



WFP EVALUATION



**World Food
Programme**

SAVING
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Evaluation of Zimbabwe WFP Country Strategic Plan 2017-2021

Centralized Evaluation Report

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Executive Summary

INTRODUCTION

Evaluation features

1. Country strategic plan (CSP) evaluations are the primary instrument for providing accountability and meeting learning needs in accordance with the expectations of the Board and WFP management. They provide evidence of WFP's strategic positioning and results to inform the design of the next generation of CSPs and potentially contribute to the design of United Nations sustainable development cooperation frameworks.
2. The evaluation of the Zimbabwe CSP for 2017–2021 covered WFP interventions between 2015 and 2020 to assess continuity from the previous programme cycle, the extent to which the CSP introduced strategic shifts and the implications of such shifts for performance and results. The users of the evaluation are the WFP country office and its internal and external stakeholders, including beneficiaries.
3. The evaluation adopted a mixed-methods approach and a concurrent triangulation design, drawing on multiple sources of evidence, including documentary evidence, performance data, budget data and key informant interviews. Due to travel restrictions related to the coronavirus disease 2019 (COVID-19) pandemic, most of the data was collected remotely, in November and December 2020, although the Zimbabwe-based evaluation team member visited project sites. Findings, conclusions and recommendations were discussed with stakeholders during two online workshops in April 2021.

Context

4. Zimbabwe is a landlocked, resource-rich, low-income, food-deficit country with a population of 14.9 million¹ that is predominantly rural (68 percent)² and young (62 percent under the age of 25).³
5. Zimbabwe was hit by several major disasters during the CSP period and as a result has some of the highest levels of food insecurity in sub-Saharan Africa.⁴ In 10 of the last 11 years, over 1 million people in rural areas have been assessed as requiring food assistance (Figure 1).

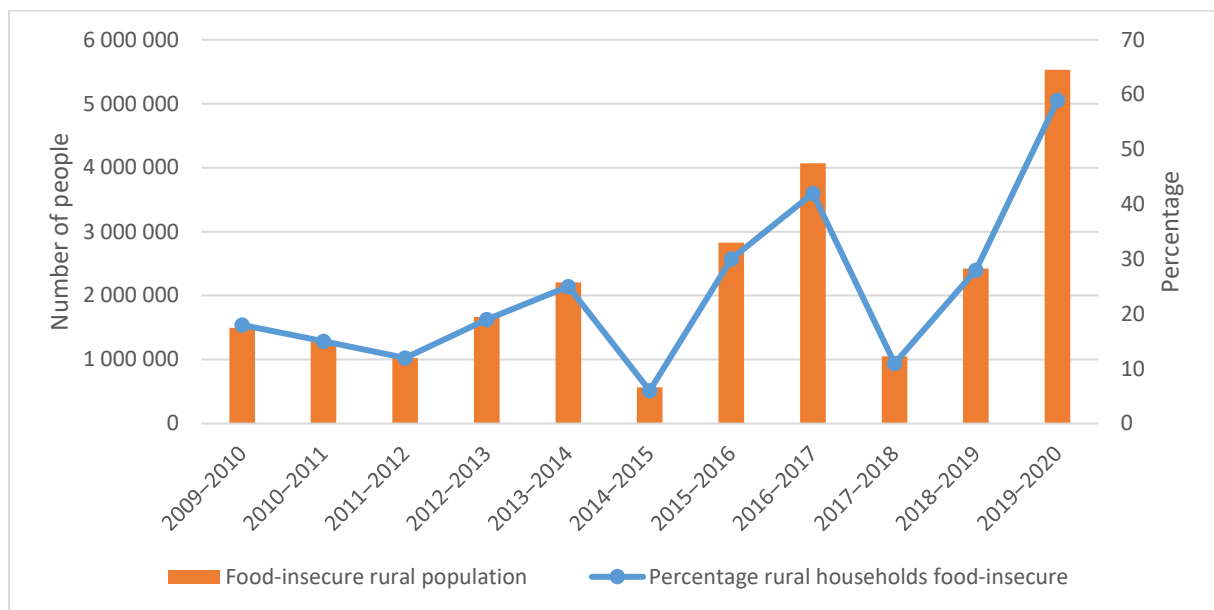
¹ United Nations Population Fund. 2021. [World Population Dashboard](#). (accessed on 28 January 2021).

² World Bank Group. 2018. [Rural Population \(% of total population\) – Zimbabwe](#). (accessed on 28 January 2021).

³ United Nations Population Fund. 2019. [Young People](#). (accessed on 28 January 2021).

⁴ World Bank Group. 2019. [Joint Needs Assessment for Zimbabwe: Identifying Challenges and Needs](#).

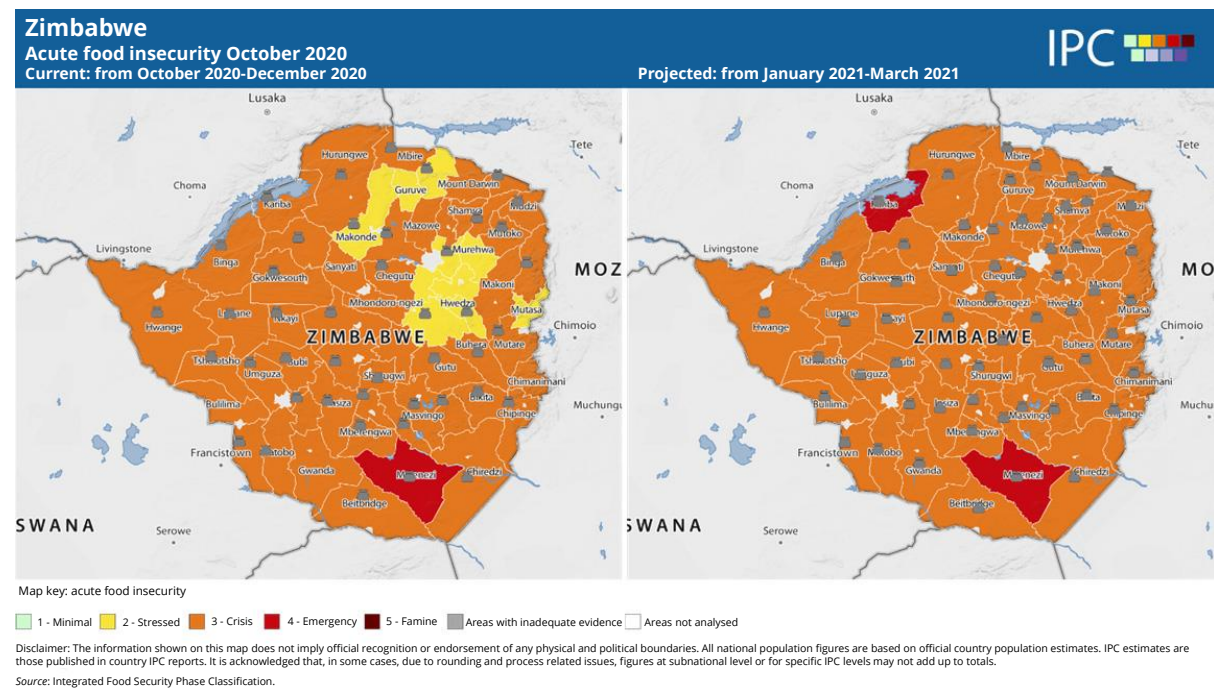
Figure 1: Rural population assessed as requiring food assistance (2009–2020)



Source: Evaluation team, calculation based on the Zimbabwe Vulnerability Assessment Committee Rural Livelihoods Assessment (2009–2019).













6. The food security situation in Zimbabwe deteriorated over the period of the CSP. In October 2020, 2.6 million people (27 percent of the analysed population) in rural Zimbabwe were in Integrated Food Security Phase Classification (IPC) phase 3 or above, while nearly 2.9 million people (30 percent) were “stressed” (phase 2). By December 2020, the majority of the country was in “crisis” (phase 3 or higher) (see figure 2).

Figure 2. Zimbabwe food insecurity situation (October–December 2020 (left); January–March 2021 (right))



Source: IPC. 2020. *Zimbabwe: Acute Food Insecurity Situation October–December 2020 and Projection for January–March 2021*.

7. Gross domestic product is estimated to have contracted by 8.1 percent in 2019, and the recession continued in 2020 due to persistent climate shocks and domestic vulnerabilities worsened by the COVID-19 pandemic. Table 1 sets out various socioeconomic indicators for Zimbabwe in the period covered by the CSP.

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Value	Year
	Life expectancy at birth (years) ^a	61	2019
	Total fertility rate (per woman) ^a	3.62	2019
	Human development index ^b	0.571	2019
	Annual inflation rate (percentage) ^c	737.3	2020
	Share of agriculture in gross domestic product (percentage) ^d	11	2019
	Population living in poverty (percentage) ^e	70.5	2017
	Gini coefficient ^f	44.3	2017
	People facing acute food insecurity (percentage) ^g	27	2020
	Prevalence of stunting in children under five ^h	23.5	2019
	Percentage of children (6–23 months) consuming minimum acceptable diet ^h	4	2018
	Adult literacy rate (percentage for ages 15 and older) ⁱ	89	2018
	Gender Inequality Index (country ranking) ^b	129	2019

Sources:

^a United Nations Population Division. 2019.

^b United Nations Development Programme. [Human Development Report 2020](#).

^c World Bank Group. 2021. [The World Bank in Zimbabwe](#). (Accessed on 28 January 2021).

^d World Bank Group and Global Facility for Disaster Reduction and Recovery. 2019. [Zimbabwe Rapid Impact and Needs Assessment \(RINA\)](#).

^e Zimbabwe National Statistics Agency. 2018. [Poverty, Income, Consumption and Expenditure Survey – 2017 Report](#).

^f World Bank Group. 2021. [Gini Index \(World Bank estimate\) – Zimbabwe](#). (Accessed on 28 January 2021).

^g IPC. 2020. [Zimbabwe: Acute Food Insecurity Situation October–December 2020 and Projection for January–March 2021](#). (Accessed on 28 January 2021).

^h Government of Zimbabwe. 2020. [Zimbabwe Food Security Outlook: Widespread Crisis outcomes \(IPC Phase 3\) outcomes expected to persist until the harvest in early 2021](#).

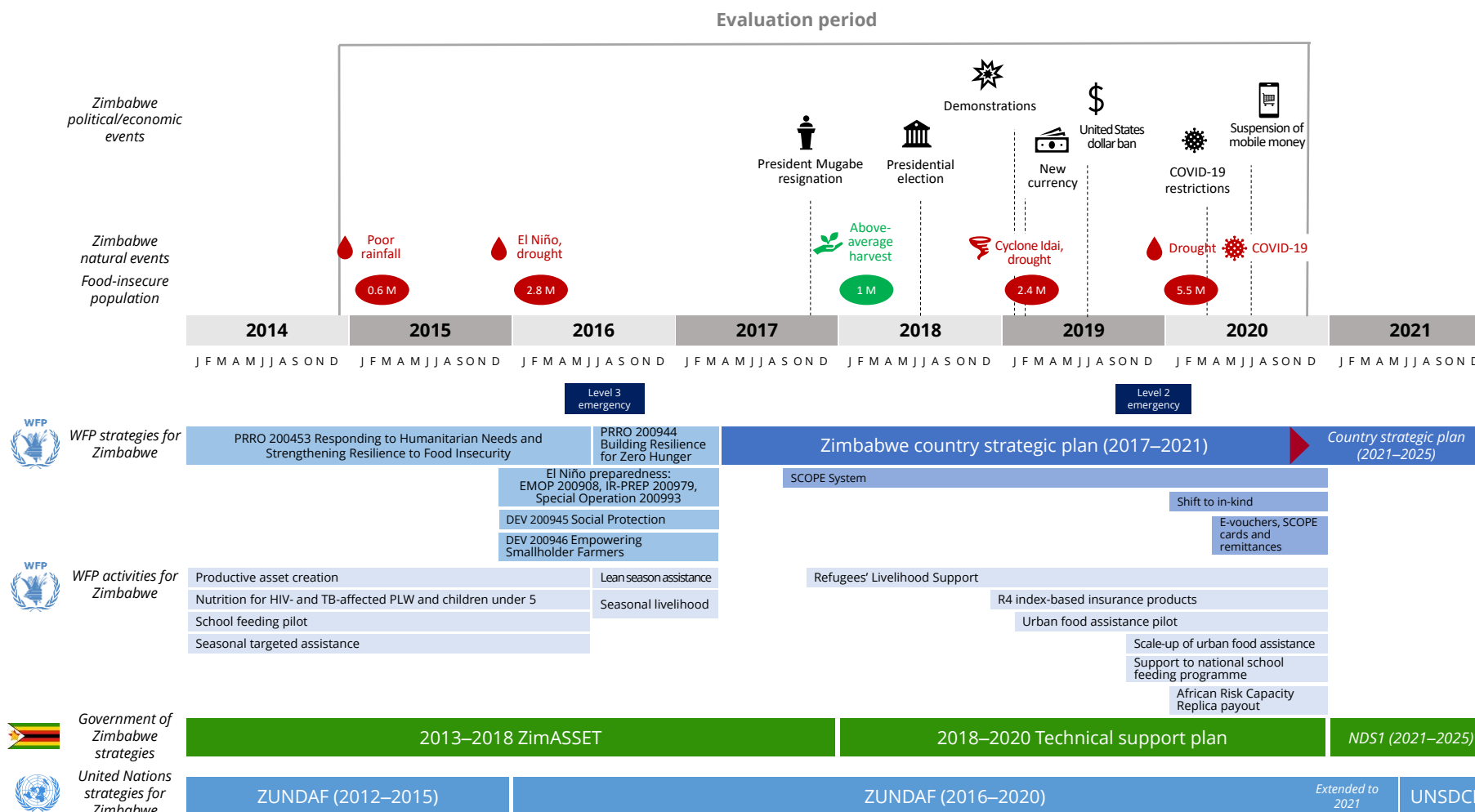
ⁱ United Nations Development Programme. [Human Development Reports database](#). (Accessed on 13 December 2021).

Country strategic plan

8. WFP has operated in Zimbabwe since 1980. Over the last decade, its strategy has shifted from addressing short-term humanitarian needs to building long-term resilience to food insecurity and livelihood vulnerability, with an increasing focus on food assistance for assets, enhanced partnerships and coordination with the national social protection system.

9. The CSP aimed to mitigate the negative impacts of the ongoing economic crisis while supporting long-term national social protection systems and resilience building to achieve zero hunger. Figure 3 illustrates the major changes in the country context, WFP's strategic focus and lines of activity and the United Nations development assistance framework.

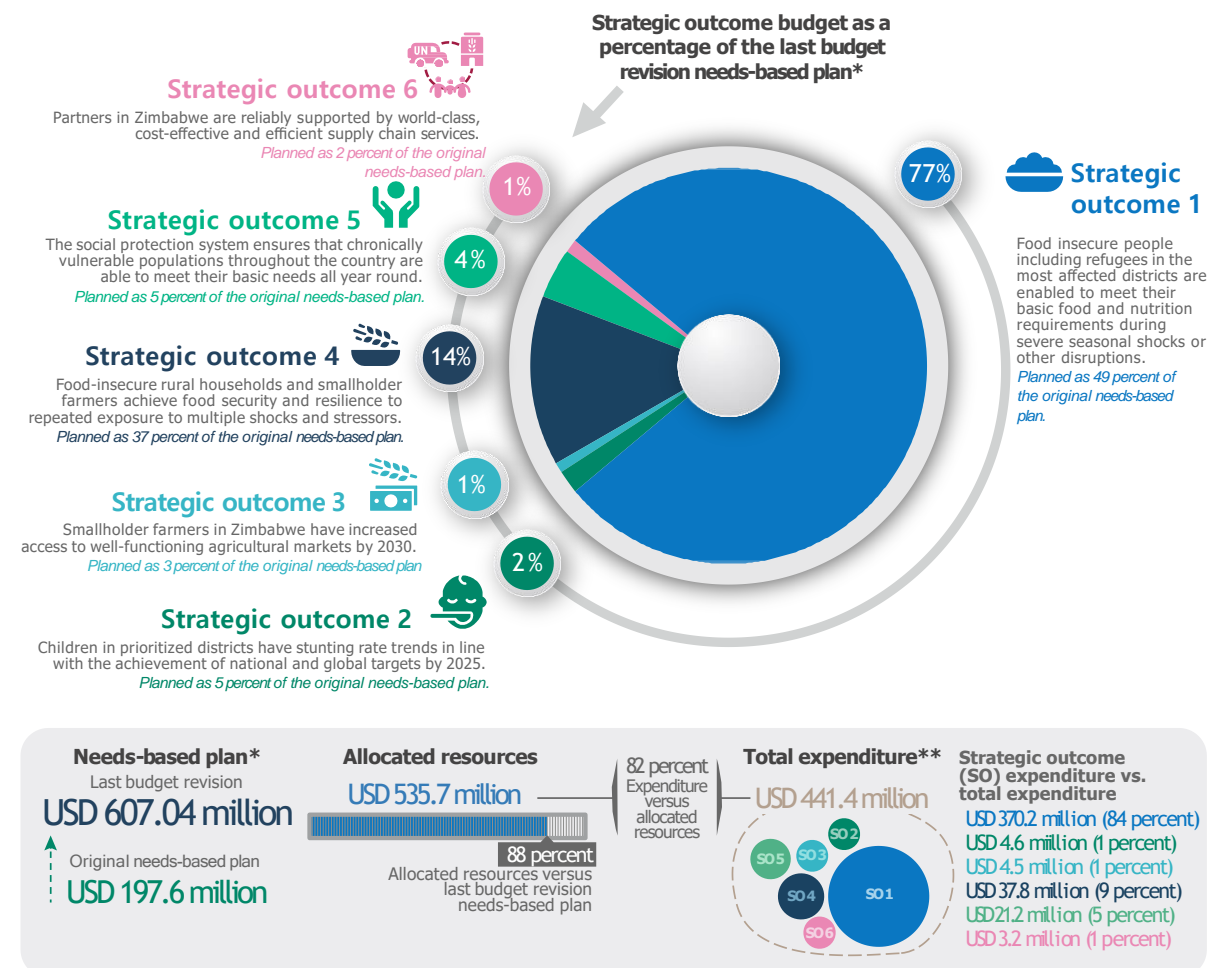
Figure 3: Overview of major events and policies, WFP strategies and activities and Government of Zimbabwe and United Nations strategies in Zimbabwe (2014–2021)



Abbreviations: DEV = development project; EMOP = emergency operation; IR-PREP = Immediate Response Preparedness and Response Enhancement Programme; NDS1, National Development Strategy 1; PRRO = protracted relief and recovery operation; UNSDCF, United Nations sustainable development cooperation framework; R4 = Rural Resilience Initiative; SCOPE = WFP's digital beneficiary information and transfer management platform; TB = tuberculosis; ZimASSET = Zimbabwe Agenda for Sustainable Socio-Economic Transformation; ZUNDAF = Zimbabwe United Nations Development Assistance Framework.

10. The CSP had an original budget of USD 197.6 million⁵ (figure 4) and aimed to reach 792,656 beneficiaries; however, it was revised six times, resulting in an increase of the budget to USD 607.04 million⁶ and a corresponding increase in planned beneficiaries (figure 5). The CSP was 88 percent funded as at November 2020 (figure 4). The United States of America was the main donor, providing nearly half (48 percent), followed by the United Kingdom of Great Britain and Northern Ireland (11 percent) and the Central Emergency Response Fund (8 percent).

Figure 4: Zimbabwe country strategic plan (2017–2021) strategic outcomes, budget, funding and expenditures



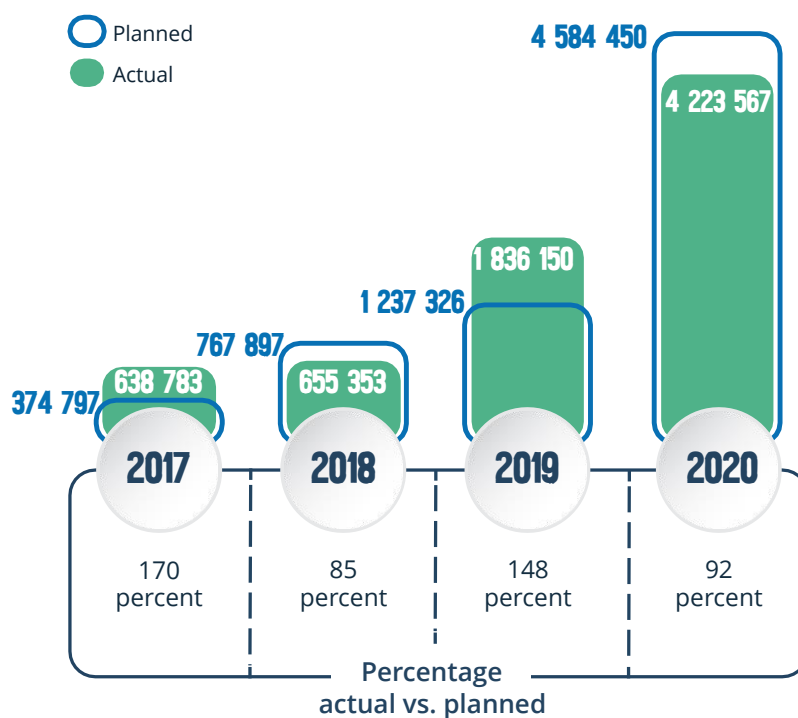
* Not including 2021 values or direct or indirect support costs. *Source:* Original country portfolio budget: strategic partnership agreement; budget in the last budget revision: evaluation team calculation based on WFP Information Network and Global System (WINGS) country portfolio budget, Cumulative by Cost Element and Activity (accessed on 24 November 2020).

** Including both expensed and committed budget. *Source:* Evaluation team calculation based on WINGS country portfolio budget, Cumulative by Cost Element and Activity (accessed on 24 November 2020).

⁵ Excluding direct and indirect support costs.

⁶ Excluding direct and indirect support costs.

Figure 5: Annual overall actual versus planned beneficiaries (2017–2020)



Source: WFP COMET Report CM-R001b.

TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES, PEOPLE'S NEEDS AND RIGHTS AND WFP'S STRENGTHS?

