference)
HDI	Human Development Index
HH	Household(s)
IGA	Income generating activities
IEU	Independent Evaluation Unit (GCF)
IPEC	Insurance and Pensions Commission
IRRB	Integrated Rural Resilience Building Programme
IRI	International Research Institute for Climate and Society
ICTs	Information and Communication Technologies
LCSI	Livelihood Coping Strategy Index
MDTC	Mwenezi Development Training Centre
M&E	Monitoring and Evaluation
MECW	Ministry of Environment, Climate and Wildlife
MET	Meteorological Services Department
MFIs	Micro Finance Institutions
MHH	Households headed by men
MLAFWRD	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development
MLGPW	Ministry of Local Government, Public Works, and National Housing
MNOs	Mobile Network Operators

Abbreviation	Definition
MPSLSW	Ministry of Public Service, Labour and Social Welfare
MSD	Meteorological Services Department
MSU	Midlands State University
NAP	National Adaptation Plan
NCE	No-cost extension
NDA	National Designated Authority
NEET	Not in Employment, Education or Training
NUST	National University for Science and Technology
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OiC	Officer-in-charge
PICSA	Participatory Integrated Climate Services for Agriculture
PMU	Project Management Unit
PRISM	Platform for Real-time Impact and Situation Monitoring
PSC	Project Steering Committee
PTC	Project Technical Committee
PWD	Persons with disabilities
QA	Quality assurance
QC	Quality checklist
R4	Rural Resilience Initiative
RCI	Resilience Capacity Index
rCSI	reduced Coping Strategy Index
RDO	Regional Director's Office
REO	Regional Evaluation Officer
RETT	Regional Evaluation Technical Team
RIMA	Resilience Index Measurement and Analysis
RO	Regional Office
SAP007	Simplified Approval Process
SAT	Sustainable Agricultural Trust
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SNV	Stichting Nederlandse Vrijwilligers (Netherlands Development Organisation)
SOPS	Standard operating procedures
TN	Technical note
TOC	Theory of change
TOR	Terms of reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UZ	University of Zimbabwe
USAID	United States Agency for International Development
USD	United States Dollar
US	United States
VAM	Vulnerability Analysis and Mapping
VSL	Village savings and loans
WFP	World Food Programme
ZIMSTAT	Zimbabwe National Statistics Agency
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZINWA	Zimbabwe National Water Authority
ZWCO	Zimbabwe Country Office

Annex 8: Logical framework

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
Fund-level impacts						
	Number of direct and indirect beneficiaries;	SCOPE - WFP's beneficiary information and transfer management platform	2 000 Households (10 000 beneficiaries)	6 000 Households (30 000 beneficiaries)	Direct beneficiaries 50 000; (indirect beneficiaries 52 000)	Participants are interested and motivated to participate to project activities.
	Number of beneficiaries relative to total population.	ZIMSTAT - National Agency of Statistics and Demographics			(1% of total population)	
<i>A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions</i>	Number of males and females benefitting from the adoption of diversified, climate-resilient livelihood options	Quantitative surveys:				Communities are interested and willing to participate in identification, planning implementation and maintenance of project activities.
		% change in number of households productive assets. Differentiated by women- and men-headed households	Baseline	20% Increase in men and women headed households	35% Increase in men and women headed households	
		% change in number of households productive assets. Differentiated by women- and men-headed households	8.9 (number of productive assets)	10% Increase in men and women headed households	15% Increase in men and women headed households	Communities are interested and willing to participate in identification, planning implementation and maintenance of project activities.
		% of households who purchase insurance in cash. Differentiated by women- and men-headed households (from	0%	10%	20%	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
		year 2 in each community)				
		% change Resilience Capacity Index	Baseline	Men and women headed households increase average RCI by 5%	Men and women headed households increase average RCI by 10%	
		% change Resilience Capacity Index	50	Men and women headed households increase average RCI by 5%	Men and women headed households increase average RCI by 10%	
		Livelihood Coping Strategy Index (LCSI)	25% Households recurring to emergency CS	15% Households recurring to emergency CS	10% Households recurring to emergency CS	
<i>A2.0 Increased resilience of health and well-being, and food and water security</i>	Number of food secure households in areas/periods at risk of climate change impacts (reduced food gap)	Quantitative surveys:				
		Food Consumption Score (FCS) disaggregated by sex of household head	40% Households with acceptable FCS	50% Households with acceptable FCS	80% Households with acceptable FCS	
		Consumption based reduced Coping Strategy Index (rCSI)	Average rCSI of 15	Average rCSI of 10	Average rCSI of 7	
		Food Expenditure Share (FES)	50% Households with very high FES	35% Households with very high FES	15% Households with very high FES	
		Dietary Diversity Score (DDS)	50% Households with low DDS	40% Households with low DDS	20% Households with low DDS	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
A3.0 Increased resilience of infrastructure and the built environment to climate change threats	Number and type of physical assets strengthened or constructed to help communities withstand impacts from climate variability and change	WFP and partners records	20 assets Currently we cannot specify the types of assets, but they will be inserted after completion.	50 assets Currently we cannot specify the types of assets, but they will be inserted after completion.	90 assets Currently we cannot specify the types of assets, but they will be inserted after completion	Farmers voluntarily participate to assets creation and complete the construction of assets
Project outcomes	Outcomes that contribute to Fund-level impacts					
A5.0 Strengthened institutional and regulatory systems for climate-responsive planning and development	Institutional and regulatory systems that improve incentives for climate resilience and their effective implementation	Quantitative surveys:				
		# of local institutions and companies that offer at least one insurance and/or other risk transfer mechanisms and financial service to targeted people	1 local institution	1 local institution	2 local institutions	
		# of Zimbabwe Meteorological Services Department (MSD) staff reporting improved capacity in generating relevant tailored climate information.	0	15	30	
		Proportion of target stakeholders reporting increased knowledge and awareness, and/or adoption of agricultural index insurance as a climate risk management tool	0	0	80%	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
		# of Government and development actors plans that include the development or implementation of risk management programmes in targeted districts	1 Government/ development actor plans	5 Government/ development actor plans	22 Government/ development actor plans	
		# of Government and development actors plans that include the development or implementation of risk management programmes in targeted districts	1 Government/ development actor plans	5 Government/ development actor plans	10 Government / development actor plans	
A6.0 Increased generation and use of climate information in decision-making	Use of climate information products/services in decision-making in climate-sensitive sectors	Quantitative surveys:				
		% Households within the targeted communities using agro-climatic advice to make DRR, agro-and/or livelihood related decisions	0 Households	50% Households	85% Households	
		# Seasonal forecast and trigger mechanism established	0 Forecast/trigger mechanism	0 Forecast/trigger mechanism	1 Forecast/trigger mechanism	
		# Early action plans established	0 Early action plans	1 Early action plans	2 Early action plans	
		Quantitative surveys:				