Coherence and alignment

11. The CSP was aligned with the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET) and a wide range of other sectoral strategies for food and nutrition security and agriculture.

12. In some cases, a selective approach was taken to alignment of the CSP with national policies and strategies; for example, it had to be adaptive in supporting national priorities focused on supporting marketing systems for drought-tolerant crops while not supporting cash crops production and marketing. It balanced the priorities of the Government and its development partners by supporting the development of national social protection policies, which was high on the agenda of WFP and its partners but a lower priority for the Government.

Addressing the needs of the most vulnerable

13. The CSP was appropriately focused on the needs of the main food- and nutrition-insecure populations and other highly vulnerable groups, including women. The targeting of lean season assistance and resilience beneficiaries was judged as broadly appropriate. Targeting of urban beneficiaries remained challenging because the resources available were not commensurate with the needs.

14. The introduction of the IPC system in Zimbabwe did not result in a clear consensus on the number of people requiring assistance. The Government's reference point was the Zimbabwe Vulnerability Assessment Committee (ZimVAC) assessment, which placed the country at the forefront of global crises in 2020, and WFP staff generally referenced programmes against those figures; however, a lack of consensus on the degree of national food insecurity and needs had operational consequences for WFP in that the main donors did not fully align their support for WFP and earmarked their contributions for specific geographic areas of the country.

Coherence with other United Nations agencies

15. Through the CSP, WFP committed to the goals of the Zimbabwe United Nations Development Assistance Framework for 2016–2020 (ZUNDAF), which in turn supported ZimASSET and the 2030 Agenda for

Sustainable Development; however, the evaluation revealed challenges in coordination between the United Nations and the Government, with several national stakeholders perceiving the ZUNDAF to be donor owned and driven.

16. A coordination group was established, involving the United Nations Children’s Fund, WFP, the United Nations Development Programme, the International Labour Organization and the World Bank, and collaboration on social protection improved; however, a fully unified position was still lacking in discussions with the Government.

Adaptations to changing circumstances

17. The CSP envisaged a significant reduction in crisis response over the course of implementation, but severe natural and socioeconomic shocks led to food security shocks and resulted in a massive expansion of strategic outcome 1. Early warning and other assessment data – including from the partnership in the ZimVAC process – helped WFP respond to these shocks, but greater recognition of the highly dynamic context could have been factored into the CSP design from the outset.

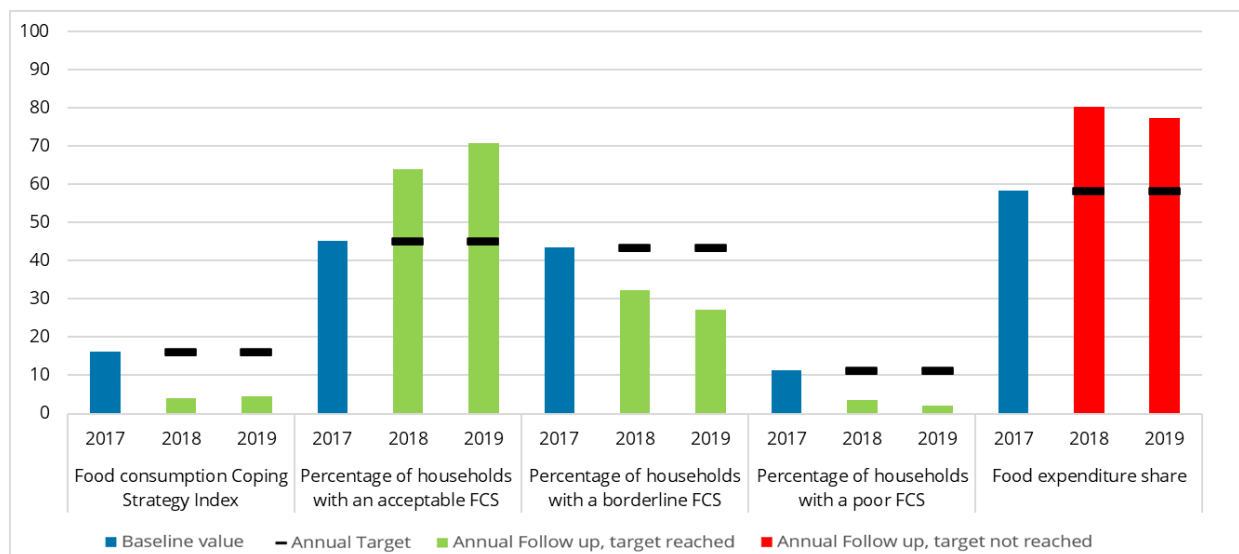
18. Policy and regulatory changes led to significant changes in CSP activities and plans. For example, the ban on the use of United States dollars forced a shift, initially to local currency and increasingly to in-kind food transfers. The country office adapted to those changes and minimized the disruption of distributions, although some stakeholders argued that the changes could have been timelier.

19. Another important adaptation was the inclusion of an urban food assistance component in response to evidence that the macroeconomic crisis and the COVID-19 pandemic had severely affected the urban poor. The inclusion of an urban pilot was regarded as an important achievement by a wide cross section of stakeholders.

WHAT ARE THE EXTENT AND QUALITY OF WFP’S SPECIFIC CONTRIBUTION TO COUNTRY STRATEGIC PLAN OUTCOMES IN THE COUNTRY?

20. Strategic outcome 1, which was aimed at enabling food-insecure people, including refugees, to meet their basic food and nutrition requirements during crises through provision of cash and/or food transfers, achieved broadly positive food security and nutrition outcomes among lean season assistance beneficiaries (see figures 6 and 7).

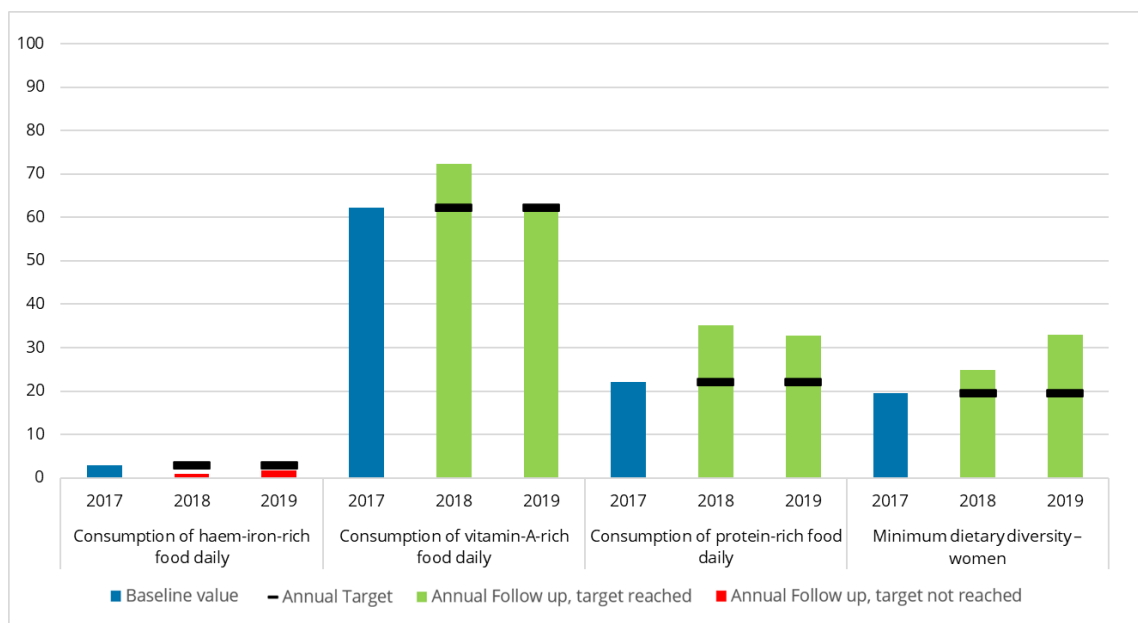
Figure 6: Progress towards food security outcome targets for activity 1 (2017–2019)



Abbreviation: FCS = food consumption score.

Source: WFP Zimbabwe annual country reports for 2017, 2018 and 2019.

Figure 7: Progress towards nutrition outcome targets for activity 1 (2017–2019)



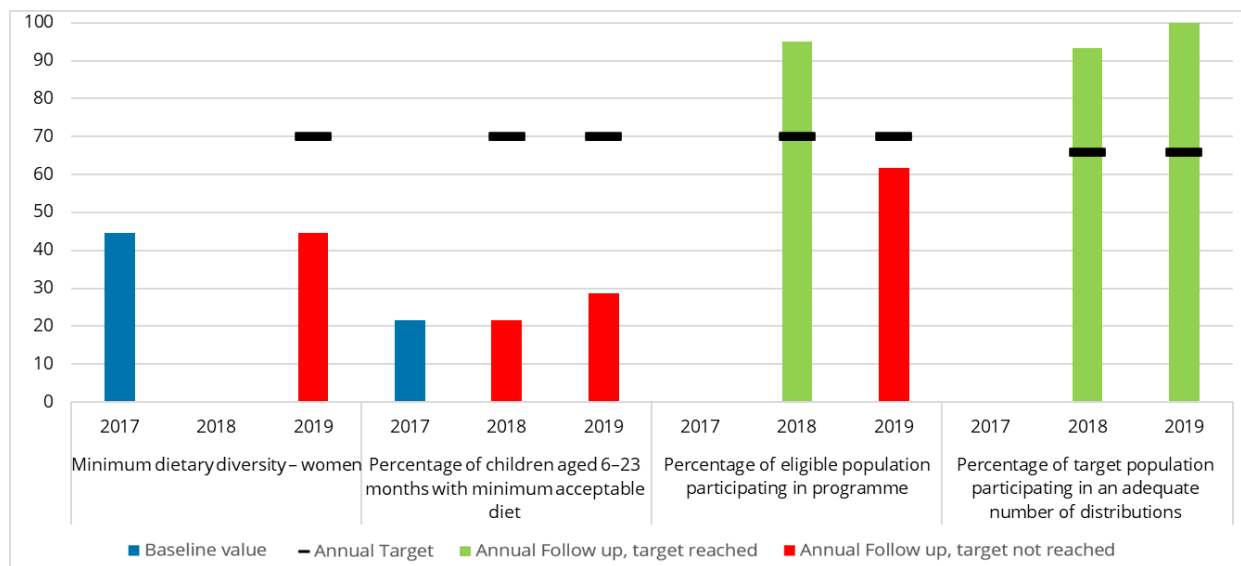
Source: WFP Zimbabwe annual country reports for 2017, 2018 and 2019.

21. The food security and nutrition outcome indicators for refugees and asylum seekers fluctuated over the CSP period, in part because of rising food prices.

22. Under strategic outcome 2, WFP aimed to reduce stunting rates for children in prioritized districts, in line with national and global targets for 2025. WFP supported a range of nutrition interventions that contributed to improved health outcomes, but nutrition outcomes were either not achieved or not monitored.

23. WFP contributed to government-led pilot projects to prevent stunting and support maternity waiting homes. The outcome indicator for the government-led project was the percentage of children 6-23 months of age that consumed a minimum acceptable diet, which was 28.6 percent in 2019, well short of the target of 70 percent (see figure 8); however, the evaluation team considered the target too optimistic.

Figure 8: Progress towards outcome targets for activity 4 (2017–2019)



Source: WFP Zimbabwe annual country reports for 2017, 2018 and 2019.

24. Under strategic outcome 3 WFP aimed to increase access to well-functioning markets for smallholders through the development of efficient local food marketing and procurement mechanisms. Targeting of farmers’ organizations to link to market support displayed a degree of tension, however, between targeting of farmers with the most potential for marketing surpluses and targeting of more vulnerable farmers. There was no evidence regarding whether this market benefited small-scale food-insecure producers or large-scale farmers, or even whether the grain purchased was imported rather than produced domestically.

25. Under strategic outcome 4 WFP aimed to achieve food security and resilience to shocks and stressors. The transfers received by food assistance for assets beneficiaries had a positive impact on short-term food security. This was reflected in increased food consumption scores and marginal improvements in other food-security-related indicators in an otherwise worsening food security situation.

26. WFP also developed the capacity of national and subnational authorities for WFP’s three-pronged approach to strengthening programme design, planning and implementation: integrated context analysis at the national level, seasonal livelihood programming at the subnational level and community-based participatory planning at the local level. There was consensus among stakeholders that three-pronged approach tools were a considerable improvement over existing local plans; however, significant barriers to institutionalization were identified, as the tool did not fit well with national priorities. Furthermore, resource constraints meant that implementation remained reliant on external support.

27. Under strategic outcome 5, WFP aimed to ensure a social protection system for chronically vulnerable populations. Activities included the R4 Rural Resilience Initiative, which incorporated a number of risk-management activities aimed at improving household resilience. Monitoring suggested overall positive trends, with participants successfully diversifying their income sources.

28. Other activities included consolidation and administration of social transfers under the national social protection system; in practice, however, only a single registry was piloted and some support was provided to re-establish a national school feeding programme. The framing of capacity strengthening support for the national social protection system was limited to discrete technical inputs that did not generate system-level improvements. Overall capacity strengthening was not systematically addressed or monitored.

29. Strategic outcome 6 was aimed at ensuring that partners in Zimbabwe were reliably supported by world class supply chain services. WFP supported the procurement, shipping, customs clearing, handling and transportation of food and non-food items for a number of agencies. Monitoring showed high user satisfaction, which was also confirmed in the evaluation interviews.

Humanitarian principles and protection

30. WFP actively promoted humanitarian principles. Distribution plans took into account assessment findings to ensure that they were “needs-based”, and WFP worked to ensure that partners understood that decisions were based on the principles of humanity, neutrality and impartiality. Although the evaluation team heard isolated reports of interference in the targeting process to promote local interests, WFP took appropriate steps to investigate and respond.

Gender

31. WFP made an effort to ensure that food assistance was adapted to women’s specific needs and that other vulnerable groups were included in all activities. For example, the refugee baseline survey revealed that women of reproductive age suffered from poor nutrition, prompting targeted initiatives to improve their nutrition.

32. Multiple stakeholders argued, however, that a clear understanding of gender equality and women’s empowerment issues within a food systems framework was missing. Likewise, the safety or personal security risks associated with giving women cash were not seen as adequately understood or mitigated.

33. WFP made a significant effort to ensure the equal participation of women and men in the implementation and monitoring of food security and nutrition programmes and policies; however, there was little evidence that activities supported transformative change in gender relations.

Sustainability

34. There was a general consensus that the long-term goal of the CSP was to enable emergency assistance to be provided through a government-led social protection system; however, a clear strategy for the progressive handover of responsibility from the international community to the national authorities was not established.

35. Some activities were intended to serve as pilot projects for scale-up by national authorities; however, there was no clear strategy for domestication of the pilots. Critically, convincing evidence of impact that would allow WFP to advocate the scale-up of pilot activities by other actors – such as rates of return or cost-benefit analyses of livelihood interventions – was lacking.

Humanitarian–development–peace nexus

36. With six strategic outcomes and 13 activities, the fragmented structure of the CSP created challenges to the delivery of an integrated programme across the nexus; however, managers from the various activity areas were actively encouraged to identify opportunities to break down humanitarian and development silos. While these efforts were welcomed, the effectiveness of enhanced internal synergies was compromised by the fact that while WFP provided crisis response at scale, its work in resilience building and addressing root causes was far more limited, with many activities only operating as pilots. In addition, there was limited evidence that WFP established successful synergies with other actors in the sector.

TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO THE COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

Timeliness

37. The main time-sensitive activities under the CSP were carried out within the planned timeframes. The timely delivery of lean season activities was particularly impressive. On 28 November 2019 WFP declared a Level 2 corporate emergency that targeted over 4 million beneficiaries, more than four times the number reached in the 2018/2019 season. Despite the associated challenges, by December 2019 WFP had completed distributions in 28 of 31 targeted districts.

38. The available funds were generally put to good use. The percentage of available resources expended or committed ranged from 81 to 102 percent.

Coverage and targeting

39. WFP was the predominant provider of humanitarian food assistance in Zimbabwe during the CSP period. There were no other major food aid pipelines outside the Government. WFP covered a significant

proportion of the assessed needs, ranging from 36 to 67 percent of the ZimVAC assessed needs during the period.

40. WFP also extended food assistance to urban areas, progressively scaling up from 100,000 beneficiaries in January–June 2019 to 326,000 beneficiaries in December 2020; however, even with the increase in numbers, that represented less than 15 percent of those requiring assistance.

41. The number of food assistance for assets beneficiaries ranged from 99,559 (2017) to 48,363 (2018). Assuming that the objective of the food assistance for assets activities was to improve the livelihoods of households to prevent the need for future food assistance, the number of beneficiaries remained very modest compared to the number of lean season assistance beneficiaries or the proportion of the population classified as IPC phase 2.⁷ WFP’s coverage was also lower than that of other actors.

Cost-efficiency

42. WFP improved the cost efficiency of the programme in line with economies of scale. Specifically, the direct support cost chargeable on activities fell as the overall size of the programme grew. This represented significant savings, with a reduction of over 3 percent in direct support costs, equating to USD 6.8 million “savings” on direct support costs charged on the USD 191 million direct operating cost in 2020.

TABLE 2. COMPARISON OF CHANGE IN DIRECT SUPPORT COSTS COMPARED TO TOTAL DIRECT OPERATING COSTS		
Year	Direct support costs as a percentage of total direct operating costs	Total direct operating costs (USD)
2017	6.59	20 423 204
2018	8.46	39 283 943
2019	3.81	109 492 643
2020	3.06	191 304 114

Source: Evaluation team, calculation based on Integrated Road Map Resourcing Detail Report (2017–2020).

43. A variety of examples of management decisions to control costs were provided. One major area of cost control was through field-level agreement negotiations with cooperating partners with tight budget limits. Staff were placed in districts to reduce transport costs and engineers were recruited to support food assistance for asset activities rather than use consultancy services. Common logistics services were provided on a full-cost recovery basis.

44. The cost efficiency of alternative transfer modalities was analysed; however, while WFP switched between cash transfers, vouchers and in-kind commodities several times during the course of the CSP, this was driven by regulatory changes rather than cost efficiency considerations.

45. While there was evidence that specific management decisions took into account cost considerations, there was much less evidence of strategic analysis of the CSP’s cost efficiency. There was a strong stated emphasis on cost efficiency in the annual performance plans, but the cost efficiency of activities was not analysed in the annual and other relevant reports.

46. WFP staff made repeated reference to cost efficiency and cost savings in respect of specific activities, but these assertions were not supported by cost benefit analyses return on investment studies or other documentary evidence.

⁷ The October 2020 IPC analysis classified 2.7 million people as being in IPC phase 2.

WHAT FACTORS EXPLAIN WFP'S PERFORMANCE AND THE EXTENT TO WHICH WFP MADE THE STRATEGIC SHIFT EXPECTED UNDER THE COUNTRY STRATEGIC PLAN?

Predictability, adequacy and flexibility of funding

47. Funding under the CSP was heavily skewed, and contributions were almost entirely earmarked at the activity level or below. Over 80 percent of contributions were earmarked for crisis response. The other significant contribution was to resilience building, specifically support for food assistance for assets activities. The remaining 11 activities shared less than 10 percent of the total available funding.

48. The consequence of earmarking was a loss of programmatic flexibility and an inability to implement several activities. Major donors indicated that earmarking was driven by their own policies. The continuing split of donor funding between development and humanitarian assistance also contributed to earmarked funding. All the main donors in Zimbabwe remained hesitant to fund development activities given persistent concerns over government transparency and accountability.

49. There was no evidence that any significant funding opportunities were missed, and the relationship with donors was rated as good; however, it was suggested that a more compelling and coherent case at the strategic outcome level – strategic outcome 5 (social protection) in particular lacked an overarching logic – might have encouraged flexible funding. Some donors also considered that the CSP was still rooted in a humanitarian logic and lacked the deeper analysis needed for robust development plans.

Strategic partnerships

50. There was improved alignment with national policies, plans and priorities, and WFP established strong relationships across a range of ministries. Government counterparts reported excellent relationships with WFP based on strong communication and engagement in decision making.

51. Partnerships with non-governmental organizations, both international and local, remained essential to CSP implementation. While the majority of partners were international non-governmental organizations, WFP made some efforts to support localization.

52. WFP benefited from a wider variety of partnerships when compared to the preceding operations. This included new partnerships with academic and private sector actors. These relationships strengthened access to technical expertise and provided complementary channels for sustainability.

Responsiveness in dynamic operating contexts

53. The flexibility of the WFP response to changing conditions was framed by two main considerations: the flexibility to scale the emergency response component up and down; and the flexibility to work across the humanitarian-development nexus.

54. The CSP proved to be adaptable. WFP was able to scale up its response in the face of a series of unforeseen emergencies. Using CSP revisions, the country office rapidly increased beneficiary numbers as conditions changed. The CSP was adapted to incorporate a new urban pilot relatively quickly and also accommodated the response to Cyclone Idai.

55. From a strategic point of view, the CSP was aimed at improving flexibility in moving between humanitarian and development responses within the nexus. In practice the linkages proved challenging to realize, and the built-in divisions between these areas – in the form of strategic outcomes and activities – created internal silos to be bridged.

Knowledge management

56. Overall, the use of the available monitoring information was heavily oriented towards external reporting and accountability rather than learning. Activity managers were only responsible for the collection of output data and displayed an incomplete knowledge of performance at higher levels, which was “owned” by the monitoring unit. This made it difficult to access or disseminate data. Overall, there was little evidence of an approach that was structured to ensure that lessons were being learned internally and best practices shared externally.

Human resources

57. WFP human resources were relatively strong for most areas. Strong technical and administrative support and guidance were provided by several advisors from the Regional Bureau for Southern Africa and headquarters. In addition, there was an effective surge of experienced staff on secondment to the country office to support the emergency scale-up and provide a bridge until the office was able to hire and train staff. The latter was done rapidly and effectively, with the number of staff more than doubling between 2015 and 2020. Staff retention was also high, which was associated with a 90 percent national staffing ratio and a management decision to place national staff on long-term contracts. Gender targets were also met: women accounted for 41 percent of country office national staff in 2017 and 55 percent in 2020.⁸

CONCLUSIONS

58. The CSP was designed to shift WFP to a more developmental role, as the need for crisis response was expected to diminish; however, a series of climatic and economic shocks and the onset of the global COVID-19 pandemic required urgent reassessment. The CSP proved sufficiently flexible to allow a rapid pivot back to a large-scale emergency response. That said, the country office was overly optimistic in its initial assessment of the food security and economic trends and could have anticipated a range of alternative scenarios over the CSP implementation period.