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
A7.0 Strengthened adaptive capacity and reduced exposure to climate risks	Use by vulnerable households, communities and public-sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability	% of Household income derived from climate sensitive sources. Differentiated by women- and men- headed households	100% Household income	80% Household income	65% Household income	Beneficiaries participate to village level discussions
		% Participating households practicing improved agro-ecological farming methods/conservation agriculture	30% Participating households	60% Participating households	100% Participating households	Beneficiaries integrate adaptation measures in their activities
		% of pay-out/ savings/ credit used for investment on productive activities (agriculture/ livestock/ IGA)	0% Payouts/ savings/credit	20% Payouts	50% Payouts	
		% of pay-out/savings/credit used for investment on productive activities (agriculture/livestock/IGA)	0% Payouts/ savings/credit	16.7%	36.7%	
A8.0 Strengthened awareness of climate threats and risk-reduction processes	Number of males and females made aware of climate threats and related appropriate responses	Survey	170 men	2 040 men	3 400 men	Communities are interested and willing to participate in awareness sessions.
			330 men	3 960 women	6 600 women	
Project/programme outputs	Outputs that contribute to outcomes					
1.1. Strengthen national capacity and	# New AWS/rain gauges installed	WFP and partners records	1 AWS/ 4 rain gauges installed	11 AWS/20 rain gauges installed	11 AWS/20 rain gauges installed	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
systems to develop, interpret, deliver tailored climate and weather data and effectively prepare for and manage climate shocks	# Government staff trained at national level, disaggregate by sex		0 Government staff trained	30 Government staff trained	50 Government staff trained	
	# Climate vulnerability assessments		0 Climate vulnerability assessments	1 Climate & food security analysis	1 Climate & food security analysis & 1 documentation of indigenous knowledge systems on climate/weather	Stakeholders have an adequate understanding of climate issues and are interested in implementation
	# Seasonal forecast & trigger mechanism		0 Seasonal forecast & trigger mechanism	1 Prototype seasonal forecast & trigger mechanism	1 Functional seasonal forecast & trigger mechanism	
	# SOPs developed and applied		0 SOPs	1 SOPs	2 SOPs	
	# Capacity building plans developed & applied		0 Capacity building plans developed & applied	0 Capacity building plans developed & applied	1 Capacity building plans developed & applied	
1.2. Strengthen access to reliable climate and weather information by vulnerable communities to support improved decision making for food security and livelihoods	# Households trained in climate services	WFP and partners records	0 Households	6 000 Households	10 000 Households	Farmers sign up to receive climate information and participate to training on advisory services.
	% Households within the targeted communities that receive seasonal climate services with agro-climatic advice, disaggregated by source (e.g. farm intermediaries, radio advisories, and SMS)		0 Households	60% Households	100% Households	
	Number of intermediaries trained in how to access, interpret and communicate climate information to households, to support household decision-making		0 Intermediaries	40 Intermediaries	70 Intermediaries	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
	related to food security, livelihoods, and DRR					
	Number and type of climate services dissemination channels established		0 Channels	At least 1 channel (PICSA)	At least 2 channels (PICSA and ICTs)	
2.1. Risk reduction through the creation of climate adaptation assets	Number of people benefitting from DRR community-based assets (# beneficiaries)	WFP and partners records	20 4000 people (10 000 direct, 10 400 indirect)	61 200 people (30 000 direct + 31 200 indirect)	102 000 people (50 000 direct + 52 000 indirect)	
	Number and types of assets built restored or maintained by targeted households and communities		20 assets	50 (not possible to specify the type at this stage)	90 (not possible to specify the type at this stage)	
	Number of people trained in asset management		2 000 people	6 000 people	10 000 people	
	Number of people trained in asset management		2 000 people	3 000 people	4 000 people	
	# Government staff trained in risk reduction		0	0	30	
2.2. Risk transfer through the provision of weather index insurance (WII)	# of farmers covered by a programme-subsidized insurance policy (men/women)	Insurance company records	1 320 women 680 men	6 660 women 3 400 men	5 280 women 2 720 men	
	# of farmers covered by a programme-subsidized insurance policy (men/women)	Insurance company records	1 320 women 680 men	1 631 overall 872 women 759 men	1 631 overall 872 women, 759 men	
	# Farmers paying premiums fully in cash/transitioned	Insurance company records	0 Farmers	500 Farmers (330 women, 170 men)	2 000 Farmers (1 320 women, 680 men)	
	# Farmers paying premiums fully in cash/transitioned	Insurance company records	0 Farmers	0	0	
	Total sum insured by gender (subsidised only)	Insurance company records	USD 132 000 (women) USD 68 000 (men)	USD 660 000 (women) USD 340 000 (men)	USD 800 000 (women) USD 528 000 (men)	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
	Total sum insured by gender (subsidised only)	Insurance company records	USD 132 000 (women) USD 68 000 (men)	163 100 farmers; 87 200 women; 75 300 men	163 100 farmers; 87 200 women; 75 300 men	
	Total subsidized premiums paid by gender	Insurance company records	USD 19 181 (women) USD 9 881 (men)	USD 80 561 (women) USD 41 501 (men)	USD 30 690 (women) USD 15 810 (men)	
	Total subsidized premiums paid by gender	Insurance company records	USD 19 181 (women) USD 9 881 (men)	USD 70 758 total USD 44 223.75 (Women) 26 534.25 (men)	USD 56 100 total 35 062.50 women 21 037.50 men	
	Total subsidized premiums paid by gender	Insurance company records	USD 19 181 (women) USD 9 881 (men)	15 462.6 Overall; 8 267 Women; 7 195 Men	15 462.6 Overall; 8 267 Women; 7 195 Men	
	Maximum cash contribution percentage by participants towards insurance premiums	Insurance company records	25%	75%	100%	
	Maximum cash contribution percentage by participants towards insurance premiums	Insurance company records	25%	50%	50%	
	Proportion of participants paying for insurance in cash (partial) by gender	Insurance company records	25% total 17% women, 8% men	60% total 40% women, 20% men	100% total 66% women, 34% men	
	Proportion of participants paying for insurance in cash (partial) by gender	Insurance company records	25% total 17% women, 8% men	27.18%; 14.53% women; 12.55% men	27.18%; 14.53% women; 12.55% men	
	# of insurance policies fully subsidised	Insurance company records	1 500 fully subsidised	4 000 fully subsidised	0 fully subsidised	
	# of insurance policies fully subsidised	Insurance company records	0	0	0	
	# of insurance policies partially paid in cash	Insurance company records	500 partial cash	6 000 partial cash	6 000 partial cash	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions		
				Mid-term	Final		
				(if applicable)			
	# of insurance policies partially paid in cash	Insurance company records	500 partial cash	1 631 partial cash	1 631 partial cash		
	# of insurance policies fully paid in cash	Insurance company records	0 full purchases	0 full purchases	2 000 full purchases		
	# of insurance policies fully paid in cash	Insurance company records	0 full purchases	0 full purchases	0 full purchases		
2.3. Strengthen government and private sector capacity and systems to implement climate risk insurance	# of government and private sector institutions trained on climate risk insurance disaggregated by sector	WFP and partner records	0	0	42 Institutions [7 categories of institutions (Government ministries, academic institutions i.e. Universities and Agricultural Training Colleges, (Re)Insurers and Brokers, Farmers organizations, Seeds houses, MFIs, and MNOs)]		Local organizations are willing to invest to and provide climate risk insurance to targeted people
	# of officers from government and private sector institutions trained on climate risk insurance	WFP and partner records	0	0	191; (Government =106, Universities = 24; Agricultural Training Colles= 12; Insurers and Brokers=24; Micro finance Institutions= 14; Input Providers = 4; Mobile Network Operators = 4; Farmer organization = 3;)		
	# of manuals and toolkits developed on climate risk insurance	WFP and partner records	0	0	8		
3.1 Strengthening the investment capacity of small-holder farmers to sustain climate-resilient practices	# Households trained in VSL groups, disaggregated by sex	WFP and partners records	2 000 (65% women),1 320 women	6 600 FHHs 3 400 MHHs	6 600 FHHs 3 400 MHHs		Farmers understand the importance of formal and informal credit and saving schemes.
	# Households trained in VSL groups, disaggregated by sex		2 000 (65% women),1 320 women	6 600 FHHs 3 400 MHHs	6 600 FHHs 3 400 MHHs		



Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions
				Mid-term	Final
				(if applicable)	
	# Households trained in insurance, disaggregated by sex		1 320 women 680 men	6 660 women 3 400 men	5 280 women 2 720 men
	# Households trained in insurance, disaggregated by sex		1 320 women 680 men	3 750 women 2 250 men	6 600 FHHs 3 400 MHHs
	# Households trained in access to market and business skills, disaggregated by sex		2 000 (65% women)	6 600 FHHs 3 400 MHHs	6 600 FHHs 3 400 MHHs
	# Households trained in access to market and business skills, disaggregated by sex		2 000 (65% women)	3 250 FHHs 1 750 MHHs	6 600 FHHs 3 400 MHHs
	# Households trained in post-harvest management, disaggregated by sex		2 000 (65% women)	6 600 FHHs 3 400 MHHs	6 600 FHHs 3 400 MHHs
	# Households trained in post-harvest management, disaggregated by sex		2 000 (65% women)	3 250 FHHs 1 750 MHHs	6 600 FHHs 3 400 MHHs
	% Targeted households (male and female headed) who are member of an informal savings scheme (VSL)		12% of FHHs 12% of MHHs	30% of FHHs 30% of MHHs	60% of FHHs 60% of MHHs
	% Targeted households (male and female headed) who are member of an informal savings scheme (VSL)		12% of FHHs 12% of MHHs	60% of FHH 20% of MHH	75% of FHHs 45% of MHHs
	No. of new groups & participants by gender (incl. total to date).		20 groups	100 groups	500 groups
	Total savings contribution in groups by gender		USD 720 women USD 180 men	USD 14 400 women USD 3 600 men	USD 72 000 women USD 18 000 men

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
	Average per capita savings contributions by gender		USD 15	USD 15	USD 15	
	Total number of active borrowers, distributed by gender		0 borrowers	1 200 borrowers	2 000 borrowers	
	Average loan size		0 USD	15 USD	25 USD	
	% Targeted male and female headed households accessing formal credit		0 FHHs 0 MHHs	20% of FHHs 20% of MHHs	20% of FHHs 20% of MHHs	
	% Targeted male and female headed households accessing formal credit		1 FHHs 0 MHHs	10% of FHHs 10% of MHHs	10% of FHHs 10% of MHHs	
Activities		Description			Inputs	
1.1.1 Strengthen the capacity of MSD to provide high quality climate services		Improve observation, data collection, analysis and visualization capacity.			Trainers, technical experts and procurement of software	
1.1.2. Conduct climate and food security analysis		National assessment to understand the impacts of climate change on food security and nutrition as well as drought and flood-mitigation strategies of multiple stakeholders.			Trainers, technical experts, workshops	
1.1.3. Development of seasonal forecast and trigger system		Build the capacity of national stakeholders to define their own thresholds and triggers that will correspond to and inform their integrated developed action plans.			Trainers, technical experts and procurement of software	
1.1.4. Identify key local actors and their existing food security monitoring systems and socioeconomic indicators (i.e. vulnerability analysis) in order to translate climate forecasts into local context-specific anticipatory action		Scoping study of the relevant local actors and the existing systems in place, such as Standard Operating Procedures, to monitor food security, anticipate and communicate crises, and coordinate and implement response action.			Trainers, technical experts, workshops	
1.1.5. Develop a capacity building plan for key users		Develop appropriate guidance material and we will ensure that produced information can be adapted to local contexts.			Trainers, technical experts, workshops	
1.2.1. Strengthen capacities and systems for co-production of tailored climate services, including translation and tailoring of key messages to ease understanding and use by local communities		Support MSD, AGRITEX and other key stakeholders in the co-production process and in establishing feedback mechanisms from end-users to inform tailoring of climate services			Trainers, technical experts, district/community awareness sessions and trainings	