59. Although alternative scenarios were not anticipated, the country office was able to rapidly adapt and respond to the deteriorating food security situation and the emergence of COVID-19. The latter resulted in piloting and scale-up of the urban programme, a major innovation in the landscape of food assistance; however, the increased focus on emergency response diverted funding and attention from work on resilience and root causes.

60. Overall, owing to its structure and ambition, the CSP constituted an important step forward from the previous collection of fragmented programme documents. The introduction of a multi-year approach provided an opportunity to improve the conceptual links between WFP's humanitarian and development work; however, the approach did not automatically create stronger operational linkages between humanitarian and development activities because the assignment of activities to crisis response, resilience building and root causes categories created a set of silos.

61. A key assumption underpinning the CSP – that donors would respond to increased transparency with funding that could be flexibly used across the nexus – was ill-founded. Although the total resources increased, earmarking also increased. In the current political situation, many donors are constrained in terms of the direct support they can offer the Government.

62. WFP has faced the challenge of maintaining expertise in humanitarian response while convincing partners that it is able to work effectively along the nexus. The evaluation found evidence that WFP was adapting to this through the recruitment of specialist staff and the development of new tools and guidance in areas such as social protection, capacity strengthening, resilience building and conflict sensitivity.

63. Success in delivering against the ambitious goals of the CSP increasingly required WFP to collaborate and draw on external expertise. To address continued scepticism about its competence and mandate in some areas, WFP will need to clarify and optimize complementarity and partnership – particularly in the resilience building and response to root causes areas of the CSP.

64. Adequate monitoring and evaluation systems were not yet in place, jeopardizing the organization's reputation and compromising its ability to learn from performance to improve programme design and implementation.

65. The CSP did not enable WFP to become more effective in achieving its gender equality and women's empowerment goals. A strengthened approach to gender equality, underpinned by improved analysis and adequate human and financial resources, is still required.

66. The long-term goal of supporting national ownership remains important and valid; however, there are important questions regarding how to achieve change at a realistic pace. In this regard, WFP could act as

⁸ Staff statistics, 2016–2020 (country office document).

a broker between the Government and donors, building trust through strengthened transparency and accountability.

RECOMMENDATIONS

67. The evaluation generated five recommendations. Two strategic recommendations identify ways for WFP to make the most effective contribution in Zimbabwe, through a more focused strategy organized around its comparative advantages and demonstrated results, with a focus on crisis response and resilience building. As those recommendations affect the future strategy of WFP in Zimbabwe, they are expected to be addressed in the new CSP, meaning by June 2022. The strategic recommendations are complemented by three operational recommendations, some of which have a longer timeframe for implementation given their operational nature.

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
Recommendation 1: Refine WFP's strategic focus on the core areas of its comparative advantages in Zimbabwe and improve and simplify the organization of the strategic outcomes and activities of the new country strategic plan around those focal areas.	Strategic	Country Director		High	Include in the new CSP (by June 2022) with reassessment during the CSP mid-term review (2024)
1.1 While continuing to focus on crisis response and resilience building, carefully and periodically (during country strategic plan formulation) reassess the case for continued support for addressing root causes, such as increasing overall agricultural production and improving long-term nutrition.		Country Director and Deputy Country Director			June 2022 (with reassessment by June 2024)
1.2 Maintain responsibility for complementing the Government's provision of humanitarian food assistance and emergency nutrition to crisis-affected rural and urban populations and refugees, including by strengthening the capacity of national institutions and programmes to address food crises. Continue to provide common logistics services to support partners on a cost recovery basis.		Country Director and Deputy Country Director			June 2022
1.3 Consolidate activities that contribute to resilience building under a unified strategic outcome with the aim of understanding the most effective and context-specific mix of interventions for building resilience, including food assistance for assets activities and the R4 Rural Resilience Initiative.		Country Director and Deputy Country Director			June 2022
1.4 Review the objectives and activities related to supporting nutrition, assessments (including the three-pronged approach) and local procurement. Where these primarily support the implementation of other country strategic plan activities, reclassify them as services – rather than as stand-alone activities – in order to simplify management and financing.		Country Director and Deputy Country Director			June 2022

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
Recommendation 2: Develop an enhanced strategy for reducing reliance on humanitarian assistance through supporting the Government in delivering on its responsibility to provide social assistance and increase community resilience.	Strategic	Country Director		High	
2.1 Review national food insecurity needs assessments to identify overlaps and challenges in current assessment methods and use the results of the review to persuade the Government and other partners to adopt a unified and strengthened approach.		Country office head of programme	Regional Bureau research, assessment and monitoring and vulnerability assessment and mapping staff		December 2022
2.2 Building on current efforts, identify opportunities to provide enhanced technical assistance to the national social assistance systems in areas such as registration, targeting and beneficiary selection, determination of levels of assistance, selection of transfer modalities and mechanisms and monitoring.		Country office head of programme	Regional Bureau social protection lead		December 2022
2.3 Examine the feasibility of establishing a joint safety net programme in partnership with the Government and its development partners, including donors and the World Bank, drawing inspiration from similar programmes elsewhere in Africa, to channel and coordinate government, humanitarian and developmental assistance to crisis-affected populations at scale.		Country Director	Regional Bureau social protection lead		June 2022
2.4 Explore increased inter-agency coordination in the programming of resilience building activities, including with the Zimbabwe Resilience Building Fund. Specific objectives should include to increase the scale of synergies with, and potential graduation from, the food and cash assistance provided by WFP and, in the longer term, to establish the foundations for the coordinated incorporation of resilience activities into a potential joint safety net programme.		Deputy Country Director and country office head of programme	Regional Bureau resilience lead		June 2022

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
<p>Recommendation 3: Invest in building the necessary capacities, skills and attitudes to create, access, retain and share knowledge generated under the country strategic plan to achieve zero hunger. Use this knowledge both internally, to improve performance, and externally, to persuade partners (including the Government and its development partners) to replicate and scale up successful innovations.</p>	Operational	Country Director		Medium	
<p>3.1 Invest further in the capacity of the Regional Bureau for Southern Africa to support knowledge management processes. Appoint a knowledge management focal point at a sufficiently senior level in the country office.</p>		Regional Director and Country Director			December 2022
<p>3.2 Develop a knowledge management plan and system for capturing, storing and disseminating relevant information internally and externally. Include evidence to support internal decision-making in order to improve effectiveness and efficiency and evidence for the purpose of advocacy with external stakeholders. Pay specific attention to the gathering of robust evidence on the effectiveness and economic returns of resilience building interventions and strengthened conflict and gender analysis.</p>		Deputy Country Director and country office head of programme	Regional Bureau resilience, gender and humanitarian and protection staff		December 2022
<p>3.3 Explore how the evaluation function could enhance its contribution to learning and knowledge management. Include a costed multi-year strategic evaluation agenda, to be defined within the first six months of the country strategic plan cycle, that clearly identifies learning needs and a rational sequencing of different types of evaluations, including centralized and decentralized evaluations. Explicitly design the evaluation agenda to complement programme monitoring and ensure a regular flow of information for decision making throughout the country strategic plan cycle and prepare it in dialogue with key stakeholders, including national counterparts, the</p>		Deputy Country Director	Regional Bureau evaluation officer Office of Evaluation		June 2025

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
United Nations country team and donors, in order to optimize synergies with external evaluation and monitoring activities.					
3.4. Conduct stakeholder mapping and analysis, to be completed by the time the next country strategic plan is adopted, in order to identify partnerships with relevant actors – including academic institutions – that can contribute to the implementation of the knowledge-management plan.		Deputy Country Director and country office head of programme			December 2022
3.5 Include explicit strategies, timelines and monitoring and evaluation frameworks in all pilot activities to support taking pilots to scale, with explicit arrangements for sharing knowledge with the Government of Zimbabwe and other partners, and put monitoring and evaluation and knowledge management plans in place by the middle of the next country strategic plan cycle.		Country office head of programme			June 2024
Recommendation 4: Deepen WFP's strategic and operational partnerships with a range of actors for planning and delivery of the country strategic plan.	Operational	Country Director		Medium	
4.1 Include partnership arrangements in the new country strategic plan, within the first year of country strategic plan implementation. Deepen and strengthen WFP's partnerships with other United Nations entities and the World Bank, in areas of complementary expertise, including social protection, resilience building and nutrition.		Country Director and Deputy Country Director			December 2022
4.2 Explore the use of multi-year strategic agreements with partners. Agreements should outline long-term objectives and proposed activities while being complemented by annual budget negotiations, subject to the availability of funds. In addition, continue to campaign for multi-year funding from donors to facilitate multi-year agreements with partners.		Deputy Country Director and country office head of programme			December 2022
4.3 Deepen partnerships with other United Nations entities under the United Nations sustainable development		Country office head of			June 2023

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
cooperation framework and with the World Bank to assess gaps in the capacity of national institutions and contribute to coordinated capacity strengthening plans.		programme and country office senior management			
Recommendation 5: Support and encourage results-based management with improved monitoring, evaluation and accountability in order to improve internal management and enhance transparency and accountability to donors.	Operational	Country office head of programme		Medium	
5.1 Define, track and analyse a comprehensive set of indicators across all country strategic plan activities, including improved indicators for monitoring capacity strengthening, gender-transformative actions and resilience building. Draw on the updated corporate results framework and define and improve supplementary country-specific indicators to ensure full monitoring coverage.		Country office head of programme	Regional Bureau monitoring officer		June 2022
5.2 Review the management structure and responsibilities of the country office programme unit and introduce revised management responsibilities for the start of the new country strategic plan cycle to ensure integrated responsibility for the monitoring of outputs and contribution to outcomes by the relevant managers.		Country office head of programme			December 2022
5.3 Strengthen management of cost efficiency through the development of appropriate cost-efficiency metrics, clarification of managerial responsibilities for the regular analysis of cost efficiency and training of country office staff.		Country office head of programme	Regional Bureau monitoring officer		December 2022

1. Introduction

1.1. EVALUATION FEATURES

1. The 2016 World Food Programme (WFP) Policy on Country Strategic Plans introduced the requirement for a final evaluation of country strategic plans (CSPs) to inform the design of subsequent country strategic plans.⁹ Consequently, the Office of Evaluation has commissioned this evaluation of the Zimbabwe Country Strategic Plan (2017-2021). This country strategic plan evaluation (CSPE) will enable the Zimbabwe country office to use the evaluation findings and conclusions in the design of the new country strategic plan – scheduled for Executive Board consideration in February 2022.

2. The summary terms of reference (ToR) for this evaluation are in Annex I. This evaluation is designed to: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing future engagement of WFP in Zimbabwe; and 2) provide accountability for results to WFP stakeholders. In addition, given that Zimbabwe was a pilot country for the introduction of the country strategic plan, this evaluation is expected to provide evidence to WFP corporate-level users.

3. The evaluation addresses four key evaluation questions (EQs):

- EQ 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as WFP strengths?
- EQ 2: What is the extent and quality of the specific WFP contribution to country strategic plan strategic outcomes in the Republic of Zimbabwe?
- EQ 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?
- EQ 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

4. The CSPE covers all WFP activities – including cross-cutting results – to the end of 2020. The evaluation's timeframe starts before the country strategic plan itself (2017) in order to assess key changes in the strategic approach. Within this timeframe, the evaluation examines how the country strategic plan builds on, or departs from, previous activities, and assesses if the strategic shift that was foreseen has taken place, and what the consequences were.

5. The evaluation started in September 2020 with a series of virtual inception briefings conducted with WFP staff at headquarters, the regional bureau in Johannesburg and the country office as well as with other key stakeholders. Field data collection was conducted from 2 November to 16 December 2020. Five debriefing sessions were held with the country office from 7 to 14 January 2021. The detailed evaluation timeline is available in Annex II.

6. The immediate users of the evaluation findings and recommendations are expected to include WFP country office, the regional bureau in Johannesburg, headquarters technical units and senior management, the Executive Board, the Government of Zimbabwe, civil society institutions, donors and the United Nations Country Team (UNCT).

7. The Office of Evaluation evaluation manager (EM) for this evaluation was Catrina Perch, who was assisted by evaluation officers (EOs) Alessia Marazzi and Sameera Ashraf. The evaluation team (ET) consisted of Nick Maunder (team leader), Munhamo Chisvo, Sophie Dunn, Floris Dalemans and Gaia Castori.

1.2. CONTEXT

General overview

8. Zimbabwe is a landlocked, resource rich, low income, food deficit country, with a population of 14.9 million, growing at 1.5 percent per annum.¹⁰ Zimbabwe has 16 official languages with English

⁹ WFP. 2016b. Policy Country Strategic Plans: p.19.

¹⁰ UNFPA. 2021. World Population Dashboard. Accessed on 28 January 2021.

commonly used. The main ethnic groups are Shona and Matabele. The population is largely rural (68 percent)¹¹ and young (62 percent under the age of 25),¹² and has a 0.96 male to female ratio.¹³

9. Life expectancy at birth is 61 years.¹⁴ The total fertility rate per woman is estimated at 3.62¹⁵ and the adolescent fertility rate is 83 births per 1,000 women,¹⁶ which is lower than the average of sub-Saharan Africa (101) but significantly higher than the world average (42). Although Human Immunodeficiency Virus (HIV) prevalence has declined from 25.4 percent in 1996 to 12.8 percent in 2019,¹⁷ HIV-related illness remains the largest cause of death among adults of reproductive age and children.¹⁸ Zimbabwe's Human Development Index has been steadily improving since 2000, with a 2019 Human Development Index of 0.571, putting the country in the medium human development category and positioning it at 150 out of 189 countries and territories.¹⁹ Although the World Bank (WB) rated Zimbabwe as a lower middle-income country in July 2019, it was downgraded in October 2019 to low-income status.²⁰

10. In 2008, Zimbabwe experienced one of the highest hyperinflation rates ever recorded globally. Stabilization measures – both politically, with the formation of the coalition Government, and economically, with the introduction of the United States dollar (USD) as a means of exchange – led to a rebound in economic growth. However, in May 2016, Zimbabwe introduced bond notes to alleviate a crippling cash shortage, and in February 2019, the country adopted the Real-Time Gross Settlement (RTGS) as its new currency. A rapid depreciation of the RTGS currency resulted in the annual inflation rate rising to 737.3 percent by June 2020.²¹ Gross domestic product (GDP) was estimated to have contracted by 8.1 percent in 2019 and the recession was projected to continue in 2020 due to persistent climate shocks and domestic vulnerabilities worsened by the coronavirus disease COVID-19.²²

11. In 2017, 70.5 percent of the population was assessed as living in poverty, while some 29.3 percent of the population was estimated to be living in extreme poverty.²³ The Gini coefficient, a measure of wealth inequality, was 44.3 percent in 2017, among the lowest in Southern Africa.²⁴ Zimbabwe has been hit by several major disasters over the country strategic plan period (Table 1).

¹¹ The World Bank. 2018. Rural Population – Zimbabwe. Accessed on 28 January 2021.

¹² UNFPA. 2019. Young People. Accessed on 28 January 2021.

¹³ CIA. 2021. The World Factbook - Zimbabwe. Accessed on 28 January 2021.

¹⁴ United Nations Population Division. 2019. World Population Prospects: The 2019 Revision. Accessed on 28 January 2021.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ The World Bank. 2021b. Prevalence of HIV, Total (Percent of Population Ages 15-49). Accessed on 28 January 2021.

¹⁸ UNFPA. 2020a. HIV & AIDS. Accessed on 28 January 2021.

¹⁹ UNDP. 2020. Human Development Report 2020. The next frontier: Human Development and the Anthropocene – Briefing note for countries on the 2020 Human Development Report.

²⁰ The World Bank. 2019. Annual Report for 2019.

²¹ The World Bank. 2021c. The World Bank in Zimbabwe. Accessed on 28 January 2021.

²² Ibid.

²³ Zimbabwe National Statistics Agency. 2017. Poverty, Income, Consumption and Expenditure Survey – 2017 Report.

²⁴ The World Bank. 2021a. Gini Index (World Bank estimate) – Zimbabwe. Accessed on 28 January 2021.

Table 1: Disasters affecting Zimbabwe during the Country Strategic Plan (2017–2020)

Date	Disaster
2015/16 and 2016/17	El Niño related drought resulted in a large fall in grain yields. At its peak, it was estimated that 2.8 million people were “food insecure” among the total population of 16 million .
2017/18 and 2018/19 rainfall season	Zimbabwe loses at least 100,000 herd of cattle to January Disease (Theileriosis). ¹
September 2018	The Government declared a state of emergency in response to a cholera outbreak in Harare that killed 20 people and affected more than 2,000.
March 2019	Tropical Cyclone Idai hit the eastern part of Zimbabwe on 16 and 17 March. The impact of flash flooding resulted in numerous deaths and significant damage to infrastructure, property, crops and livestock. 270,000 people were estimated to be in need of humanitarian assistance and 10,000 were displaced. ²
August 2019	Drought. The Government declared the 2018/19 drought and cropping season a “State of National Disaster” and appealed for international humanitarian assistance. ³ Erratic and insufficient rains also marked the 2019/20 rainy season, the fifth poor season in parts of Southern Africa since 2014. ⁴
2020/21	COVID-19 pandemic. As of 28 January 2021, there have been 32,004 confirmed cases and 1,103 deaths ⁵ . As of mid-January 2021, there is a ban on intercity travel within Zimbabwe, although the land borders and international airport have been open since 1 December 2020. In response to the increasing numbers of COVID-19 cases, the Government has instated a series of lockdowns, with the latest 30-day lockdown starting on 5 January 2021 , as well as a 12-hour dawn-to-dusk curfew. WFP CO has remote working arrangements in place.

Source: Evaluation team.

National policies and the Sustainable Development Goals (SDGs)

12. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) (ZimASSET) envisaged “an empowered society and a growing economy”²⁵ through four clusters: (i) food and nutrition security, particularly by means of improved crop and livestock production and marketing; (ii) infrastructure development and environmental management, protection and conservation; (iii) nutrition policy and legislation; and (iv) improved social services and the eradication of poverty through human capital development and empowerment, employment, and gender mainstreaming (also referred to as value addition and beneficiation). In addition to these four main clusters, three enabling clusters were identified: (i) fiscal reform measures; (ii) public administration, governance and performance management; and (iii) aid coordination.

13. The Government adopted the 2030 Agenda for Sustainable Development (2030 Agenda) and its Sustainable Development Goals and mainstreamed them into the ZimASSET clusters. Zimbabwe conducted a Voluntary National Review of Sustainable Development Goals in 2017. It highlighted a number of successes, including: (i) a decline in the multidimensional poverty index (SDG 1); (ii) a decline in prevalence of stunting in children under 5 years (SDG 2); (iii) a drop in HIV prevalence rates, infant mortality and maternal mortality ratios (SDG 3); and (iv) near gender parity in educational attainment (SDG 5). Set against these improvements there was a sharp increase in hunger attributed to erratic rainfall. Challenges in implementing the Sustainable Development Goals included: (i) limited fiscal space, with the bulk of fiscal revenues going towards funding recurrent expenditures and basic services; (ii) urbanization; and (iii) gaps in terms of policy implementation and coherence.

14. Following the change of Government in 2017, a Transitional Stabilization Programme (TSP) “reforms agenda” was introduced for the period from October 2018 to December 2020, aiming for “a

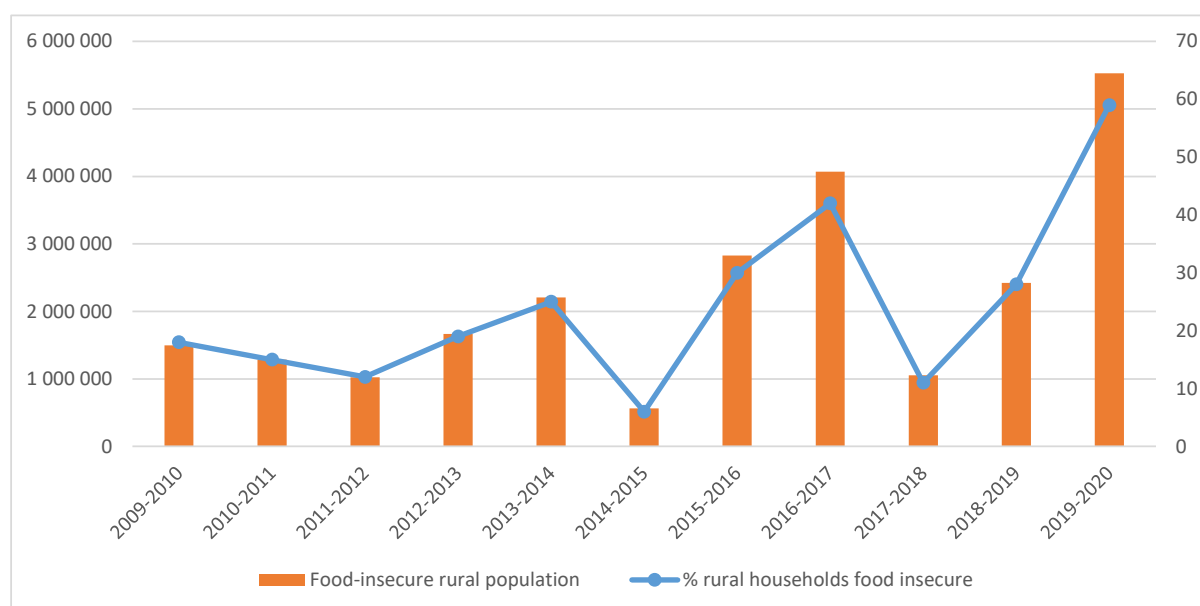
²⁵ Government of Zimbabwe. 2013a. Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset).

prosperous and empowered upper middle-income society by 2030”.²⁶ This programme superseded the ZimASSET and focuses more on macroeconomic issues and recovery. The Transitional Stabilization Programme commits to overcome and redress the underlying challenges arising from economic fragility, joblessness, inequality and poverty.²⁷ A new national development plan is anticipated to come into force in 2021.²⁸

Food and nutrition security

15. Zimbabwe has some of the highest levels of food insecurity in sub-Saharan Africa.²⁹ Household access to food is constrained by poverty, declining remittances, low productivity, inadequate employment opportunities, high food prices, recurrent weather shocks, economic instability, low growth, deflation and a lack of liquidity. Consequently in 10 of the last 11 years over 1 million people in rural areas have been assessed as requiring food assistance (Figure 1).