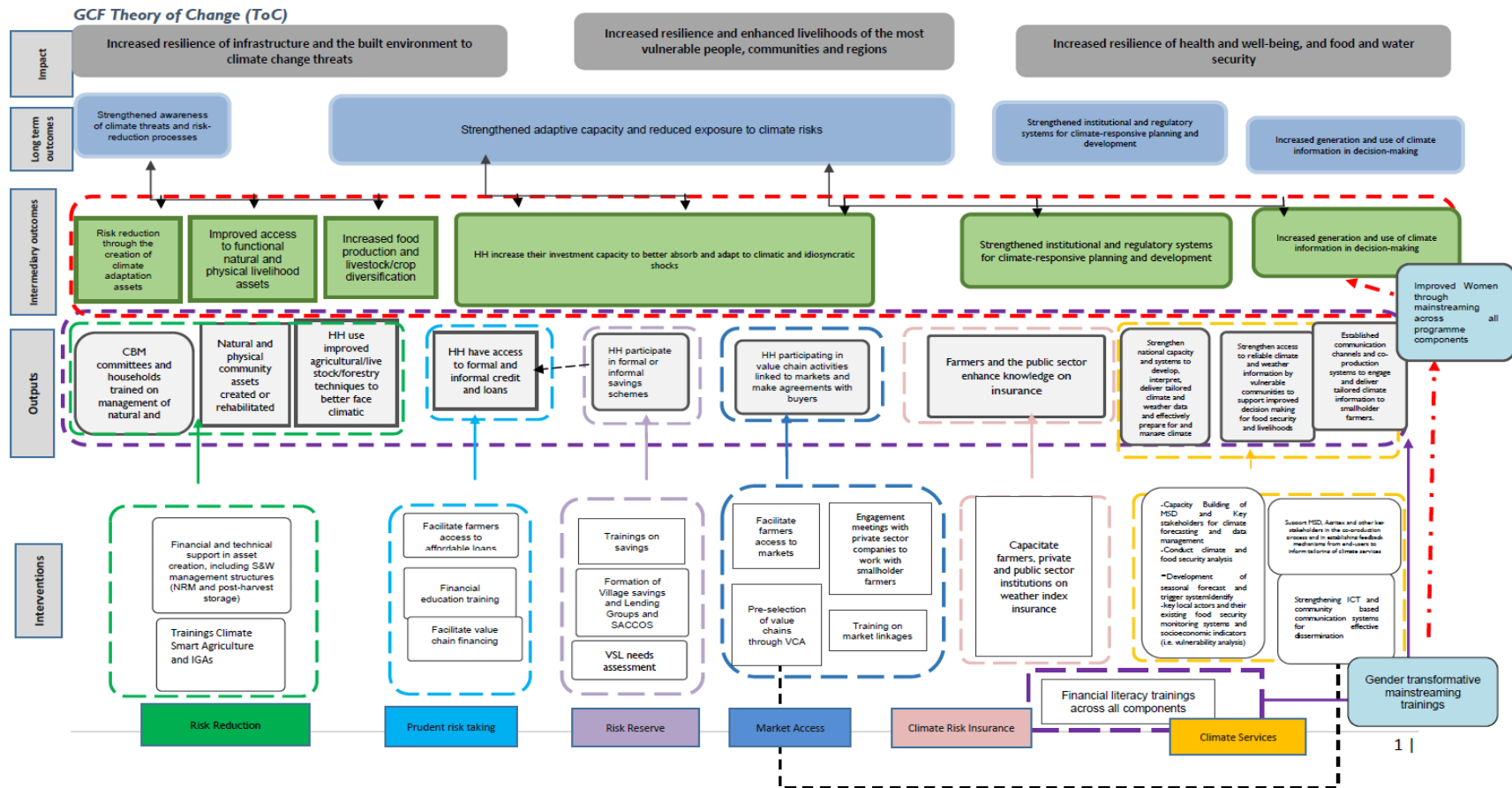
Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
1.2.2. Strengthen capacities at district and local levels to support dissemination and use of tailored climate services to ensure vulnerable communities have access to information needed for climate resilient practices		Train AGRITEX, cooperating partners at district level, and lead farmers to access, understand and use climate and weather information through the Participatory Climate Services for Agriculture (PICSA) methodology.			Trainers, technical experts, district/community awareness sessions and trainings	
1.2.3. Strengthen dissemination channels to ensure communication of climate services, including using a range of ICTs in partnerships with key national stakeholders		Dissemination channels will be further developed and, whenever possible, existing structures will be strengthened such as preparation meetings for the seasonal outlook workshops that are delivered in each district. Establishment of feedback mechanisms will be essential to enable MSD to refine and further tailor information to needs.			Climate information & relevant ICTs	
2.1.1 Build and/or rehabilitate assets that reduce the impact of climate shocks and help food insecure communities adapt to climate change		Construction of community water harvesting, small weir dams, area closure, tree planting to address droughts and erratic rainfall and reduce soil degradation, livestock fences, forage preservation, small warehouses at community and/or household level) to address high post-harvest losses of grains, and poor storage conditions that prohibit grains storage for either food security purposes or to allow sale later, when market prices are higher			Construction material, equipment, tree seedlings, engineering and agricultural extension officers, trainers, technical experts, district/community awareness sessions and trainings	
		Trainings on natural resource management and asset management				
2.2.1. Develop and test the design and implementation of the index for the micro-insurance component.		Design of rainfall deficit index based on satellite database			Field analysis (topographic, demographic, socio-economic) for new intervention area	
					Satellite and rain fall index are developed for all areas covered	
2.2.2. Enrol participants and deliver insurance policies		Farmers who completed the asset creation activities linked to insurance or paid in cash receive insurance vouchers.			Participants' record keeping; distributions of insurance coupons; signature of insurance contracts	
2.2.3. Deliver insurance pay-out (if triggered).		WFP in collaboration with International Research Institute for Climate and Society (IRI) and local insurance partners assessed rainfall season performance and index results to determine the existence of a payout and its amount.			Monitoring of season; assessment field mission; elaboration of the end of season report.	
2.3.1 Co-develop a capacity building plan with key stakeholders		Co-develop and finalize a capacity building plan with key stakeholders in the climate risk insurance sector to guide capacity building activities			Technical experts, workshops	
2.3.2 Strengthen government and private sector capacity in climate risk insurance		Train government, private sector and other value chain actors in climate risk insurance			Trainer, technical experts,	

Expected Result	Indicator	Means of verification	Baseline	Target	Assumptions	
				Mid-term	Final	
				(if applicable)		
3.1.1. Training of farmers on financial literacy, numeracy and income generating activities (IGAs)	Train farmers to provide them with the ability to save, use their savings as buffer or to invest in income generating activities (IGAs), but also build a sustainability path transitioning them to the commercial insurance market. Strengthen existing (or form new) VSLs as an important part of community resilience building through financial literacy training, which spans borrowing, savings, and the role of insurance.				Trainers, technical experts, district/community awareness sessions and trainings	
3.1.2. Training on post-harvest handling and commodity quality	Train farmers on the best post-harvest practices and appropriate technology for the selected commodities, including drought tolerant crops.				Trainers, technical experts, district/community awareness sessions and trainings	
3.1.3. Training on group marketing	Train farmers on basic marketing and business skills- including records keeping, pricing, contracts, negotiations. training on group formation- and on group dynamics, leadership, governance, organizational management and linking the farmers to other structured trading platforms.				Trainers, technical experts, district/community awareness sessions and trainings	

Legend

	Original		Proposed revision for the no-cost extension period (March 2025 – August 2026)
---	----------	---	---