Figure 1: Rural population assessed as requiring food assistance (ZimVAC; 2009–2020)



Source: Evaluation team calculation based on ZimVAC Rural Livelihoods Assessment (2009–2019).

16. Over the course of the country strategic plan, the food security situation in Zimbabwe has deteriorated. As of October 2020, 2.6 million people (27 percent of the analysed population) in rural Zimbabwe were in Integrated Food Security Phase Classification (IPC) Phase 3 or above, while nearly 2.9 million people (30 percent) were in stress (IPC Phase 2).³⁰ By December 2020, the majority of the country was in “crisis” (IPC Phase 3 or higher) and crisis-level outcomes are expected to persist across most areas until at least March 2021 (Figure 2). Early season rainfall fell in October 2020 and cumulative rainfall for the 2020/2021 rainfall season is expected to be average, likely resulting in near-normal areas planted and close to average crop production for the 2020/2021 agriculture season.³¹

²⁶ Government of Zimbabwe – Ministry of Finance. 2018. Transitional Stabilization Programme – Reforms Agenda - October 2018–December 2020: page iv.

²⁷ Ibid.

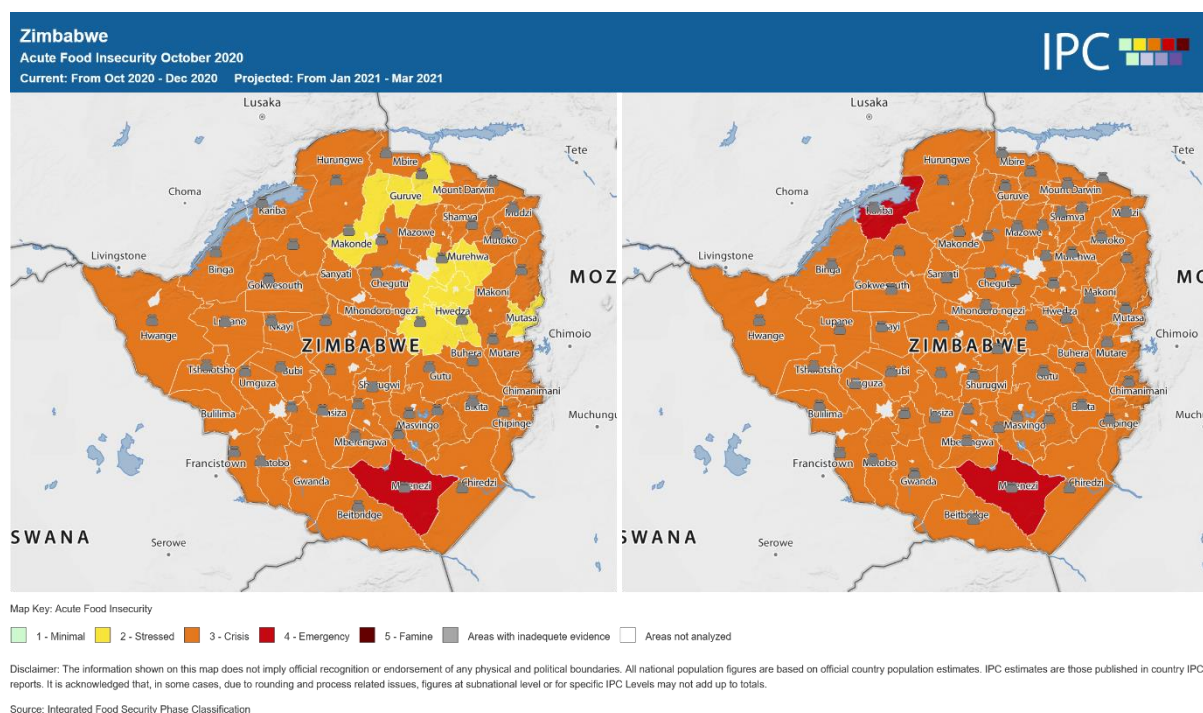
²⁸ Turner, S. & Grabham, J. 2019. Zimbabwe Country Strategic Plan (2017–2021) - Mid-term review. WFP internal report, unpublished.

²⁹ World Bank Group. 2019. Joint Needs-Assessment for Zimbabwe: Identifying Challenges and Needs.

³⁰ IPC. 2020. *Zimbabwe: Acute Food Insecurity Situation October–December 2020 and Projection for January–March 2021*.

³¹ FEWSNET. October 2020b. Zimbabwe Food Security Outlook: Widespread crisis outcomes (IPCS 3) expected to persist until the harvest in early 2021.

Figure 2: Zimbabwe food security situation (current: October–December 2020 (left); projected: January–March 2021 (right))



Source: IPC. 2020. Zimbabwe: Acute Food Insecurity Situation October–December 2020 and Projection for January–March 2021. Accessed on 28 January 2021 at <http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1152928>.

17. Zimbabwe is facing a triple burden of malnutrition (stunting, micronutrient deficiencies and overweight in women). In the last decade there has been an improvement in the prevalence of stunting in children under five from 33.8 percent (“very high”) in 2010, to 26.2 percent (“high”) in 2018.³² Stunting is higher in boys (28.5 percent) than in girls (23.9 percent).³³ Micronutrient deficiencies among women and children remain high. A maize-based diet leads to poor dietary diversity and insufficient consumption of essential nutrients. Only 4 percent of children aged 6–23 months consume a minimum acceptable diet.³⁴ A recent study found that stunting in Zimbabwe is primarily due to poor infant and young child feeding (IYCF).³⁵

18. Figure 3 shows the stunting, iron deficiency anaemia and global acute malnutrition rates in children under 5 years in Zimbabwe from 1999 to 2019. Most recent data indicate a high/severe prevalence of anaemia (2016) and stunting (2019), whereas global acute malnutrition rates have been classified as “low” since 2009.

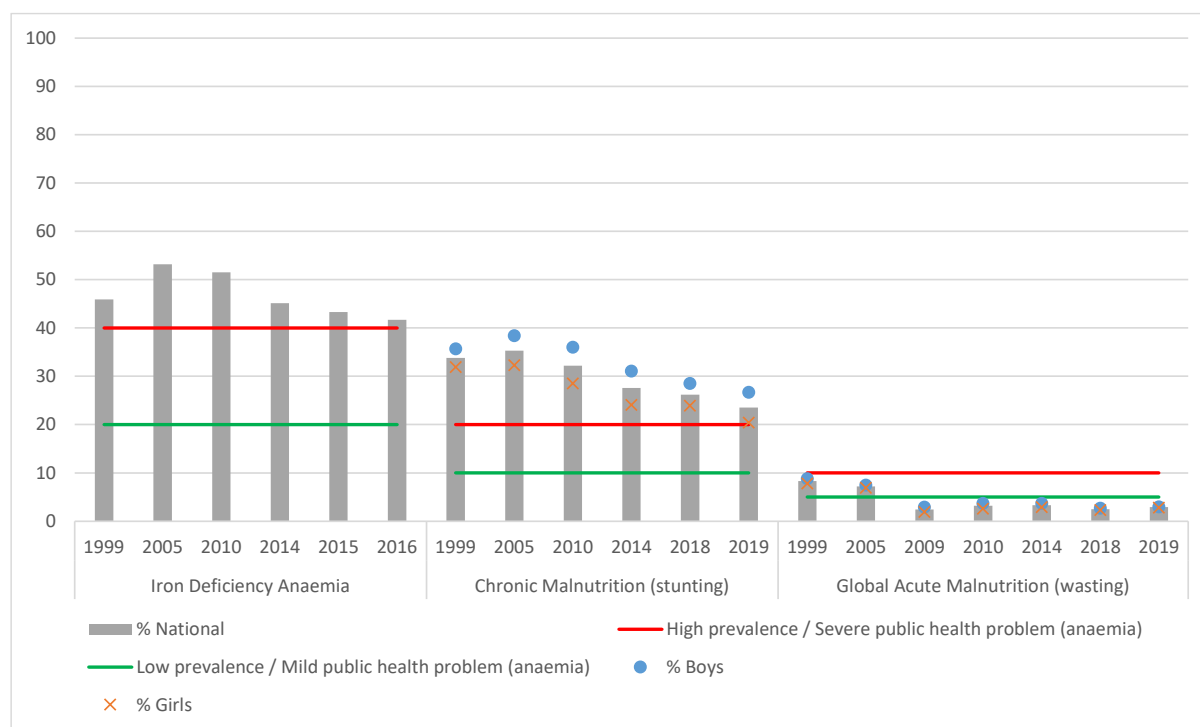
³² Government of Zimbabwe – Food & Nutrition Council. 2018. *Zimbabwe National Nutrition Survey 2018*.

³³ Ibid.

³⁴ Ibid.

³⁵ Pickering, A., Null, C. & others. 2019. *The WASH Benefits and SHINE trials: interpretation of WASH*. *Lancet Global Health*, 7 (11): 39–46.

Figure 3: Nutritional status of children under 5 years (1999–2019)



Source: Evaluation team calculation based on Zimbabwe Multiple Indicator Cluster Survey (2014, 2019); Zimbabwe National Nutrition Survey (2018); and WHO. 2020. Prevalence of anaemia among children (percentage of children under 5) Zimbabwe. (Accessed on 28 January 2021 at <https://data.worldbank.org/indicator/SH.ANM.CHLD.ZS?locations=ZW>).

Agriculture and climate change

19. Agriculture accounts for 11 percent of the national gross domestic product and 16 percent of export earnings, while agriculture-related employment supports 52.3 percent of the economically active persons.³⁶ However, the agricultural sector is highly exposed to weather-related disaster risk and vulnerable to water stress, flooding, frost and hail.³⁷ In addition the Climate Change Vulnerability Index ranked Zimbabwe ninth among 16 countries with the “extreme risk” rating in a global ranking of 170 countries.³⁸ There has been an overall decline of nearly 5 percent in rainfall across Zimbabwe during the past century, with temporal and spatial rainfall variation in mean rainfall received.³⁹ After more than two decades of land reforms, the number of small- and medium-scale farmers with access to land in Zimbabwe is increasing. However, the accompanying decrease in tenure security has had negative impacts on investment, access to agricultural financing and agricultural production.⁴⁰

³⁶ World Bank Group & Global Facility for Disaster Reduction and Recovery. 2019. *Zimbabwe Rapid Impact and Needs Assessment (RINA)*.

³⁷ The World Bank. 2019. *Zimbabwe: Agriculture Sector Disaster Risk Assessment*.

³⁸ A recent index that enables countries to calculate their vulnerability to the impacts of climate change over the next 30 years, with the classes of risk ranging from low to extreme risk.

³⁹ UNDP. 2017. *Zimbabwe Human Development Report*.

⁴⁰ World Bank Group. 2019. *Joint Needs Assessment for Zimbabwe: Identifying Challenges and Needs*. Washington, D.C, World Bank Group: p.37.

Education

20. Zimbabwe has the second-highest literacy rate on the continent (89 percent).⁴¹ The adjusted primary school enrolment rate in 2017 was 84 percent for boys and 86 percent for girls.⁴² Secondary school enrolment rates stand at 49 percent for both boys and girls in 2019,⁴³ but there is a noticeable disparity between in-school attendance at lower secondary (55 percent for boys and 65 percent for girls).⁴⁴ Zimbabwe closed its schools on 24 March 2020 to contain the spread of COVID-19 and protect school populations.⁴⁵ School closures have disrupted the education of more than 4.6 million children, with adverse impacts on the protection and well-being of children. Children and adolescents increasingly experience psychosocial distress, as many are dropping out of school and being pushed away from home to seek employment.

Gender

21. Despite having a constitutional commitment to gender equality, Zimbabwe ranks only 126th out of 162 countries on the gender inequality index (2018), mostly due to its relatively high maternal mortality rate⁴⁶ and relatively low reproductive health status.⁴⁷ Women's restricted access to land makes them more vulnerable to poverty as they have no influence over the land assets and are deprived of the water and other natural resources associated with access to land.⁴⁸ Nearly 841,000 Zimbabwean women and girls continue to require protection from gender-based violence (GBV) in its various forms: sexual, physical, emotional, intimate partner violence, sexual exploitation and abuse. The ongoing COVID-19 pandemic and related restrictions are exacerbating the situation.

22. A gender analysis by WFP in 2016 found that there was inadequate implementation of gender equality commitments in Zimbabwe as outlined in international and regional treaties, and in national legislation, policies and programmes.⁴⁹ Programmes and interventions that mainstream gender, targeting women, girls, men and boys at all stages of the planning and implementation process, are also required. The establishment of the Gender Commission in 2015 as an independent oversight body presented an opportunity for strengthening accountability by the State towards women's human rights. On a positive note, there has been an increase in the participation of women in political decision making. In January 2021, the country is ranked 47th out of 188 countries on the Inter-Parliamentary Union's world classification of women in parliament.⁵⁰

Migration, refugees and internally displaced people

23. As of September 2020, Zimbabwe was hosting 21,328 people of concern (refugees and asylum-seekers).⁵¹ The vast majority of them are from the Democratic Republic of the Congo. Over 1,000 Mozambican asylum-seekers are hosted in Tongogara camp, and some 6,500 unregistered Mozambicans are staying in Zimbabwean border communities. The Government has continued to maintain a favourable protection environment towards refugees and asylum-seekers in the country despite the political and economic turmoil.

⁴¹ UNDP. 2018. Human Development Indices and Indicators: 2018 Statistical Update.

⁴² UNFPA. 2020. World Population Dashboard Zimbabwe. Net percentage of primary school age children 2009–2018. Accessed on 21 September 2020.

⁴³ Ibid.

⁴⁴ Zimbabwe National Statistics Agency. 2019. *Multiple Indicator Cluster Survey: Snapshot of Key Findings*. UNICEF, p. 36.

⁴⁵ Zimbabwe Education Cluster. 2020. Humanitarian response and COVID-19 Sitrep: 05 October 2020.

⁴⁶ UNDP. 2019. Inequalities in Human Development in the 21st Century - Briefing note for countries on the 2019 Human Development Report – Zimbabwe.

⁴⁷ For every 100,000 live births, 443 women die from pregnancy-related causes.

⁴⁸ The World Bank. 2019. Zimbabwe: Agriculture Sector Disaster Risk Assessment: p.22.

⁴⁹ WFP RBJ. 2016. Zimbabwe Gender Action Plan 2016-2020. Internal report, unpublished.

⁵⁰ Inter-Parliamentary Union. 2021. Monthly ranking of women in national parliaments. Accessed on 28 January 2021.

⁵¹ OCHA. 2020. Zimbabwe Situation Report.

1.3. WFP COUNTRY STRATEGIC PLAN (2017–2021)

Strategic focus of the country strategic plan

24. WFP has been operating in Zimbabwe since 1980, initially procuring food relief for operations in other countries, but from 2002 onwards responding to the deteriorating food security situation.⁵² Support was initially provided through various protracted relief and recovery operations (PRROs), complemented by emergency operations (EMOPs), development operations (DEVs) and shorter-term special operations.

25. Lean season assistance (LSA) has been provided since 2002, gradually shifting from in-kind food distribution to cash-based transfers (CBTs). Over the last decade, the WFP strategy shifted from purely addressing short-term humanitarian needs to building long-term resilience to food insecurity and livelihood vulnerability,⁵³ with an increasing focus on food assistance for assets (FFA) (also referred to as productive asset creation), enhanced partnerships and coordination with the national social protection system.

26. Zimbabwe was selected as a country strategic plan pilot country in 2015 and underwent a two-year preparation period concurrent with the adoption of the WFP Integrated Road Map (IRM). The country strategic plan was supported by analytical work undertaken by WFP in conjunction with various partners. This included: the national Zero Hunger Strategic Review (ZHSR) of 2015;⁵⁴ needs assessments (for example the annual Zimbabwe Vulnerability Assessment Committee (ZimVAC), integrated food security phase classification analyses, the ad hoc Cyclone Idai needs assessments); regular market assessments; and the Three-Pronged Approach (3PA) for strengthening the design, planning and implementation of programmes, and programme monitoring. No decentralized evaluations were planned or conducted, although a mid-term review of the country strategic plan was conducted in 2019. To inform the country strategic plan, WFP Zimbabwe conducted a situational gender analysis and produced a gender action plan.

27. The Zimbabwe country strategic plan aims to mitigate the negative impacts of the ongoing economic crisis, while supporting longer-term national social protection systems and resilience-building to achieve zero hunger. It is designed to contribute to SDGs 2 and 17 and to WFP Strategic Results 1–5 and 8, in line with the WFP Corporate Strategic Plan (2017–2021). It contributes to these goals through six strategic outcomes (SOs) and 13 activities, classified across three corporate focus areas: (i) crisis response; (ii) resilience building; and (iii) response to root causes of vulnerability (Figure 4).

28. Some of the key assumptions underlying the programme logic are that: (i) adequate funding will be available to complete all planned activities; (ii) WFP will have the required technical expertise to implement all planned activities; and (iii) capacity strengthening actions will result in individual behavioural change and/or institutional changes.

29. A number of major contextual changes occurred during the country strategic plan period. This included a number of food crises (outlined in Table 1), changes in the policy and regulatory environment, a deterioration of the economy and the COVID-19 outbreak (outlined in paragraphs 14). These contextual changes were reflected in two major changes to the programme. Firstly, food assistance for urban populations was piloted in 2019 and scaled up in 2020. Secondly, the choice of transfer modality changed: a commitment to increasing the relative use of cash-based transfers over the period 2017–2019 had to be reversed in 2020 due to changes in the regulatory environment. A summary of the main changes in the context and country strategic plan are presented in Figure 5.

⁵² Chopak et al. 2012. Zimbabwe: An Evaluation of WFP's Portfolio (2006–2010). WFP.

⁵³ Notably through PRRO 200453.

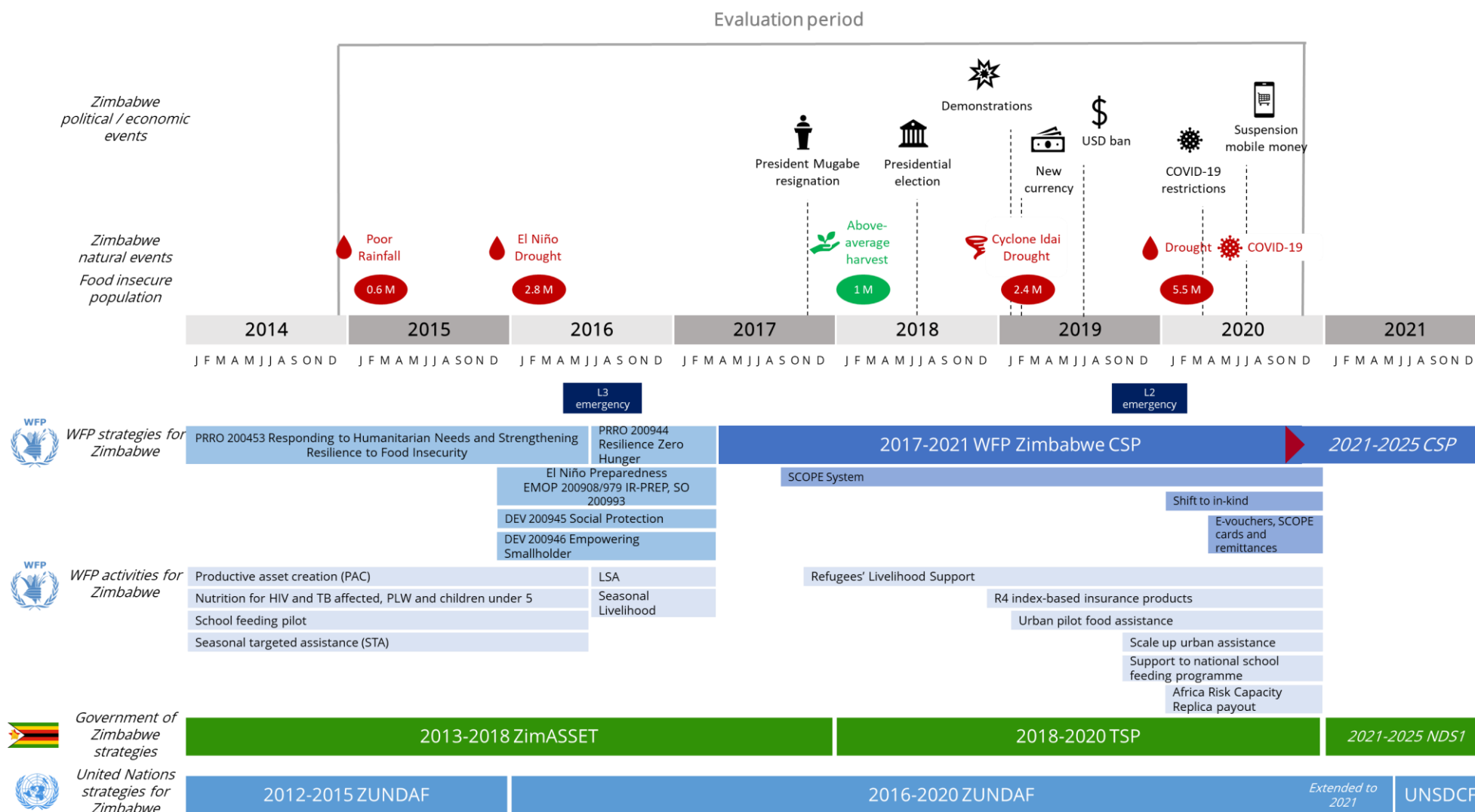
⁵⁴ Women's University in Africa. 2015. *Zimbabwe Zero Hunger Strategic Review*. WFP.