Annex 9: Theory of change



Annex 10: List of project outcomes, planned outputs and activities

Component 1. Strengthening capacity and systems to support national and community adaptation and management of climate risks based on climate forecasts and information.
Outcome A5.0 Strengthened institutional and regulatory systems for climate-responsive planning and development
Output 1.1. Strengthen national capacity and systems to generate, interpret, deliver tailored climate and weather data and effectively prepare for and manage climate shocks
Activity 1.1.1 Strengthen the capacity of Meteorological Services Department to continue providing high quality climate services
Activity 1.1.2 Conduct climate and food security analysis
Activity 1.1.3 Development of seasonal forecast and trigger system as part of a comprehensive anticipatory action plan (AAP)
Activity 1.1.4 Identify key local actors and their existing food security monitoring systems and socioeconomic indicators (i.e. vulnerability analysis) in order to translate climate forecasts into local context-specific anticipatory action.
Activity 1.1.5 Develop a capacity building plan for key users
Outcome A6.0 Increased generation and use of climate information in decision-making
Output 1.2. Strengthen access to reliable climate and weather information by vulnerable communities to support improved decision making for food security and livelihoods
Activity 1.2.1 Strengthen capacities and systems for co-production of tailored climate services, including translation and tailoring of key messages to ease understanding and use by local communities.
Activity 1.2.2 Strengthen capacities at district and local levels to support dissemination and use of tailored climate services to ensure vulnerable communities have access to information needed for climate resilient practices
Activity 1.2.3 Strengthen dissemination channels to ensure communication of climate services, including using a range of ICTs in partnerships with key national stakeholders.
Component 2. Increasing the adaptive capacity of food insecure households through community-based asset creation and risk transfer
Outcome A7.0 Strengthened adaptive capacity and reduced exposure to climate risks
Output 2.1 Risk reduction through the creation of climate adaptation assets
Activity 2.1.1 Build and/or rehabilitate assets that reduce the impact of climate shocks and help food insecure communities adapt to climate change including:
Output 2.2 Risk transfer through the provision of weather index insurance (WII)
Activity 2.2.1 Develop and test the design and implementation of the index for the micro-insurance component.
Activity 2.2.2 Enroll participants and deliver insurance policies.
Activity 2.2.3 Deliver insurance pay-out (if triggered).
2.3. Strengthen government and private sector capacity and systems to implement climate risk insurance

Output 2.3 Strengthen government and private sector capacity and systems to implement climate risk insurance

Activity 2.3.1 Training of government, private sector institutions and farmers in climate risk insurance

Component 3. Strengthening the investment capacity of smallholder farmers to sustain climate-resilient practices.

Outcome A8.0 Strengthened awareness of climate threats and risk-reduction processes

Output 3.1. Support small-holder farmers' access to markets and financial services for sustained investment in climate-resilient practices

Activity 3.1.1 Training of farmers in financial literacy, numeracy and income generating activities (IGAs)

Activity 3.1.2 Training in post-harvest handling and commodity quality

Activity 3.1.3 Training in group marketing

Annex 11: Changes made to the original logical framework

A1.0 Indicator: Percentage change in number of household productive assets. Differentiated by household headed by women and households headed by men mid-term target changed from 20 percent to 10 percent, final target from 35 percent to 15 percent in line with contextual realities.
A1.0 Indicator: Percentage change Resilience Capacity Index baseline set at 50. Changed from no value to 50.
A3.0 Indicator: Number and type of physical assets strengthened or constructed to help communities withstand impacts from climate variability and change. Target changed from 50 assets to 54 assets at midline and from 90 assets to 72 assets at endline.
A5.0: Added indicator 'Proportion of target stakeholders reporting increased knowledge and awareness, and/or adoption of agricultural index insurance as a climate risk management tool' in line with the new focus on strengthening micro insurance capacity.
A5.0 Indicator: Number of government and development actors plans that include the development or implementation of risk management programmes in targeted districts. Reduce endline target from 22 to 10 development plans.
A7.0 Indicator: Percentage of pay-out/savings/credit used for investment on productive activities (agriculture/livestock/IGA). Midterm target changed from 20 percent payouts to 16.7 percent savings/credit, endline 50 percent to 36.7 percent.
2.1 Indicator: Number of people trained in asset management, midline changed from 6,000 people to 3,000 people, endline from 10,000 people to 4,000 people.
2.1 Added new indicator: Number of government staff trained in risk reduction: number of people trained in risk reduction in line with additional activities add in the restructuring proposal.
2.1. Number of farmers covered by a programme-subsidized insurance policy (men/women). Midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Number of farmers paying premiums fully in cash/transitioned, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1 Total sum insured by gender (subsidised only), midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Total subsidized premiums paid by gender, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Maximum cash contribution percentage by participants towards insurance premiums, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Proportion of participants paying for insurance in cash (partial) by gender, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Number of insurance policies fully subsidised, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.1. Number of insurance policies fully paid in cash, midterm and endline targets were revised to align with the final achievements on microinsurance activities completed in 2022.
2.3. Number of government and private sector institutions trained on climate risk insurance disaggregated by sector
2.3. Number of officers from government and private sector institutions trained on climate risk insurance
2.3. Number of manuals and toolkits developed on climate risk insurance

3.1. Number of households trained in insurance, disaggregated by sex. Changed midterm target from 6,660 women and 3,400 men to 3,750 women and 2,250 men. The endline target was adjusted from 5,280 women and 2,720 men to 6,600 women and 3,400 men equivalent to 6,600 households headed by women and 3,400 households headed by men.