Figure 4: Overview of strategic outcomes and activities within the Zimbabwe country strategic plan and its linkages to the WFP Corporate Strategic Framework

CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
STRATEGIC RESULT 1: EVERYONE HAS ACCESS TO FOOD SDG TARGET 2.1	STRATEGIC RESULT 2: NO ONE SUFFERS FROM MALNUTRITION SDG TARGET 2.2	STRATEGIC RESULT 3: SMALLHOLDERS HAVE IMPROVED FOOD SECURITY AND NUTRITION SDG TARGET 2.3	STRATEGIC RESULT 4: FOOD SYSTEMS ARE SUSTAINABLE SDG TARGET 2.4	STRATEGIC RESULT 5: COUNTRIES HAVE STRENGTHENED CAPACITY TO IMPLEMENT THE SDGS SDG TARGET 17.9	STRATEGIC RESULT 8: SHARING OF KNOWLEDGE, EXPERTISE AND TECHNOLOGY STRENGTHEN GLOBAL PARTNERSHIP SUPPORT TO COUNTRY EFFORTS TO ACHIEVE THE SDGS SDG TARGET 17.16
STRATEGIC OUTCOME 1: Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions	STRATEGIC OUTCOME 2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025	STRATEGIC OUTCOME 3: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030	STRATEGIC OUTCOME 4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	STRATEGIC OUTCOME 5: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round	STRATEGIC OUTCOME 6: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	Activity 3: Build evidence for nutrition advocacy, policy direction and programme decision-making	Activity 5: Support the development of an efficient local food marketing and procurement mechanism	Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	Activity 9: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses	Activity 13: Provide logistics and procurement expertise and services
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	Activity 4: Support the Government's nutrition programming at the national and subnational levels	Activity 6: Enable farmer organizations aggregate and market surplus production	Activity 8: Enhance the capacity of prioritized districts to plan and manage resilience building	Activity 10: Support innovative risk management, insurance and financing mechanisms	
				Activity 11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system	
				Activity 12: Support re-establishment of the national school meals programme	

Source: Evaluation team, based on CSP Zimbabwe.

Figure 5: Overview of major events and policies, WFP strategies and activities, and Government of Zimbabwe and United Nations strategies in Zimbabwe (2014–2025)



Source: Evaluation team.

Budget and funding

30. The strategic outcomes and activities included in the country strategic plan have not been revised since the launch in 2017. However, there were six budget revisions during its implementation. Two of these were merely technical (Budget Revisions 1 and 3), whereas the others have progressively increased the country strategic plan budget from an original USD 256 million to the current USD 647 million (see Table 2).

Table 2: Overview of budget revisions to the Zimbabwe country strategic plan

Budget Revision	Date	Rationale
Budget Revision 1	Unknown	Technical revision accounting for the corporate-wide reduction in the indirect cost rate from 7 to 6.5%. ⁽¹⁾
Budget Revision 2	May 2018	<ul style="list-style-type: none"> - Increased Activity 1 budget to scale up LSA to 600,000 beneficiaries and extend this support by one month. - Transferred weather-related insurance premiums from the capacity-strengthening modality to a CBT modality. - Allowed WFP to extend the number of beneficiaries of nutrition-support for people affected by HIV and Tuberculosis (TB) under Strategic Outcome 2 (SO2).
Budget Revision 3	Unknown	Technical revision implemented at HQ level to ensure all CSPs transition to the simplified country portfolio budget structure. ⁽¹⁾
Budget Revision 4	February 2019	Increased Activity 1 budget for an additional 850,000 beneficiaries, due to increased food insecurity levels caused by drought and economic hardship during the 2018–2019 lean season.
Budget Revision 5	August 2019	<ul style="list-style-type: none"> - Increased Activity 1 budget to extend the assistance period. This revision enabled WFP to continue to provide basic food for the most vulnerable in the context of a bad rainfall season and a worsening economic crisis. Moreover, Cyclone Idai hit Eastern Zimbabwe on 15 and 16 March 2019, worsening the vulnerabilities of 250,000 people. This increase in the budget was expected to allow WFP to provide assistance to an additional 365,000 vulnerable people. - Allowed WFP to extend Activity 13 with an USD 3.5 million increase in transfers in the districts hit by Cyclone Idai.
Budget Revision 6	March 2020	<ul style="list-style-type: none"> - Increased Activity 1 budget to extend the length of the assistance period and provide additional assistance to 1.5 million people. Budget Revision 6 aimed to adapt WFP actions to an increasingly difficult context of widespread drought and flooding and of the worsening macro-economic situation. - Approved the switch in modality from CBT to in-kind distribution to avoid the negative impact of hyperinflation. - Budget for SO5 increased by USD 13.8 million to allow WFP to foster livelihood activities and provide assistance to the Government for the service delivery of its Food Deficit Mitigation Strategy.

⁽¹⁾ Budget Revisions 1 and 3 had no consequences on the overall budget.

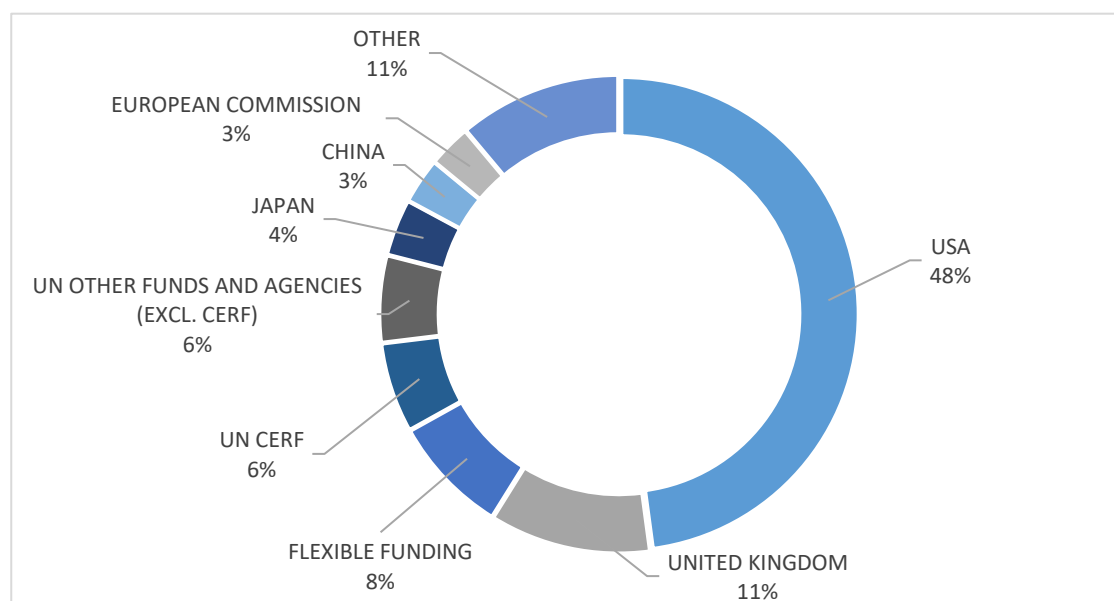
Source: Evaluation team, based on CSP budget revision documents.

31. The budget revisions have enabled WFP to respond to the deteriorating macro-economic situation, Cyclone Idai in 2019 and successive droughts. Budget increases have mainly increased SO1 (enabling food-insecure households and refugees to meet their basic food requirements), whose budget has increased by a factor of four, while its relative share has evolved from under half to over three quarters of the total country strategic plan budget. Budget Revision 7 is currently under review, due to be published and approved in early 2021 and will include adaptation to COVID-19. WFP envisages a significant scale-up of its urban assistance by more than fivefold, to reach 550,000 people through April 2021.⁵⁵

⁵⁵ WFP. 2020e. *WFP Global Response to COVID-19*: September 2020.

32. As of 24 November 2020, 88 percent of the needs-based plan (NBP) was funded - USD 536 million (Table 3). The United States of America is the main donor, providing nearly half of the contributions. The other main donors are the United Kingdom, United Nations Central Emergency Response Fund (UN CERF) and other United Nations funds and agencies (Figure 6).

Figure 6: Zimbabwe country strategic plan donor shares (2017–2021)



Source: Evaluation team calculation based on CSP resource situation (accessed on 28 January 2021).

33. Contributions are almost exclusively earmarked to the level of activities or below.⁵⁶ The vast majority of funding (83 percent) was allocated to lean season assistance and urban assistance (Activity 1). A further 8 percent was allocated to food assistance for asset (Activity 7), while the remaining 11 activities shared the remaining 9 percent of the budget (Table 3).

Table 3: Country strategic plan budget and resourcing by activity

Activity number / Direct Support Costs	Needs-Based Plan (USD)	Resourced (USD)	Percentage of total resources received (excluding Direct Support Costs)	Percentage of Needs-Based Plan resourced
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	422,564,811	423,107,322	82.9%	100.1%
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	10,934,067	7,513,753	1.5%	68.7%
Activity 3: Build evidence for nutrition advocacy, policy direction and programme decision-making	1,858,660	205,721	0.0%	11.1%
Activity 4: Support the Government nutrition programming at the national and sub-national levels	11,403,347	5,466,659	1.1%	47.9%

⁵⁶ Evaluation team calculation based on IRM analytics, CPB Grants Balance Report (Accessed on 28 January 2021)

Activity 5: Support the development of an efficient local food marketing and procurement mechanism	2,722,361	177,470	0.0%	6.5%
Activity 6: Enable farmer organizations to aggregate and market surplus production	3,323,928	5,219,211	1.0%	157.0%
Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	80,940,975	41,817,172	8.2%	51.7%
Activity 8: Enhance the capacity of prioritized districts to plan and manage resilience building	814,057	583,883	0.1%	71.7%
Activity 9: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses	2,105,190	286,075	0.1%	13.6%
Activity 10: Support innovative risk management, insurance and financing mechanisms	4,256,481	6,837,128	1.3%	160.6%
Activity 11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system	15,869,210	14,981,071	2.9%	94.4%
Activity 12: Support re-establishment of the national school meals programme	2,134,828	957,701	0.2%	44.9%
Activity 13: Provide logistics and procurement expertise and services	7,275,299	3,098,692	0.6%	42.6%
Direct Support Costs	40,838,918	25,487,807	-	62.4%
Total	607,042,131	535,739,665	-	88.3%

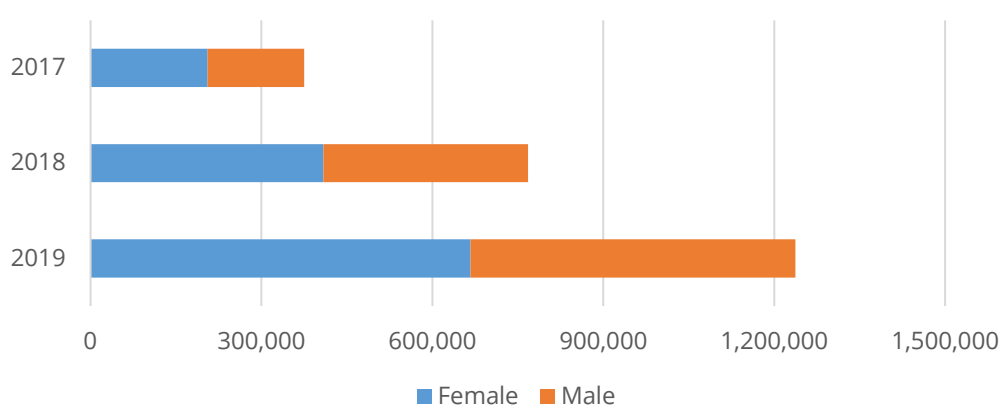
Note: NBP figures do not include 2021 values. Source: Evaluation team calculation based on WINGS CPB cumulative by cost element and activity (accessed on 24 November 2020).

34. The country strategic plan was given a gender marker of 2A, indicating that gender equality is a significant objective. The country strategic plan document notes that WFP will use gender and protection analyses to inform development and implementation of the country strategic plan and to ensure a gender-sensitive and “do no harm” approach throughout the portfolio. Gender is mainstreamed throughout the programme activities. The country strategic plan is also guided by WFP protection policy and guidelines and committed to providing frameworks for accountability to affected populations (AAP).

Country strategic plan beneficiaries

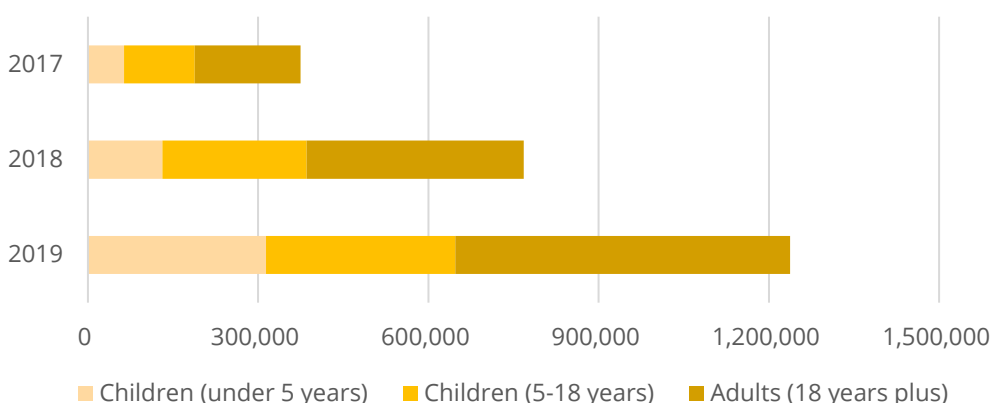
35. With the deterioration in Zimbabwe’s food security context, the number of beneficiaries targeted for assistance by WFP has more than tripled over the country strategic plan period, predominantly through an expansion of the lean season assistance. Figure 7 and Figure 8 summarize the planned coverage by year, gender and age. Performance in terms of reaching the targeted number of beneficiaries is discussed in detail in Section 2.3 Finding 37).

Figure 7: Planned country strategic plan beneficiaries in Zimbabwe, by gender (2017–2019)



Source: CM-R001b annual country beneficiaries (CSP) (accessed on 27 August 2020 (2019 update)).

Figure 8: Planned country strategic plan beneficiaries in Zimbabwe, by age group (2017–2019)



Source: CM-R001b annual country beneficiaries (CSP) (accessed on 27 August 2020 (2019 update)).

1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

36. The evaluation scope covered the period 2015–2020, although the analysis of outputs and outcomes focuses on the country strategic plan period itself, that is from April 2017 onwards. The inclusion of the 2015–2016 period includes the period of development of the country strategic plan. Furthermore, these preceding years provide a comparative period to examine how the country strategic plan builds on, or contrasts with, previous objectives and activities, and to assess the extent to which a strategic shift has taken place.

37. The evaluation has been framed around a reconstructed theory of change (ToC) and an evaluation matrix. The theory of change (Annex III Figure 23) places the logic of the country strategic plan objectives and activities within a broader context, and it highlights the dual pathways to higher-level results: directly through interventions with food-insecure or malnourished beneficiaries, and indirectly through strengthened government capacities.

38. As specified in the terms of reference, the evaluation used the standard evaluation criteria, namely: relevance, efficiency, effectiveness and sustainability as well as connectedness, coherence and coverage as applicable. This analysis responds to both the accountability and learning objectives and contributes to the development of the next country strategic plan. The evaluation criteria were explored under the four evaluation questions (see paragraph 2) and associated subquestions. The full evaluation matrix is presented in Annex IV.

39. The evaluation drew from multiple sources of evidence: documentary evidence, performance data, budget data and key informant interviews. The approach and instruments used for collecting data from each of these sources can be found in Annex III. The document and data library are presented in Annex X. The data collection approach was adapted to COVID-19-related travel restrictions. As far as possible, the evaluation relied on virtual meetings with stakeholders, using online platforms. The evaluation team conducted 117 interviews with 188 stakeholders at headquarters, regional, national and subnational levels. Of the interviewees, 49 percent were women.⁵⁷ The full list of key informants can be found in Annex VI. To assess capacity strengthening achievements, interviews with partners included specific questions on capacity strengthening, including training. Internal reports on training courses were also reviewed. Progress towards stronger partnerships were assessed using a “partnership ladder”. This tool is described in detail in Annex III.6.

40. The Zimbabwe-based evaluation team member conducted a five-day field visit to project sites managed by the Harare, Masvingo and Rushinga field offices, which enabled interaction with country strategic plan beneficiaries and local stakeholders, and direct observation of activities and assets created. The fieldwork agenda can be found in Annex V.

41. The evaluation methodology included a review of the extent to which operations have appropriately analysed and integrated a contextual assessment of gender-related gaps and have addressed the identified gender inequalities from a gender equality and women’s empowerment (GEWE) perspective. Gender has been mainstreamed throughout the evaluation matrix, embedding gender-related questions into enquiry tools. However, gender-sensitive data collection and analysis proved a significant challenge, largely due to access constraints to beneficiaries. The evaluation team has systematically reflected gender in findings, conclusions and recommendations.

42. Two main limitations to the evaluation were noted. Firstly, COVID-19-related travel restrictions prohibited the travel of international team members to Zimbabwe. This constraint was mitigated through the use of remote interviews with most stakeholders and field travel by the national evaluator. Secondly, data limitations included incomplete 2020 monitoring data, limited outcome and output indicators and data for several activities and unresolved data inconsistencies. These data challenges were mitigated through the use of complementary sources of evidence, including qualitative information and the analysis of remote sensing data.

43. The findings from the different sources of evidence and from different team members were consolidated against the different evaluation questions in the form of an evaluation grid. An internal evaluation team meeting was held to triangulate the findings and resolve conflicting findings. The preliminary findings were presented and validated in meetings with the country office senior managers and the activity managers. This was followed by the presentation and discussion of preliminary conclusions and recommendations with the senior managers.⁵⁸

44. The evaluation team has the primary responsibility for ensuring the quality of evidence and analysis, while the evaluation manager is responsible for conducting the second-level quality assurance of the evaluation products following the WFP Office of Evaluation’s evaluation quality assurance system. Ethical considerations were taken into account in the design and implementation, including issues related

⁵⁷ Calculated on field phase data; not recorded for the inception phase.

⁵⁸ Both meetings were held in January 2021.

to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoided causing harm.

45. Further details of the evaluation methodology can be found in Annex III.

2. Evaluation Findings

2.1. EQ1 – TO WHAT EXTENT IS WFP’S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE’S NEEDS AS WELL AS WFP’S STRENGTHS?

To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?

Finding 1: Under the country strategic plan there has been an improved alignment with national policies, plans and priorities.

46. The country strategic plan document was explicitly aligned with ZimASSET (paragraph 11), whose four clusters provided a number of direct entry points for the country strategic plan. The alignment was demonstrated not just at the level of the country strategic plan, but also through the strategic results and strategic outcomes. Relevant activities were scaled up - the country strategic plan built on the preceding PRRO productive asset creation activities with an increased focus and attention on food assistance for assets and SO4 scaled up support for rural producers with a goal of increased food self-sufficiency. The country strategic plan introduced new strategic outcomes and activities to align with national priorities. For example, the inclusion of SO3 directly responded to the ZimASSET priority to improve national productivity and self-sufficiency by restoring warehouse receipt and exchange systems as well as enabling farmer organizations to aggregate and market surplus production. SO2 responded directly to the ZimASSET Pillar 3 on nutrition policy and legislation.

47. The planning of WFP activities also aligned with a wide range of other sectoral strategies and guidance for food and nutrition security, agriculture and nutrition. For example, the country strategic plan aligned with the national contributions to the United Nations Framework Convention on Climate Change and the National Nutrition Strategy (2014–2018).⁵⁹ The choice of transfer modalities was also informed by government openness to cash transfer use. Government stakeholders confirmed the country strategic plan was well-aligned with national policies and priorities, with no significant strategic divergences.

48. In line with corporate policy, the country strategic plan contributes to SDG 2 (“zero hunger”) and SDG 17 (“partnership for the goals”). SDG 17 enabled WFP to partner flexibly with the Government on a variety of issues in addition to SDG 2. The country strategic plan potentially contributed to other Sustainable Development Goals with stakeholders specifically highlighting the contribution to SDG 1 (“no poverty”), as poverty in Zimbabwe is closely related to food poverty.

49. Zimbabwe formulated the country strategic plan over an extended period between 2015 and 2017. Consultations were held with the Government as well as with non-governmental organizations, other United Nations agencies and academia. The extended period for discussion enabled an in-depth dialogue that ultimately contributed to a solid process of alignment. Strong government engagement throughout the process contributed to a sense of ownership. One government interviewee reported that “it is our own country strategic plan, our Ministry presented it in Rome”.

Finding 2: Alignment with national policies and priorities was balanced with other strategic considerations in framing the country strategic plan, including the policies and priorities of donors and WFP.

50. Despite the close alignment with national policies and priorities, the national policy framework in itself did not provide a singular reference point for framing the country strategic plan. In some cases the country strategic plan took a selective approach to how it aligned with national policies and strategies.

51. Firstly, the country strategic plan had to be adaptive in supporting national priorities. For example, the Government has a clear policy goal of promoting economic productivity and growth – supported

⁵⁹ Government of Zimbabwe. 2013b. Zimbabwe’s Intended Nationally Determined Contributions Submitted to the United Nations Framework Convention on Climate Change (UNFCCC).

through restoring national food self-sufficiency. Within this broader national goal of revitalizing marketing systems, the country strategic plan focused on supporting marketing systems for drought-tolerant crops, while not supporting marketing and production of cash crops.

52. Secondly, the country strategic plan balanced the priorities of the Government and its development partners. For example, support to the development of national social protection policies and programmes was high on the agenda of WFP and its resource partners, but was a lower priority for the Government.⁶⁰ Consequently, the policy entry points to collaborate with national authorities on SO5 were limited.

53. Thirdly, WFP played a constructive and supportive role in advocating for changes to government policies. The country strategic plan did identify the opportunity to support relevant national policy developments – most notably in developing the successor of the National Nutrition Strategy (2014–2018) and formulating a home-grown school feeding programme. However, in other areas there was less critical examination of national policy. For example, there was no evidence of WFP advocating for a shift in refugee policy from one of encampment to one of increased self-reliance.⁶¹

Finding 3: The country strategic plan did not articulate a comprehensive strategy of capacity strengthening that simultaneously addressed the enabling environment and institutional and individual capacities.

54. The WFP capacity development policy identifies the need to address outcomes at the levels of the enabling environment and of institutional and individual capacities (see Box 1). However, the overall approach to capacity strengthening of national institutions in the country strategic plan lacked strategic ambition and did not include a structured and comprehensive strategy to comprehensively address these necessary elements.

Box 1: WFP policy on capacity development

Targeted outcomes at the enabling environment level include:

- Adopting and implementing relevant laws, policies and strategies
- Adequately and sustainably resourced responsible ministries and agencies

Institutional outcomes include:

- Financially viable and well-managed national food assistance agencies
- Viable multi-sectoral partnerships to address the causes of hunger and food insecurity

Outcomes at the individual level include:

- Individuals capable of designing and implementing efficient and effective food assistance programmes and policies

55. Capacity strengthening was principally focused on building capacities through individual training. The country strategic plan identified key areas where WFP had a comparative advantage in supporting and building technical skills and systems. For example, under SO4, which aimed to increase the food security and resilience of rural households, WFP aimed to build district-level staff skills in the seasonal livelihood programming (SLP) and community-based participatory planning (CBPP), and worked with the Food and Nutrition Council (FNC) on various assessments and data management. However, these activities were not complemented by actions to build the institutional and enabling environment to allow the utilization of these individual skills.

⁶⁰ Previous WFP evaluations in Zimbabwe had also consistently recommended that WFP should support a national social protection system. See Chopak & others. 2012. *Zimbabwe: An Evaluation of WFP's Portfolio (2006–2010)* and Turner & others. 2019. *A Mid-Term Review of the Zimbabwe Country Strategic Plan, (2017–2021)*.

⁶¹ The official government policy has yet to reflect the global agreement to support the move away from encampment, agreed in the New York Declaration for Refugees and Migrants and the Comprehensive Refugee Response Framework by all United Nations member states in 2016.

56. In some areas the country strategic plan activities did go beyond individual capacity strengthening. For example, under SO2, which aimed to reduce child stunting, nutrition activities had a strong focus on improving the enabling environment through improved national policies and strategies. However, critically the country strategic plan did not address the core question of sustainable and sufficient resources to address food and nutrition insecurity. This compromised the sustainability of the capacity strengthening assistance provided.

57. There was little evidence of any structured capacity assessments being conducted to support the development of the country strategic plan. SO5, which supported strengthening of the social protection system, did not benefit from any formal analysis of social protection policies or government assistance programmes, including the Government's Food Deficit Mitigation Strategy (FDMS). Furthermore, capacity strengthening support was directed to a large number of counterpart ministries under the country strategic plan, which fragmented and diluted the WFP resources available to support capacity strengthening efforts.

58. However, also under SO5, a situational analysis and a System Approach for Better Education Results (SABER) assessment were conducted in 2016 to assess the capacity of the Government to implement school feeding.⁶² In the absence of deeper understanding of the capacity strengthening needs of the Government, the training activities appeared to have been oriented to supporting WFP activity implementation.

59. Inadequate corporate capacity assessment tools, guidance and expertise proved a significant constraint. WFP did not collaborate with other agencies – with established expertise in capacity assessments – in developing the country strategic plan capacity strengthening strategy. Nor did the country strategic plan explore collaboration with other United Nations agencies in implementing joint capacity strengthening activities.

To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?

Finding 4: The country strategic plan appropriately focused on addressing the needs of the main food- and nutrition-insecure populations and other highly vulnerable groups, including women.

60. The country strategic plan was primarily designed to respond to the needs of the most food-insecure and vulnerable groups. Emergency food assistance was directed towards seasonally food-insecure people, including refugees, nutrition activities addressed child stunting, while support to social protection systems addressed the needs of chronically food-insecure populations. This was complemented by support to livelihoods that aimed to build resilience of vulnerable households against future food insecurity.⁶³ However, work on strengthening food marketing systems benefitted a range of food producers and was not initially focused on the most food-insecure households.

61. Arguably food-insecure urban populations could have been included under the scope of the country strategic plan from the outset, rather than being added as a target group later. While food insecurity of urban populations escalated during implementation, there was already significant evidence pointing to their precarious situation prior to the drafting of the country strategic plan. The ZimVAC urban assessments identified urban food insecurity rates of 24 percent in 2006, 33 percent in 2009 and 13 percent in 2011.

62. To inform the country strategic plan, WFP Zimbabwe conducted a situational gender analysis on areas related to the legal and policy environment, HIV and Acquired Immunodeficiency Syndrome (AIDS), education, gender-based violence, poverty, access to and control of resources, and patterns of power and decision making.⁶⁴ Significant gender inequalities were apparent in this and other studies, including: (i) discrimination against women regarding inheritance, rights to land and financial services and the legal age of marriage; (ii) high dropout rates among secondary school girls as a result of pregnancies, marriage and

⁶² Both of these were done with a view to developing a national implementation plan to establish universal school feeding. However, neither report has yet been approved by the Government and consequently there has been little progress since then.

⁶³ The effectiveness of delivery is a separate question evaluated in Section 2.2. finding 18

⁶⁴ WFP RBJ. 2016. Zimbabwe Gender Action Plan (2016-2020). Internal report, unpublished.

financial constraints; (iii) women disproportionately affected by the HIV epidemic; and (iv) women experiencing higher rates than men of intimate partner violence.

63. Drawing on these analyses, the country strategic plan gender approach focused on targeting women as beneficiaries, their involvement in decision making and disaggregated data collection. It recognized the need for specific nutrition interventions and nutrition-sensitive health care, water, sanitation and education interventions, and the need for cash transfers to be delivered through gender-sensitive mechanisms. The country strategic plan design also identified the needs of other vulnerable groups, including pregnant and lactating women (PLW), children aged under 5 and under 2, people living with HIV and tuberculosis (TB), and the elderly.

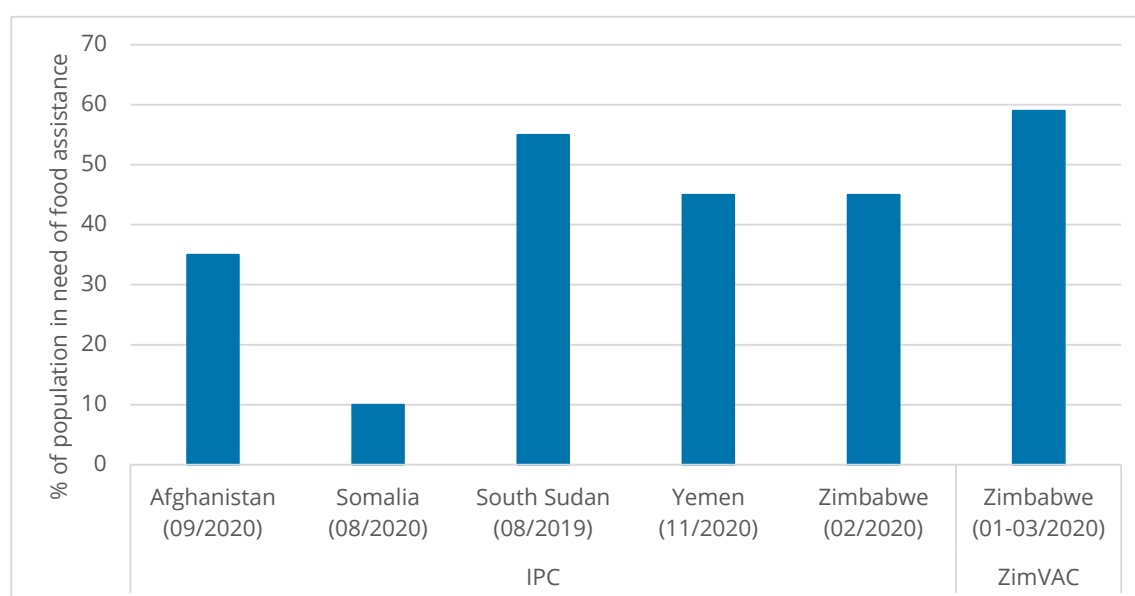
Finding 5: There was a lack of consensus in the assessed levels of national food insecurity and needs.

64. The main estimates of food insecurity were produced through the ZimVAC assessment and the IPC process, with further independent estimates produced by the Famine Early Warning System Network (FEWS NET). WFP also developed its own preliminary assessment using secondary sources, which was used for planning the 2020/2021 lean season assistance, given the COVID-19-related delay in the release of the 2020 ZimVAC figures. These assessments were produced at different times, using different methodologies. Very different numbers were produced by these systems and processes that were not easily reconciled by stakeholders, creating a degree of confusion.

65. The introduction of the IPC in Zimbabwe had not – as intended – resulted in a clear consensus on the number of people requiring assistance. The Government was clear that its internal reference point is the ZimVAC assessment and perceived the IPC to be done for the purposes of the international community – where it is used for humanitarian response plans. Close cooperation between WFP and the Government resulted in WFP staff generally referencing programmes against the ZimVAC figures.

66. The relatively high level of food needs identified in Zimbabwe (Figure 9) placed the country at the forefront of global crises in 2020, especially using the ZimVAC figures. Interviewees with wider international experience found it hard to reconcile the estimated level of food insecurity in Zimbabwe with other global crises. Nor was the co-existence of persistently low wasting rates (see Figure 3) alongside such high food assistance needs adequately explained. Non-governmental organization food security analysts were not generally invited to participate in the ZimVAC or IPC analysis – although non-governmental organizations were invited to participate in data collection - which inhibited consensus building and confidence in the results.

Figure 9: Need for food assistance in peak food insecurity season in prominent crisis countries



Note: IPC figures consider Phase 3 to 5. Source: Evaluation team calculation based on latest IPC reports ([Population Tracking Tool](#) | [IPC Global Platform \(ipcinfo.org\)](#)) and ZimVAC 2020 Rural Livelihoods Assessment.

67. The evaluation had no way of estimating the accuracy of the various food security assessments, and in any case making such a judgement falls outside of the scope of the evaluation. However, the lack of confidence was in itself significant and had operational consequences for WFP. For example, it is notable that the main donors earmarked contributions to specific geographical areas in-country and did not fully align their support with WFP analysis and its associated appeal.

68. The frequency, comprehensiveness and quality of nutrition data were also noted as constraints to targeting nutrition assistance especially at the design phase with the latest multiple indicator cluster surveys (MICS) at the time dating from 2014. This has been rectified over the course of the country strategic plan - with additional information from a National Nutrition Survey (2018), a MICS survey in 2019, and annual rural ZimVAC and urban livelihood assessments all including the collection of nutrition data. Given the lack of resources, a difficult choice existed between focusing support on a limited number of geographical areas and achieving localized impact, or spreading resources more equitably and thinly.

Finding 6: The targeting of lean season assistance and resilience beneficiaries was judged as broadly appropriate and included checks and balances to reduce inclusion and exclusion errors.

69. There was general agreement among stakeholders that the approach to lean season assistance targeting (under SO1 to meet basic food and nutrition requirements during crises) was relatively robust and coordinated with and complemented government efforts. WFP made significant efforts to ensure accurate targeting of lean season assistance beneficiaries and avoid perceptions that the process is politicized. Targeting involved successive stages of geographic- and household-level targeting. By 2020 WFP was targeting all 60 rural districts, which was consistent with the IPC classification of all these districts in Phase 3 or Phase 4.

70. Target districts were selected based on the disaggregated district-level analysis presented in the ZimVAC assessment. WFP then coordinated through the District Drought Relief Committee, meeting with government departments and non-governmental organizations to prioritize highly food-insecure wards based on additional district-level data. However, the cooperating partners had somewhat mixed perceptions of the appropriateness of the targeting at ward level. Most reported it to be evidence-based and transparent, while some partners indicated concerns over politicization and a lack of inclusiveness.

71. Considerable attention was paid to avoiding overlapping caseloads with the Government-operated FDMS through regular information sharing and joint verification missions. Caseload division was reportedly done at registration stage to ensure that all eligible households benefitted. Beneficiaries generally preferred to be beneficiaries of lean season assistance rather than government beneficiaries as the FDMS assistance was not comparable in amount, diversity and duration of transfers.⁶⁵ Government stakeholders indicated that the regularity and quantity of FDMS distributions was affected by resource constraints

72. At the local level, communities identified the most vulnerable households using self-determined criteria. While the choice of indicators varied, these were reported to be broadly similar – for example number of meals consumed per day and income sources. Targeting of nutrition beneficiaries within the lean season assistance was done in collaboration with nutrition cluster partners to ensure alignment of priority areas and strengthen convergence of nutrition activities between partners. An important lesson emerged from the Cyclone Idai response, where the criteria chosen by communities for selecting beneficiaries disqualified households from receiving assistance from more than one agency or project. For example, a household receiving seeds from the Food and Agriculture Organization (FAO) was not considered as eligible for lean season assistance support by the community. This ran counter to the objective of concentrating and layering assistance to build resilience and was not intended or endorsed by WFP.

73. The evaluation was unable to directly confirm community levels of satisfaction with the lean season assistance targeting due to COVID-19-related restrictions. However, community-level stakeholders were confident that communities broadly understood the targeting criteria and they agreed that the most vulnerable were assisted. Various checks and balances were included, such as a verification exercises by the cooperating partners and follow-up of any complaints received through the complaints and feedback

⁶⁵ The FDMS provided 50kg of maize per household per month, while WFP provided a full basket tailored to the number of household members. While WFP assistance was restricted to the lean season, the FDMS assistance was planned as year-round assistance.

mechanism (CFM). These processes allowed for both household inclusion and removal. However, some stakeholders pointed out the risk that some vulnerable groups like sex workers and transgender people may be ignored by the community due to social stigma.

74. Beneficiary targeting under the resilience and smallholder support activities under SO4 drew on WFP-supported analyses and assessments. The 2014 Integrated Context Analysis remained a relevant point of reference throughout the country strategic plan period.⁶⁶ The associated seasonal livelihood programming and CBPP reports were well appreciated and useful for the selection of interventions in prioritized areas. However, direct observation by the evaluation team at the small sample of food assistance for asset sites visited suggested that only a proportion of the households assumed to benefit from community assets such as dams and boreholes were in fact doing so.

Finding 7: The targeting of urban food assistance beneficiaries was highly challenging and remained a process under development.

75. Targeting urban food assistance beneficiaries under SO1 remained a major challenge that reflected the operational parameters of the programme and the different nature of urban and rural communities. A fundamental constraint to targeting was the very low level of coverage possible within the available resource envelope. As government resources for urban response were also extremely limited, the collective coverage rates were very low.⁶⁷ Inevitably this resulted in massive exclusion errors, including large numbers of highly vulnerable cases. In effect the process was one of rationing rather than targeting.

76. At the household level, less cohesive community structures, coupled with more transient populations, meant that a community-based approach to targeting could not be applied. Instead, a detailed household-level census was conducted in selected domains to identify the most vulnerable households based on socio-economic criteria. This approach proved highly resource demanding, and the cooperating partner (CP) responsible for the pilot estimated that 7–14 percent of the budget was devoted to targeting.⁶⁸ A major driver of this approach was to address donor concerns on avoiding inclusion errors.

77. Evidence on the appropriateness of this targeting approach was lacking, despite the high cost. The data was self-reported with significant opportunities for misrepresentation. Studies of similar targeting approaches in other urban contexts highlighted the challenges of attempting to target a small proportion of the population in areas of widespread and homogenous poverty levels. Further, given the small differences in wealth between households, small changes in income can result in the poverty ranking of any household changing significantly and frequently. Verification has been conducted on an ad hoc basis rather than a systematic sample. The evidence from the complaints and feedback mechanism and field observations pointed to a high degree of community dissatisfaction with the domain selection process, the beneficiary targeting process and communication.

To what extent has the WFP strategic positioning remained relevant throughout the implementation of the country strategic plan considering changing context, national capacities and needs?

Finding 8: The country strategic plan adapted well to the increased needs associated with the deterioration in the food security context and the emergence of COVID-19, but there were challenges in ensuring a timely response to the evolving context.

78. The country strategic plan was developed at a point when food security was improving, with an expected phase-down of emergency assistance. The governance context was perceived as relatively stable. Taken together with the improving harvest outlook, stakeholders recalled a strong optimism in the WFP Zimbabwe country office at the time for increasing support to longer-term development efforts. As noted in the country strategic plan, “in 2013 and 2014, the Office for the Coordination of Humanitarian Affairs

⁶⁶ It was being updated and a revised report was expected to be issued soon.

⁶⁷ Evaluation interviews suggested between 200,000 and 350,000 people in urban areas were being assisted through a new African Development Bank-funded programme at the time of the evaluation but official figures were not available.

⁶⁸ Informal estimate from key informant interviews that could be usefully confirmed through a more detailed study.

(OCHA) and the European Civil Protection and Humanitarian Aid Operations (ECHO) ended their presence in Zimbabwe, reflecting a shift to support for ZimASSET development priorities”.⁶⁹

79. Consequently, the country strategic plan incorporated a pivot towards development. With an objective to “support long-term recovery and resilience and to address the underlying causes of food insecurity and malnutrition while maintaining its humanitarian assistance capacities”. The country strategic plan envisaged a significant reduction in crisis response under Activity 1 over the course of implementation. However, the severity of natural and socio-economic shocks and significant changes in governance over the country strategic plan period (see Table 1 and paragraphs 9 and 14) were not fully anticipated. These seriously and negatively impacted food security, requiring a major reorientation in the country strategic plan. Albeit low level, refugee inflows into Zimbabwe from both the Democratic Republic of the Congo and Mozambique also continued.⁷⁰

80. These food security shocks were accommodated through a massive expansion of SO1. Rather than declining to less than 600,000 beneficiaries as originally foreseen in the country strategic plan, the planned emergency caseload increased to 3.9 million beneficiaries in 2020. Successive budget revisions increased the SO1 needs-based plan from USD 124 million to USD 495 million⁷¹ (see Table 2). Stakeholders noted the importance of strong early warning and other assessment data – including partnership in the ZimVAC process – in enabling WFP to identify and plan ahead to respond to these large changes in needs.

81. The country strategic plan also responded to changing needs through adaptations in the design of the activities. A major adaptation was the inclusion of an urban food assistance component within SO1. This responded directly to evidence that the macro-economic crisis and the subsequent effects of COVID-19 had severely impacted the urban poor. The inclusion of an urban pilot in 2019, and its scale-up in 2020, were regarded as important achievements by a wide cross-section of stakeholders and confirmed WFP flexibility and capacity for innovation.

82. The COVID-19 crisis required further adaptations to address health concerns and mobility restrictions. WFP moved quickly to introduce a range of modifications to its plans. Distributions were temporarily suspended⁷² to put mitigation measures in place and engage the necessary stakeholders. New standard operating procedures (SOPs) were prepared for distributions in line with health and safety protocols. COVID-19 adaptations included requiring the use of personal protective equipment and limiting the size of gatherings to less than 50.

83. Several stakeholders made the point that a stronger recognition of the level of unpredictability of the Zimbabwe context should have been built into the country strategic plan from the outset, for example through scenario modelling. Partly as a consequence, stakeholders noted that the shift back to a large-scale humanitarian response was not instantaneous. Key staff recalled it took quite some time – at least two months – to “adapt their mindset and portfolio” to this arising need. There were challenges reported in shifting the dialogue with partners and Government – all of which were time consuming for the country office.

84. There were mixed opinions on the extent to which the rapid escalation of emergency needs impacted on other activities. For some stakeholders, the re-emergence of the emergency needs provided a constructive context for engaging with donors on the value of investing in resilience-building activities. A number of resilience-related activities, including the Rural Resilience Initiative (R4) and a forecast-based financing initiative under SO5, were introduced in the midst of the emergency. However, other stakeholders suggested that it proved hard to keep focus on the more developmentally aligned elements of the country strategic plan as the country office management capacity – as well as the attention of donors – was absorbed in managing the growth in numbers of beneficiaries of short-term humanitarian support, with little time available to develop livelihood-related activities.

⁶⁹ The CO subsequently reported that ECHO ended their presence on 31 July 2016.

⁷⁰ UNCHR reported that the population of concern rose from 18,836 on 31/12/2017 to 21,176 on 21/1/2021. Source <https://data2.unhcr.org/en/country/zwe>

⁷¹ CSP Budget Revision 6, March 2020

⁷² Stakeholders recall a one-week interruption.

Finding 9: Significant changes in national policies and regulations had a negative impact on the country strategic plan activities, which WFP was only able to partially mitigate by programme adaptations.

85. The governance context and capacities also changed markedly over the course of the country strategic plan. The change in Government in 2018 was accompanied by a change in policy. In October 2018, the Government introduced the Transitional Stabilization Programme to stimulate economic growth and stabilize the macro-economic environment in the country. The country strategic plan aligned less readily with the very different focus of the Transitional Stabilization Programme on macro-economic stabilization, compared to the ZimASSET focus on food security. Neither the objectives of the country strategic plan – nor the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) as a whole – contributed much to the new policy priorities and consequently it did not make sense to attempt to update them.

86. Other policy and regulatory changes led to significant changes in country strategic plan activities and plans. The government decision not to pursue the reintroduction of a warehouse receipt system led to WFP dropping support for this under Activity 5 and shifting support to strengthening the capacity of traders. Similarly, plans for supporting the development of a national school feeding implementation plan under Activity 12 stalled given the lack of government support.

87. The heavy regulation of the agricultural sector, for instance through the statutory instrument on maize, posed significant challenges to local procurement with the prohibition of private maize sales in 2019. However, WFP was able to advocate with the Ministry of Agriculture and was allowed to continue procurement through exempted traders. The government policy on crop floor prices provided a further level of unpredictability. In years when local prices were set above import parity, the economic rationale for WFP to procure locally disappeared. WFP also experienced issues in payment to traders and farmers, with traders unwilling to accept payment in local currency at officially determined exchange rates.

88. Changes in the regulatory environment also required significant changes in the choice of transfer modalities. The ban on the use of USD enforced an initial shift to local currency use and increasingly to the use of in-kind food transfers. The country strategic plan adapted to these changes relatively well and minimized disruptions to distributions, although some stakeholders argued that the changes could have been made in a timelier way.

To what extent is the country strategic plan coherent and aligned with the wider United Nations and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?

Finding 10: Inter-agency cooperation has improved with increased emphasis on joint working, collaboration and complementarity. However, better analysis and consensus building were needed to identify and prioritize development challenges and shape collective action.