3.1. Number of households trained in access to market and business skills, disaggregated by sex. The midline target changed from 6,600 households headed by women and, 3,400 households headed by men to 3,250 households headed by women and 1,750 households headed by men.

3.1. Number of households trained in post-harvest management, disaggregated by sex. Midline target was adjusted from 6,600 households headed by women and 3,400 households headed by men to 3,250 households headed by women and 1,750 households headed by men.

3.1. Percentage of targeted households (headed by men and headed by women) who are member of an informal savings scheme (VSL). The midline target was changed from 30 percent of women and 30 percent of men to 60 percent of women and 20 percent of men. The endline was adjusted 60 percent of women and 60 percent of men to 75 percent of women and 45 percent of men.

3.1. Percentage of targeted households headed by men and households headed by women accessing formal credit. The midline target was revised from 20 percent of women and 20 percent of men to 10 percent of women and 10 percent of men. The endline target was adjusted from 20 percent of households headed by women and 20 percent of households headed by men to 10 percent of households headed by women and 10 percent of households headed by men.

Annex 12: Reference documentation

7. Existing information sources:

- GCF funding proposal including the logical framework and theory of change
- APRs
- Monitoring data and information
- GCF Evaluation Policy
- GCF Evaluation Standards
- GCF Evaluation Operational Procedures and Guidelines
- GCF Integrated Results Management Framework Handbook
- GCF Environmental and Social Policy ([Revised environmental and social policy | Green Climate Fund](#))
- WFP's Environmental and Social Sustainability Framework (docs.wfp.org/api/documents/WFP-0000131965/download/)
- Environmental and Social Risk Screening results
- Where applicable Environmental and Social Impact Assessment and/or Environmental and Social Management Plan
- Environmental and Social Action Plans (including the stakeholder engagement and grievance mechanism reporting requirements)

8. GCF Inception report sample outline

- Project/programme description including a brief description of the requirements of the TOR and evaluation audience
- Evaluation questions
- Evaluation approach including overall design, data collection methods and analytical procedures
- Ethical considerations
- Stakeholder engagement and dissemination plan
- Quality assurance, risk management plan
- Roles and responsibilities
- Detailed evaluation work plan indicating the activities at each phase, timing of delivery, key deliverables, and milestones
- Annex: Evaluation matrix, draft data collection tools

9. GCF Evaluation report sample outline:

- Executive summary – no more than three pages containing a summary of the key findings and recommendations.
- Introduction – including but not limited to context, scope, methodology and limitations, audience, dissemination plan.
- Findings - can be structured by evaluation criterion. Ensure that the findings are based on multiple sources and be clear on the strength of evidence supporting/refuting the findings.

- Lessons learned – should directly link with the key findings and which will then shape the recommendations.
- Recommendations - see box 7 Evaluation Guidelines.
- Summary review matrix/project RMF and achievement by objectives and outputs (triangulated with evidence and data).
- Annex: (evaluation matrix, mission reports, list of interviewees, list of documents reviewed, data sources used, detailed calculations and supporting evidence for mitigation and adaptation results, and others).

Annex 13: GCF Budget

Project Component	GCF Contribution (USD) (revised per approved restructuring proposal)	SDC Contribution (USD)
Component 1: Strengthening capacity and systems to support national and community adaptation and management of climate risks based on climate forecasts and information	2 196 028	
Component 2: Increasing the adaptive capacity of food insecure households through community-based asset creation and risk transfer	5 023 165	686 135
Component 3: Enhancing the investment capacity of small-holder farmers to sustain climate-resilient development gains	2 190 508	125 985
Project management component	453 774	193 039
Total Project Amount	9 863 475	1 005 159

Annex 14: Implementation arrangements

10. The project is jointly implemented by WFP and the MECW, which serve as co-executing entities with shared responsibility for directing and overseeing programme delivery. This collaboration is formalised through a Subsidiary Agreement that outlines roles, responsibilities, and operational requirements, including provisions for data access necessary for implementing the climate services component.
11. Within the arrangement, WFP leads the technical and operational aspects of implementation, ensuring compliance with GCF standards, safeguards, monitoring requirements, and quality assurance processes. WFP provides technical support across all project components, coordinates with relevant government ministries, and supports the Project Management Unit (PMU) in planning, reporting, and outcome monitoring.
12. MECW provides overall national leadership and oversight of implementation through the PMU. It coordinates key departments, including the Climate Change Management Department (CCMD) to ensure policy alignment and the Meteorological Services Department (MSD) to provide climate data and technical support. MECW also ensures that project activities remain aligned with national climate strategies, systems, and priorities.
13. Several national institutions support implementation across project components. MSD plays a central role in the generation and dissemination of climate information and in strengthening early warning systems. AGRITEX contributes field level extension services and capacity building in climate-smart agriculture. Other actors, including the Department of Civil Protection, ZINWA, Ministry of Public Service, Labour and Social Welfare (MoPSLSW), and UNDP, provide technical input and sectoral coordination to ensure coherence across disaster risk management, resilience, and social protection systems. WFP, as the GCF Accredited Entity, is responsible for overall project guidance and management, while the Regional Office provides technical support and ensures alignment with regional priorities. WFP Headquarters oversees compliance with GCF agreements and global standards. ZWCO leads implementation on the ground. Collectively, these entities, ensure that project resources are used effectively, objectives are met, and all reporting requirements—including annual reports, evaluations, and audits—are fulfilled. They also coordinate partners and support a smooth handover or responsibilities to the Government at project completion.
14. Project Steering Committee (PSC): The PSC provides overall strategic, policy, and decision-making oversight for the project. It ensures alignment of project objectives with national priorities, reviews and approves annual work plans and budgets, monitors implementation progress and recommends adjustments where necessary. The PSC also addresses strategic risks, approves key reports, and identifies opportunities for scale-up and sustainability.
15. The PSC is co-chaired by WFP and the Ministry of Environment, Climate, and Wildlife at the level of the WFP Country Director and the Permanent Secretary of MECW. Its membership comprises heads of key government departments and agencies, development partners, and district representatives, including WFP, CCMD, MSD, Department of Civil Protection, Ministry of Lands and Agriculture, MPSLSW, ZINWA, IPEC, FAO, UNDP, Food and Nutrition Council, and others. WFP serves as the Secretariat, convening bi-annual meetings and ensuring PSC decisions are documented and communicated.
16. Project Technical Committee (PTC): The PTC provides technical guidance and quality assurance throughout project implementation. It reviews technical design and implementation of project activities; informs the development of tools and methodologies, including seasonal forecasts, anticipatory action plans, and asset selection criteria; and supports the integration of project activities within government systems. The PTC also validates technical parameters, advises on procurement specifications, and contributes to the development of monitoring and evaluation plans.
17. The PTC is co-chaired by WFP and CCMD at the level of Head of Programme (WFP) and Director of CCMD. Membership comprises technical officers, scientists, and subject-matter experts from relevant ministries, agencies and partners including MSD, AGRITEX, Department of Civil Protection, Ministry of Women

Affairs, MPSSLW, ZINWA, FAO, UNDP, and academia including universities. WFP acts as Secretariat, organizing quarterly meetings and ensuring technical deliberations and recommendations are properly documented and communicated.

18. Project Management Unit (PMU): The PMU oversees day-to-day implementation of project activities and provides operational and advisory support. It coordinates planning, budgeting, monitoring, and reporting, manages partnerships, and ensures compliance with technical and financial standards. The PMU is co-chaired by WFP and CCMD at the level of WFP Project Coordinator and CCMD Deputy Director. Membership includes project advisors from MSD and AGRITEX, component officers for climate services, risk reduction, risk transfer, market access, M&E, field office heads, and support staff for finance and administration. WFP serves as Secretariat, convening monthly meetings and quarterly sessions with field-level partners.
19. Beneficiary (women, men, youth, and the elderly): GCF project beneficiaries are central to project planning and implementation. Through WFP's community-based participatory approach, beneficiaries identify livelihood interventions that best respond to their needs and local contexts. These priorities inform the selection and implementation of asset creation activities, ensuring relevance, ownership and sustainability.

Annex 15: Key national, institutional and global frameworks

20. Key national, institutional and global frameworks influencing WFP climate and resilience work during the period covered by the evaluation include:

- **National Climate Change Response Strategy (2014)** and **National Climate Policy (2017)**, which outline Zimbabwe's commitments to mainstream climate adaptation and mitigation, across key sectors, including agriculture, energy, transport, water, health, gender, technological innovation.²⁴
- A **National Adaptation Plan (NAP) Roadmap (2019)**, which defines institutional arrangements and priority adaptation options.
- The **Climate Change National Adaptation Plan (2024)**, which identifies key climate hazards such as droughts, storms and cyclones, and prioritizes adaptation in agriculture, water, health, biodiversity and infrastructure, while promoting cross-sectoral mainstreaming climate considerations.²⁵
- **National Development Strategy 1 (2021–2025)**, which integrates climate resilience, environmental protection, and natural resource management into national economic planning.²⁶
- **Disaster Risk Reduction Strategies** implemented across all 92 local authorities, providing decentralized frameworks for preparedness and response to climate-related shocks.
- **WFP Resilience Policy (2024)** Provides the strategic framework for WFP's shift from recurrent humanitarian response toward strengthening resilience to climate, economic and conflict-related shocks among food insecure populations, with a strong focus on empowering women and marginalised groups, improving livelihoods, and strengthening local and national systems.
- **WFP Climate Change Policy (2024)**, which recognizes climate change as a major driver of hunger and malnutrition, provides the strategic framework for WFP's climate-specific and climate-relevant actions to reduce and manage climate risks to lives, livelihoods, and food systems. The policy emphasizes support to the most climate-vulnerable populations through strengthened climate risk management, early warning and climate risk management, early warning and climate services, and alignment with national adaptation, mitigation and loss and damage priorities.
- **Sendai Framework, Paris Agreement and Sustainable Development Goals (SDGs)**, which collectively guide WFP's approach to integrating disaster-risk reduction, climate adaptation resilience and sustainable development principles into its programming.

²⁴ <https://faolex.fao.org/docs/pdf/zim169511.pdf>

²⁵ <https://zimbabwe.iom.int/sites/g/files/tmzbdl1166/files/documents/2025-12/zimbabwes-climate-change-national-adaptation-plan-september-2024.pdf>

²⁶ https://unosd.un.org/sites/unosd.un.org/files/day_3_session_9_zimbabwe.pdf

WFP Zimbabwe

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131

wfp.org/independent-evaluation