89. The country strategic plan was designed in the context of a push for greater coherence and collaboration amongst United Nations agencies in Zimbabwe. Over the country strategic plan period, efforts continued towards the ambitions of the "Delivering as One" approach.⁷³ The United Nations had formally adopted the Delivering as One approach in Zimbabwe in 2016 and rolled out the 2016–2020 ZUNDAF in support of this. All stakeholders noted the positive engagement of WFP in United Nations inter-agency processes. WFP was viewed by its peers as an active and constructive member of the UNCT in Zimbabwe and participated fully in meetings. As the largest United Nations agency in Zimbabwe, WFP provided important capacity to common United Nations efforts.

90. Through the country strategic plan, WFP aligned with, and committed to, the ZUNDAF goals – which in turn supported ZimASSET and the 2030 Agenda. Specifically, the country strategic plan aligned with the 2016–2020 ZUNDAF shift from recovery and transitional funding to resilience building, disaster risk reduction, livelihoods and food security. However, a noted challenge was weak coordination between the ZUNDAF and the Government. Government engagement in ZUNDAF processes was irregular due to a lack of government ownership. Government stakeholders perceived the ZUNDAF as being owned and driven by donors and as an alternative – rather than a complement to – working through the national authorities.

⁷³ United Nations General Assembly. 2005. "2005 World Summit Outcome" A/RES/60/1.

91. United Nations stakeholders acknowledged the value of both the ZUNDAF framework and the continual emphasis on joint working, collaboration and complementarity, in strengthening inter-agency cooperation. While the country strategic plan demonstrated alignment with ZUNDAF priorities, there was little evidence that the ZUNDAF framework had itself impacted on the country strategic plan design and content. As one stakeholder noted, “the ZUNDAF bundled together existing agency plans rather than driving agency planning”. Senior United Nations staff identified the need for better analysis and consensus building to identify and prioritize common development challenges in order to shape collective action. It was suggested that WFP needed to “go the extra mile in terms of cooperation and of doing proper assessments of the true highest needs in the country”.

92. The push for improved strategic coherence is being explicitly addressed in developing the next United Nations plan for Zimbabwe – the United Nations Sustainable Development Cooperation Framework (UNSDCF). A common country assessment (CCA) was being drafted to precede and inform agency-level planning. A positive engagement by WFP in supporting the UNSDCF was noted, including aligning the country strategic plan timeline to this process. However, the outcome of this analysis potentially has significant repercussions. It was noted that in several other countries in the region the UNSDCF had shifted the United Nations priorities from food security to health and education. Some WFP stakeholders perceived this as a potential “risk” and argued that WFP would need to advocate to keep food security high on the agenda – while external stakeholders argued for the need to be evidence driven in setting priorities.

Finding 11: WFP formed a wide range of partnerships with United Nations agencies to implement the country strategic plan. However, there were important opportunities to strengthen strategic collaboration in key areas.

93. United Nations partners reported good relationships with WFP and that the level of collaboration had improved over the course of country strategic plan implementation. Under the country strategic plan WFP actively engaged with a wide range of United Nations agencies, including the United Nations Children's Fund (UNICEF), FAO, the United Nations Development Programme (UNDP), the World Health Organization (WHO), the United Nations Population Fund (UNFPA), the United Nations Programme on HIV/AIDS (UNAIDS) and the Resident Coordinator as the lead for programmes to address vulnerability and build longer-term resilience. All of these agencies positively rated the quality of collaboration.

94. WFP interviewees stated that closer work with United Nations agencies had contributed to mainstreaming gender and protection approaches by WFP. Good initial collaboration with United Nations agencies in the climate change space (for instance FAO, United Nations Educational, Scientific and Cultural Organization (UNESCO)) was noted, including unified technical assistance to government agencies. WFP is on the Joint United Nations HIV/AIDS team and benefits from funding to implement HIV-related activities. However, there was a consensus that the United Nations agencies in Zimbabwe still needed to work more closely together on key technical issues.

95. The importance of collaborating with other United Nations agencies was noted in key areas including social protection, nutrition and resilience. All of these themes are implicitly inter-sectoral. However, the division of labour with other United Nations agencies in these areas was not fully defined at the outset and continued to evolve during implementation.

96. Collaboration in the area of social protection has improved during the course of the country strategic plan. A coordination group was established involving UNICEF, WFP, UNDP, International Labour Organization (ILO) and the World Bank. This improved the previous situation of each agency working in isolation through regular information sharing, although partners noted that there is still a long way to go in terms of developing a coherent United Nations approach in support of social protection and a unified position in discussions with the Government.

97. The comparative advantage of WFP in supporting national social protection systems was unclearly defined. SO5 was explicitly phrased around addressing chronic vulnerability through social protection - “the social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round”. However, several stakeholders noted that a more relevant entry point for WFP would have been shock-responsive social protection. This would complement UNICEF support to longer-term social protection systems.

98. The Agriculture Coordination Technical Working Group was led by FAO where WFP investments in smallholder farmer support activities could be synergistically linked to investments of other partners in

agriculture along clear lines of comparative advantage. However, missed opportunities were still noted for collaboration between WFP and FAO. It was suggested that WFP should draw more heavily on FAO technical expertise in areas such as the design of livelihoods interventions, market development, early warning systems and anticipatory action. Concerns were raised that too much reliance was placed on the in-house skills of WFP, its cooperating partners or insufficiently capacitated government counterparts. While there was technical collaboration with the UNDP-led Zimbabwe Resilience Building Fund (ZBRF), the respective approaches remained strategically and programmatically distinct. Strengthened strategic collaboration with the International Fund for Agricultural Development (IFAD) on the Smallholder Irrigation Revitalization Programme was also called for.

99. Frameworks and platforms for collaboration on nutrition were more clearly elaborated through the tripartite nutrition agreement among UNICEF, FAO and WFP, the Scaling Up Nutrition (SUN) network, the nutrition group with government leadership and a nutrition framework within the ZUNDAF.⁷⁴ In particular the division of labour between WFP and UNICEF for the management of acute malnutrition is clear both locally and globally. This provided a good basis for inter-agency collaboration and a division of responsibilities. Despite this, stakeholder feedback identified the need for improved engagement from WFP with other agencies on the nutrition agenda, for example with stronger collaboration in the collection and analysis of nutrition data and improved collaboration on nutrition programming. Equally, UNICEF and FAO are currently working on food fortification, while WFP has not yet fully engaged despite having significant experience.

Finding 12: Collaboration amongst United Nations agencies rarely progressed to the level of joint programming. While there was strong donor support, there were practical obstacles to joint programming and the concrete benefits remained unclear.

100. There was a strong desire amongst donors to see increased levels of joint programming as a practical mechanism to bring United Nations agencies together. During the country strategic plan there were some moves towards joint programming. For example, the World Bank-funded Zimbabwe Idai Recovery Project (ZIRP) multi-sector approach managed by the United Nations Office for Project Services (UNOPS) aimed to capitalize on agency synergies. In one case UNOPS worked to improve road access for the same communities benefitting from food assistance for assets. WFP also collaborated with FAO on resilience building. In another example, FAO provided acaricides for the dip tanks constructed by WFP, and FAO with AGRITEX provided training on key agronomic practices to community garden beneficiaries and provided technical backstopping, training and monitoring of crop production to the WFP small grains project. Improved inter-agency cooperation was evidenced through more coordinated responses to COVID-19.

101. While there was general support for the principle of joint programming, the accumulation of fixed indirect support costs associated with the use of multiple United Nations agencies reduced the cost efficiency of joint programming. It was also apparent that competition for funding between agencies continued. These issues remained a powerful disincentive to multi-agency projects.

Finding 13: The country strategic plan appropriately reflected the comparative advantages of WFP in leading the delivery of humanitarian assistance.

102. The relevance of WFP within the collective United Nations response was widely judged on the criteria of its comparative advantages. The concern of stakeholders in-country was a pragmatic assessment of the capacity of the various actors in Zimbabwe to address identified needs. Here, there was a clear acknowledgement of the leadership role of WFP in responding to humanitarian needs, most specifically food assistance. Other agencies looked to WFP to “have the humanitarian machine in place and be able to react to emergencies”. WFP had no obvious competitors or alternatives in fulfilling this role. This core comparative advantage was appropriately reflected through the strategic outcomes relating to crisis response in the country strategic plan.

103. Pre-existing agreements on responsibilities for responding to the needs of refugees were relatively clear, outlining the respective roles of the United Nations High Commissioner for Refugees (UNHCR), WFP, UNICEF and the Government. However, the actual delivery of assistance remained weakly integrated. For

⁷⁴ WFP, UNICEF, FAO, WHO and International Fund for Agricultural Development (IFAD) are the key members of the SUN network.

example, the possibility of WFP and UNHCR harmonizing the distribution of food assistance and non-food items using a common transfer platform has not yet been explored, although a discussion had started of harmonizing the transfer amount.

104. The strong at-scale, operational capacities of WFP contrasted with the limited operational and field presence of other United Nations agencies, who tended to be positioned on policy development. This operational capacity was observed to be built on close relationships with the Government, especially down to district level. Moreover, WFP had the ability to bring this together with operational partnerships with a range of other agencies. In this context WFP provided sustained, long-term support to the Government, which complemented the more time-bound interventions of other actors.

105. This comparative advantage extended beyond the delivery of WFP programmes. The role of WFP in providing logistics support as a common service was widely appreciated. WFP also has an important role in helping other agencies in developing capacities for using a range of emergency transfers. For example, WFP provided mentorship and training to local actors, including the Zimbabwe Red Cross, to use cash transfers and work with the civil protection platform.⁷⁵ The assessment skills of WFP were recognized as a further comparative advantage that provided public goods to a range of partners.

2.2. EQ2 – WHAT IS THE EXTENT AND QUALITY OF THE SPECIFIC WFP CONTRIBUTION TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN THE REPUBLIC OF ZIMBABWE?

To what extent did WFP deliver expected outputs and contribute to expected country strategic plan strategic outcomes?

106. The findings relating to the delivery of the outputs and contributions are presented under the subheadings of: crisis response, nutrition support, livelihoods and resilience building and capacity strengthening. This reorganization of activities – compared to the strategic outcomes under the country strategic plan – has been used to enable a thematic analysis of the findings.

Crisis response outputs and contribution to country strategic plan outcomes

Finding 14: The food assistance provided by WFP was associated with improved food and nutrition security for lean season assistance beneficiaries.

107. Broadly positive food security outcomes were seen amongst lean season assistance beneficiaries targeted under SO1, which aims to enable food-insecure people to meet their basic food and nutrition requirements during crises (Figure 10). Increases are seen in the percentage of households with acceptable Food Consumption Scores,⁷⁶ while the percentage of households with a borderline or poor Food Consumption Score has fallen, along with the percentage of households relying on consumption-based coping strategies.⁷⁷ The Minimum Dietary Diversity for Women⁷⁸ also improved (Figure 11). Overall, Activity 1 has achieved almost all the food and nutrition security targets except for Food Expenditure Share⁷⁹ and

⁷⁵ ZRCS. 2018. Zimbabwe Red Cross Society Capacity Strengthening Analysis. 26-30 November 2018 Mission Report Zimbabwe. Internal Report.

⁷⁶ The Food Consumption Score is a measure of dietary diversity, food frequency and the relative nutritional importance of the food consumed. It is a proxy for household food security associated with food access, classifying households into three groups: poor, borderline and acceptable food consumption. More information can be found in WFP 2019a.

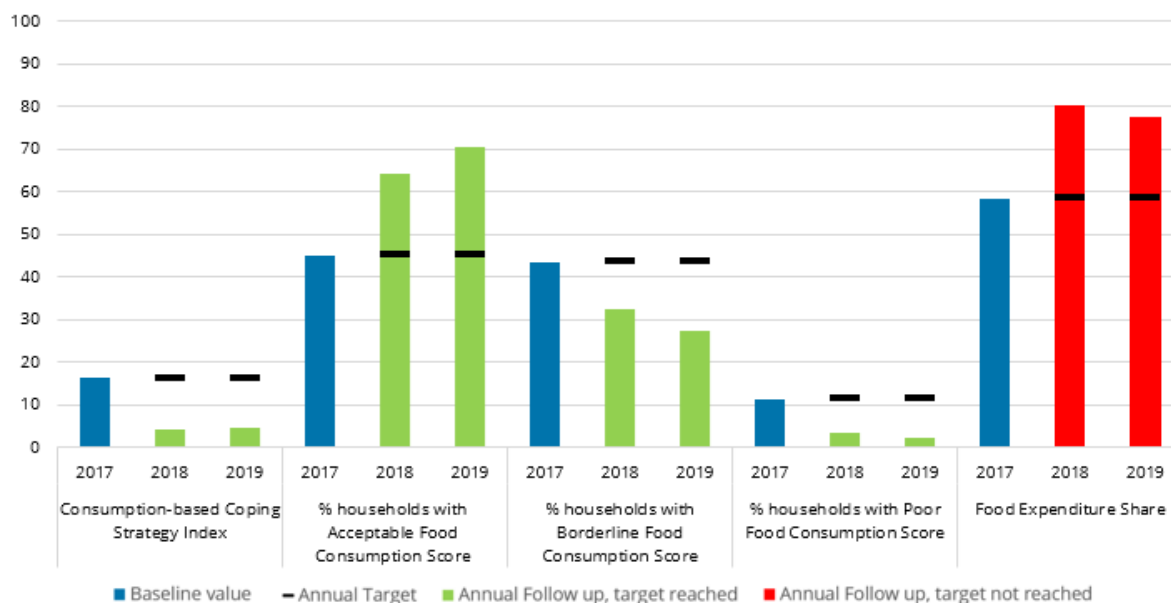
⁷⁷ The Consumption-Based Coping Strategy Index assesses the level of stress faced by households due to food shortage. It is measured by combining the frequency and severity of five food-related coping mechanisms households are engaging in. Higher index values correspond to higher stress levels. More information can be found in WFP 2019a.

⁷⁸ The Minimum Dietary Diversity is a proxy for adequate micronutrient intake for women of reproductive age. It measures the percentage of women aged from 15 to 49 reaching minimum diet diversity, which is defined as consumption of at least 5 out of 10 food groups in the last 24 hours. More information can be found in WFP 2019a.

⁷⁹ The Food Expenditure Share is a proxy for household economic vulnerability. It measures the proportion of available household budget spent on food. A higher share of food-related expenses reflects greater household vulnerability. More information can be found in WFP 2019a.

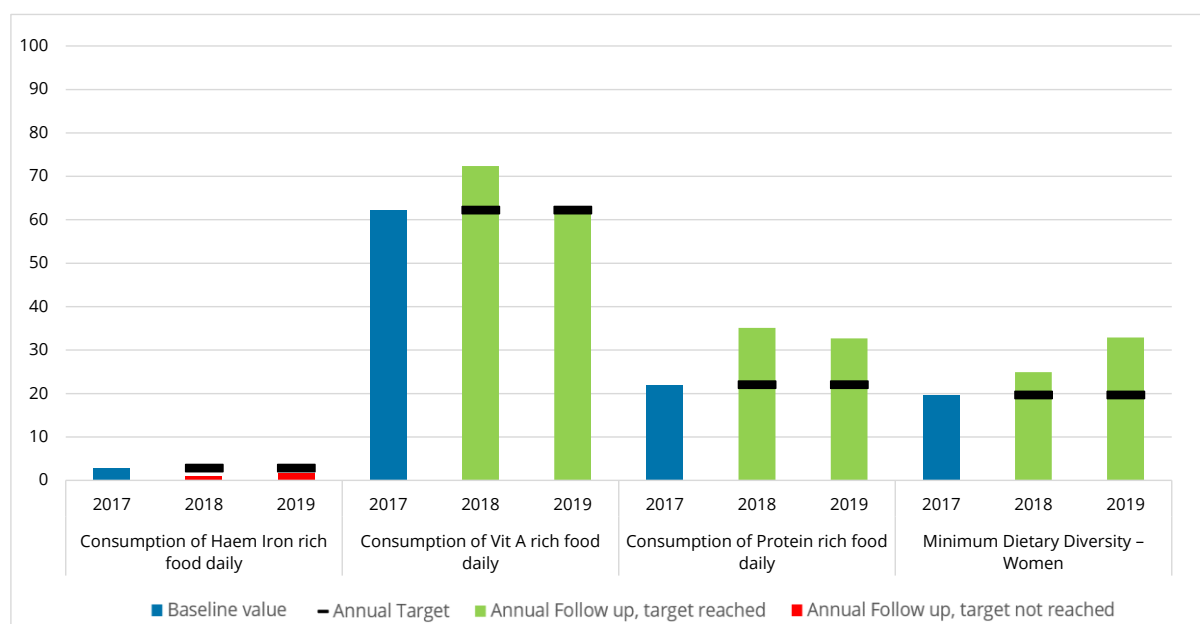
improved consumption of iron- and vitamin A-rich foods. However, it is not possible to determine the extent to which these changes are the result of WFP interventions as opposed to other contextual changes.

Figure 10: Progress towards food security outcome targets for Activity 1 (2017–2019)



Source: WFP Zimbabwe annual country reports (ACRs) 2017, 2018 and 2019.

Figure 11: Progress towards nutrition outcome targets for Activity 1 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

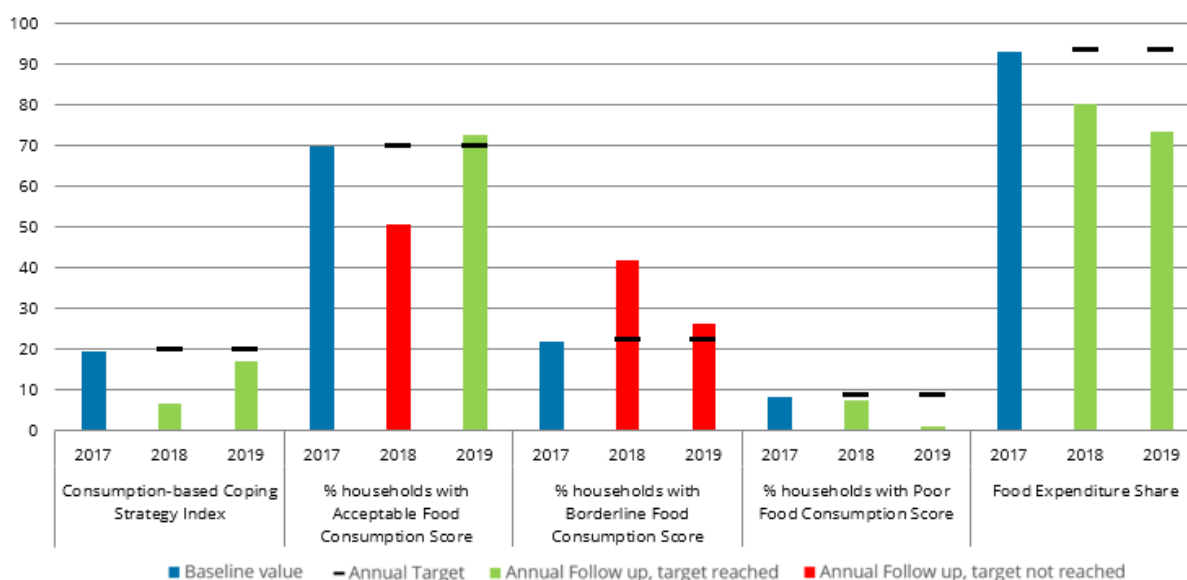
Finding 15: Given the absence of sustainable livelihood options, food assistance continued to be required to maintain the food security of refugees.

108. The food security and nutrition outcome indicators for refugees and asylum-seekers (addressed by Activity 2 under SO1) fluctuated somewhat over the country strategic plan period. A deterioration of food security in 2018 was attributed to rising food prices (Figure 8). In October 2018 when all food assistance was provided in-kind the situation resolved. In May 2017, the baseline survey conducted by WFP, UNHCR and

the Department of Social Welfare found that the nutritional status of women was poor, with only 44 percent of women of reproductive age in the camp achieving minimum dietary diversity.⁸⁰ This finding prompted the country office to consider additional initiatives to improve their nutrition. The percentage of women consuming at least minimum dietary diversity decreased from 44 to 23 percent by 2019, despite improvements in the consumption of haem iron-, protein- and vitamin A-rich foods by 2019 (Figure 13). No clear explanation could be identified for this deterioration in women consuming the minimum dietary diversity.

109. The country strategic plan targeted all refugees based on the UNHCR list. This was in line with UNHCR criteria and ensuring protection of refugees. However, several donors questioned whether this was still justified given the assumption that many of the refugees may have developed their own livelihoods over the course of a protracted stay in Zimbabwe. This was supported by the observation that a proportion of the rations was being resold in markets around the camps. However, it was noted that the 2019 Joint Assessment Mission confirmed that the vast majority of refugees continued to be heavily reliant on food assistance, that they did not yet have alternative sources of income and that this is further monitored on a bimonthly basis. There are regular headcounts of refugees and collection rates of rations were between 96 and 97 percent (as reported by the cooperating partners) with the identity of beneficiaries confirmed by biometrics.

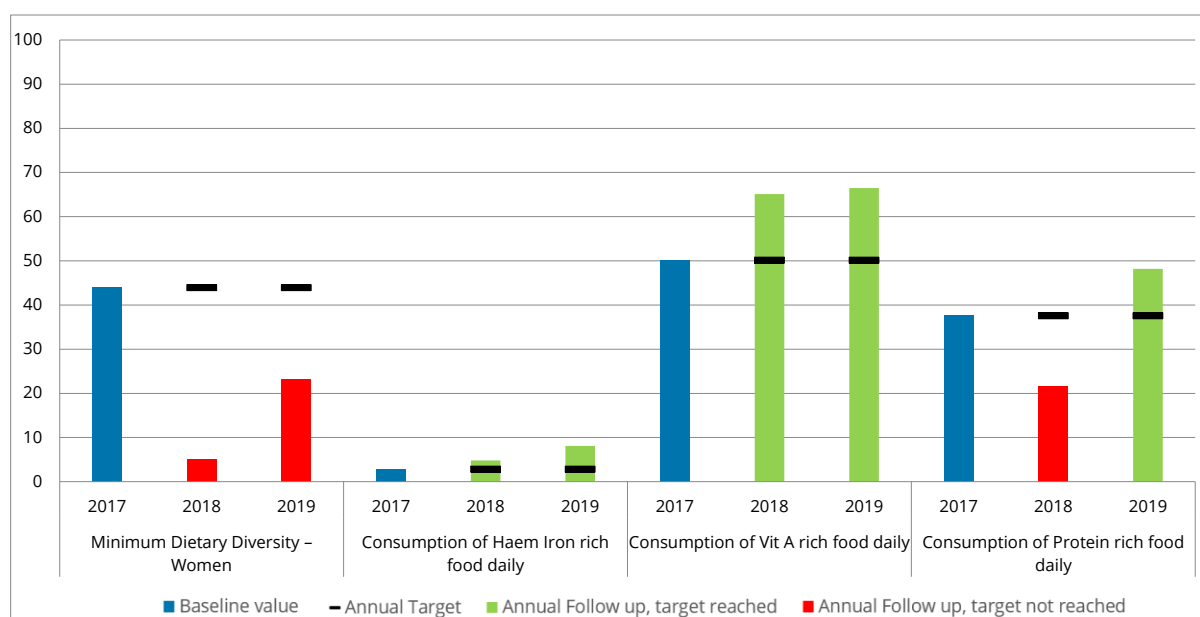
Figure 12: Progress towards food security outcome targets for Activity 2 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

⁸⁰ UNHCR. 2020. Zimbabwe - Socio-economic assessment of refugees in Tongogara camp 2017.

Figure 13: Progress towards nutrition outcome targets for Activity 2 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

Nutrition outputs and contribution to country strategic plan outcomes

Finding 16: WFP support to a range of nutrition interventions contributed to improved health outcomes but nutrition outcomes were either not achieved or not monitored.

110. WFP has contributed nutritional support to several emergency responses during the country strategic plan under SO2, which aimed to reduce child stunting (Table 4). However, most of these responses did not include nutrition-specific outcomes, focusing instead on output-level monitoring. Support to the Level 3 (L3) drought and the Cyclone Idai response was monitored under Activity 1 and it is not possible to separate those outcomes for SO2.

Table 4: WFP nutrition support to emergency responses (2017–2019)

Emergency	Nutrition response
L3 drought response	Increased support to provide PLHIV/TB with specialized nutritious foods.
Response to Cyclone Idai	<ul style="list-style-type: none"> An initial rapid response supported 50,000 affected people with specialized nutritious foods for children under 5, and pregnant and lactating women (PLW). WFP and its partners also provided a full food basket to 220,000 individuals in the impacted districts and supported recovery activities.
Cholera outbreak	In partnership with the Ministry of Health and Child Care, WHO and UNICEF, WFP supported Harare-based cholera treatment centres by providing food for all people treated for cholera symptoms during the incubation and treatment period. WFP provided in-kind food comprising cereals, pulses, vegetable oil and fortified nutritious products.
COVID-19 pandemic	Development of COVID-19 nutrition guidelines.

Source: Evaluation team based on WFP Zimbabwe annual country reports (ACRs) (2017, 2018 and 2019) and annual performance plans (APPs) (2017, 2018, 2019 and 2020).

111. The United States President’s Emergency Plan for AIDS Relief (USPEPFAR) funding enabled WFP and partners⁸¹ to implement a drought relief emergency response programme to treat moderate acute malnutrition of people living with HIV or TB, pregnant and lactating women and children under 5 years of age. WFP supported more than 27,000 people in Harare, Bulawayo and Mutasa District. The final project

⁸¹ Plan International, ADRA, Médecins Sans Frontières (Swiss), and the Harare and Bulawayo City Health Departments.

report does not include any nutrition outcomes, focusing instead of the number of people knowing their HIV status and receiving antiretroviral therapy (ART). However, positive outcomes included improved adherence to ART and increased uptake of child health services such as immunization, screening for malnutrition and growth monitoring. The project ended in March 2018, at the conclusion of drought-response interventions.

112. Lean season assistance was also used as a platform for provision of additional nutrition-specific support to vulnerable groups including pregnant and lactating women and children under 5 to prevent deterioration in nutritional status during times of crisis. In the second half of 2019, lean season assistance programming started being used as a platform for other complementary activities, including linking lean season assistance beneficiaries with food assistance for asset programmes, and providing social and behaviour change communication (SBCC) messages on good nutrition and other topics. WFP reached approximately 110,000 households in 27 districts with these interventions.⁸²

113. WFP also contributed to government-led pilot projects to prevent stunting and support maternity waiting homes. A pilot project expanded the stunting prevention interventions in Mutasa District that started in 2014.⁸³ The stunting outcome of this project is not reported in the WFP Zimbabwe annual country reports as it is officially a government project. Instead, the annual country report details the corporate indicator of the minimum acceptable diet of children 6–23 months. This indicator showed no improvement until 2019 when it increased from 21.6 to 28.6 percent of children consuming a minimum acceptable diet, well short of the 70 percent target (Figure 14). National nutrition survey data over the implementation period show that the prevalence of stunting in Mutasa District decreased from 40.1 percent (in 2010)⁸⁴ to 37.5 percent in 2019.⁸⁵ This fell short of the WFP goal to reduce stunting to 20 percent by 2018 and 10 percent by 2025. Inconsistent funding led to repeated suspension of activities and made it difficult to reduce stunting levels to the target level. The project has been indefinitely suspended since May 2020. Further, the minimum acceptable diet target was too optimistic from the start. Despite the limited nutritional impact, the Ministry of Health and Child Care reported interest in rolling out the model to other locations subject to sufficient resources.

114. WFP also contributed to a pilot project, implemented with UNFPA and Ministry of Health and Child Care, to support pregnant women living in maternity waiting homes and fistula repair camps.⁸⁶ Interviews with project stakeholders suggested that the project had positive health outcomes including attendance at health clinics by expectant mothers who received skilled help during delivery and fistula treatment. However, the evaluation team was unable to locate any documentary evidence of this. The outcome indicator for this project is the Minimum Dietary Diversity for Women. Figure 14 shows that Minimum Dietary Diversity for Women remained at 44.6 percent throughout, so the target of 70 percent has not been reached. The evaluation found that the Minimum Dietary Diversity for Women was not an appropriate indicator for this project as each woman is provided with staple food assistance (cereal, oil and pulses) or the money to buy the same, so it is unlikely that their dietary diversity would change significantly.

⁸² WFP Zimbabwe. 2019h. Annual Country Report 2019.

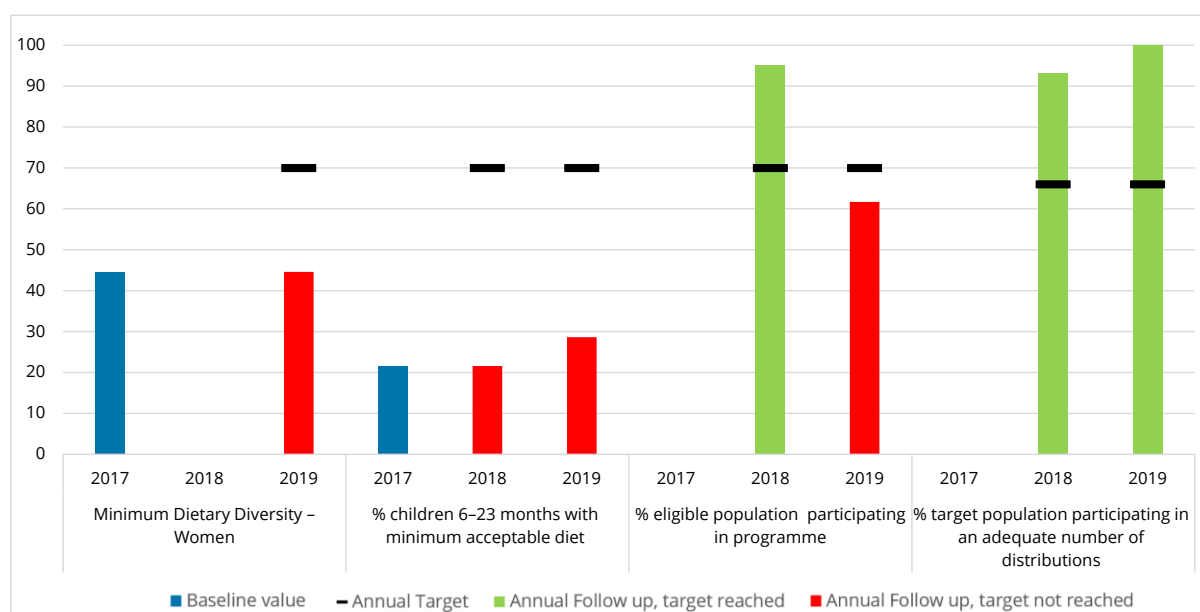
⁸³ From October 2018 to June 2020, WFP provided between 5,288 and 6,880 children aged 6–23 months with Super Cereal Plus. Households were encouraged to diversify their food production and consumption and caregivers received SBCC messaging emphasizing good nutrition, personal health and hygiene practices, and appropriate IYCF practices. Plan International. 2020. Health & Nutrition Improvement Programme Support. October 2018 – June 2020. Internal report, unpublished.

⁸⁴ Government of Zimbabwe – Food & Nutrition Council. 2010. *Zimbabwe National Nutrition Survey. Preliminary Findings.*

⁸⁵ Government of Zimbabwe. 2019b. Zimbabwe Vulnerability Assessment Committee (ZimVAC). 2019 Rural Livelihoods Assessment. Prevalence rates of 30 percent or more are considered to be very high.

⁸⁶ Maternity Waiting Homes allowed pregnant women living in remote or rural areas to be housed closer to medical treatment leading up to birth. WFP provided food (cereals, pulses, vegetable oil and specialised nutritious products) for between 1500-3000 women per month and provided technical assistance through the Ministry of Health and Child Care to train health workers on good nutrition. WFP Zimbabwe Annual Country Reports 2017, 2018, 2019

Figure 14: Progress towards outcome targets for Activity 4 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

115. Evaluation interviews and project monitoring reports indicated that the prevention of stunting requires good nutrition throughout pregnancy along with regular antenatal care and that short-term food transfers were unlikely to improve nutrition.⁸⁷ The provision of SBCC messages on infant and young child feeding during the mothers’ stay was potentially an important contribution to reducing stunting, but WFP was not involved in any follow-up of the women after discharge and did not monitor whether the women put infant and young child feeding messaging into practice.

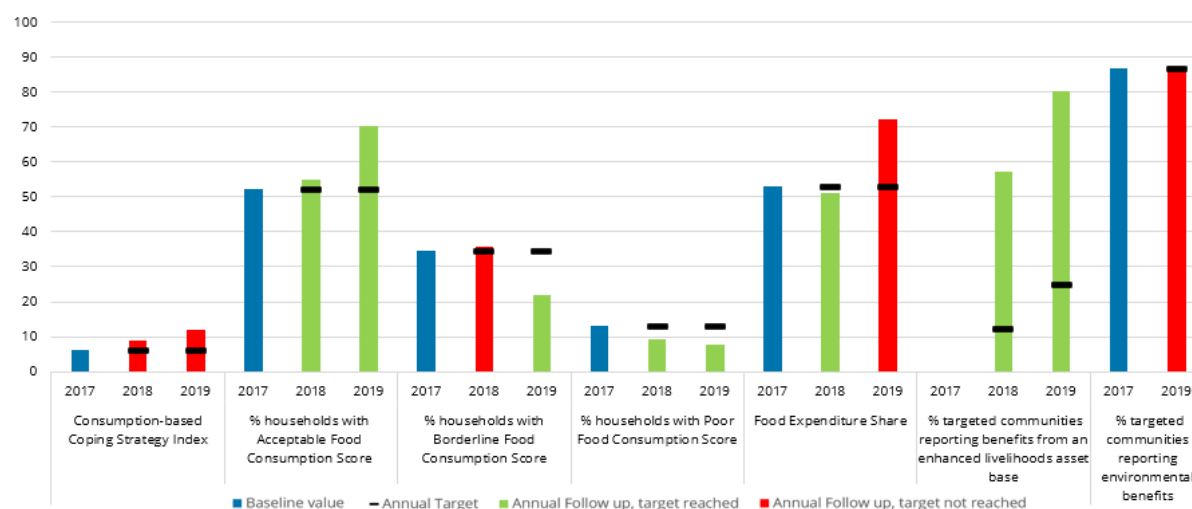
Livelihoods and resilience building outputs and contribution to country strategic plan outcomes

Finding 17: The transfers received by food assistance for asset beneficiaries had a positive impact on short-term food security.

116. At the household level, food assistance for asset beneficiaries targeted under SO4 to achieve food security and build resilience received USD 45 or 50 per person per month to participate in food assistance for asset activities, in order to support the food security of participating households. Figure 15 shows the progress towards planned food security outcomes for food assistance for asset beneficiaries. The Food Consumption Score improved for beneficiaries, although the use of coping strategies and food expenditure only increased marginally. However, these trends need to be interpreted within the overall worsening of the food security context due to the impact of climatic and socio-economic shocks.

⁸⁷ WFP Zimbabwe. 2019l. M&E Update. Maternity Waiting Homes. 30 October 2019. Internal report, unpublished.

Figure 15: Progress towards food security outcome targets for Activity 7 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

Finding 18: There was preliminary evidence that the assets created under food assistance for asset activities contributed positively to longer-term food security.

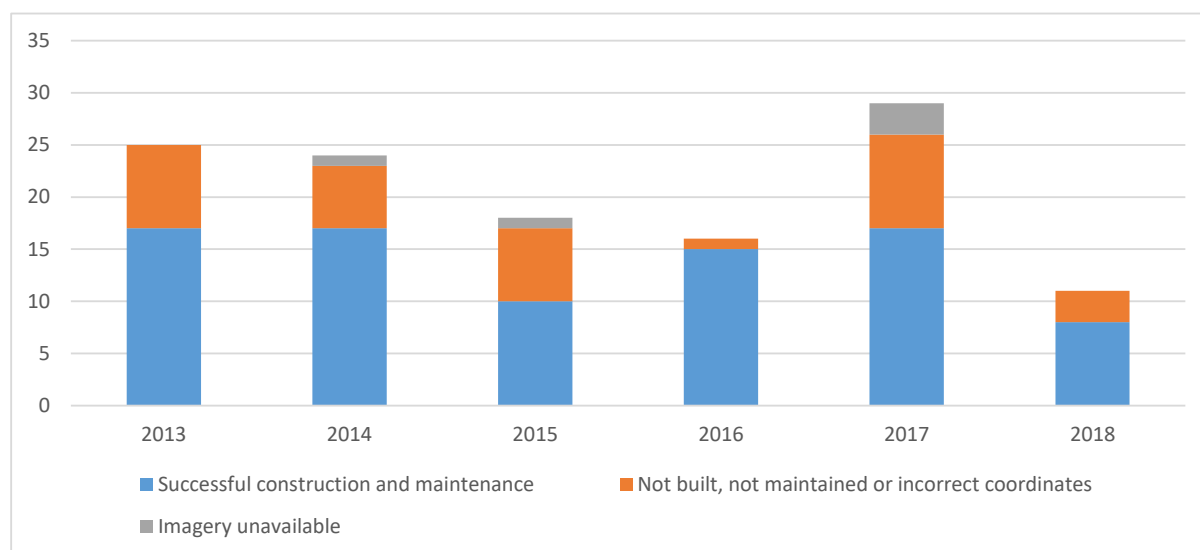
117. Also under SO4, a wide range of assets was successfully created including irrigation schemes, flood protection dykes, woodlots, feeder roads, ponds, gullies, check dams and tree planting (Annex VIII.3). Interviews with beneficiaries during the field mission indicate that these assets have contributed to environmental rehabilitation, increased access to water and improved livelihoods.

118. A major improvement under the country strategic plan was the adoption of a multi-year approach to food assistance for assets, where the construction of the food assistance for assets was followed by a period of livelihood training to utilize the assets. Stakeholders generally agreed that the quality of assets created has improved, with enhanced technical oversight by WFP engineers. However, some stakeholders argued that WFP would benefit from improved collaboration with a variety of specialist agencies to support improved planning, design and implementation. WFP and partners primarily relied on government staff for technical support, and it was noted that some national technical standards were dated and government staff lacked the necessary mobility to discharge their functions.

119. An analysis of satellite data through the WFP Asset Impact Monitoring from Space (AIMS) service project showed that as of 2019, the majority of monitored assets built in 2017 and 2018 under the country strategic plan were successfully constructed and maintained (Figure 16). The AIMS data also confirmed a long-term improvement in vegetation coverage and vigour on land irrigated from water storage structures created through food assistance for assets interventions. Overall, the AIMS 2020 report⁸⁸ (using 2019 data) indicates that the food assistance for asset interventions were implemented and maintained stable vegetation trends and therefore that cultivation activities continued in spite of severe climatic hazards. Field visits to AIMS-monitored assets highlighted the importance of monitoring satellite imagery of relevant assets at multiple times of year, for example monitoring the use of irrigation systems at the point of maximum water scarcity in September/October. An example of this imagery is presented at Figure 27 in Annex VIII.1.

⁸⁸ WFP Zimbabwe. 2020e. Asset Impact Monitoring from Space. Landscape Impact Analysis. November 2020. PowerPoint presentation. Internal report, unpublished.

Figure 16: Data on the status of assets monitored in 2019 by AIMS, by building year



Source: WFP. 2019b. Asset Impact Monitoring from Space, Zimbabwe Landscape Impact Analysis, November 2020.

120. On average, 72.4 percent of the households reported feeling better protected against sudden onset shocks like drought, while 89.5 percent said they had diversified and increased their production in 2019. Most households, especially those headed by women, indicated that the assets eased hardship and allowed for more quality time at home.⁸⁹ These findings were confirmed by evaluation interviews with food assistance for asset project beneficiaries in the field who were particularly appreciative of improved water supplies and the benefits of nutrition gardens for women. Quantitative data on the effectiveness of the assets in reducing vulnerability and improving resilience to shocks remains a gap, nor was there evidence of the economic benefits. However, WFP is developing a resilience measurement tool which it is planned to pilot in Zimbabwe and an economic cost benefit analysis was planned with headquarters support but has not yet been implemented.

121. WFP also mainstreamed nutrition through SBCC messaging at all food assistance for asset food distribution sites, through construction of nutrition gardens and through formal training of some food assistance for asset beneficiaries using Healthy Harvest materials designed by FAO. However, the utilization of the SBCC and Healthy Harvest training has not been monitored. Evaluation interviews with beneficiaries indicate that dams, fisheries and gardens contribute to food security and nutrition.

Finding 19: Local procurement sourced from local traders supported the WFP supply chain, but there was no direct evidence of improved food security amongst small-scale producers.

122. Under SO3 to increase smallholder market access, Activity 5 supported the development of an efficient local food marketing and procurement mechanism, while Activity 6 enabled farmer organizations to aggregate and market surplus crop production. Collectively, these activities were designed to contribute to enhancing national and subnational food procurement and market systems, increasing smallholder farmers' net sales. A variety of support was provided to smallholders and smallholder organizations to support the production of marketable surpluses. This included trainings and tools for post-harvest losses (hermetic bags), but also trainings on agronomic practices, including the promotion of drought-resistant small grains. Initial plans to support the reintroduction of a warehouse receipt system were abandoned due to changes in government policy.

123. The targeting of farmers' organizations for linking to market support displayed a degree of tension, between targeting farmers with the most potential for marketing surpluses and targeting more vulnerable farmers to build their resilience and reduce future food assistance needs. At the time of the evaluation, this activity was targeting five surplus-producing districts with no lean season assistance, as well as 25 districts with ongoing lean season assistance.

⁸⁹ WFP Zimbabwe. 2019h. Annual Country Report 2019.

124. The quantities of grains procured under this strategic outcome are summarized in Table 5. In 2019 and 2020 significant quantities of grain (35,360 metric tons (mt) mid-year),⁹⁰ were procured commercially from local traders. There was no monitoring evidence – or information available from stakeholder key informant interviewees - on whether this market benefitted small-scale food-insecure producers or large-scale farmers - or even if the grain purchased was imported rather than produced domestically.

Table 5: Quantities of grains procured locally under SO3 (Activities 5 and 6) (2017–2019)

<i>Year</i>	<i>Activity 5 – Local procurement (MT)</i>	<i>Activity 6 – Smallholders (MT)</i>
2017	510	212
2018	1 003	65
2019	28 060	60

Source: Evaluation team based on WFP Zimbabwe ACRs and APPs (2017, 2018 and 2019). Data validated by the CO.

125. Purchases directly from smallholders remained minimal. Contributory factors included drought depressing domestic production (harvests of 2019 and 2020), the requirement to convert prices paid at official exchange rates (after Zimbabwe adopted the RTGS currency) and an official price set above import parity. These factors made the trade relatively unattractive for both WFP and smallholders. The small number of farmers who did sell were reportedly attracted by farm gate purchases and prompt payment by WFP.

Finding 20: The piloting of index insurance under R4 resulted in valuable learning on required refinements. However, evidence on how activities can be best integrated to build resilience has yet to emerge.

126. Under SO5, R4 integrated a number of risk-management activities with the objective of improving household resilience. This included the asset creation, market opportunities and promotion of appropriate agricultural practices mentioned above, alongside the provision of weather index insurance and savings and loans. Five hundred households participated in the 2018 pilot. Plans for an additional 2,000 households to join the pilot in 2019 were postponed.

127. Index insurance for small grains was provided in partnership with Blue Marble and Old Mutual, building on other index insurance products available in Zimbabwe. The pilot product has been through a process of learning and improvement. Beneficiary confidence was undermined as the first insurance product failed to pay out in the drought-affected season of 2017/2018 because the thresholds for payment were set at a high bar. Payments were only triggered where drought had occurred over the whole ward and a complete, rather than partial, crop failure was experienced. Consequently, the appetite of smallholders to contribute to premiums in 2019 was limited. Based on this, adjustments were subsequently made including triggering payments at the pixel (10 km²) rather than ward level to reflect local variability in rainfall and by making partial insurance payout of 30 percent of the insured payment at an intermediate drought threshold. Based on this, a payout of insurance claims was triggered in 2019. A further round of learning on these payouts identified the need for immediate payouts and using an alternative to payment by mobile money, to mitigate an erosion of the transfer value.

128. Monitoring of the R4 pilot suggested overall positive trends for beneficiaries compared to control groups. In a bad year, overall food security worsened for both participants and the control group. However, R4 participants were successful in diversifying their income sources, more households were able to save money, and crop production was better compared to control groups (Annex VIII.1 Table 20). Despite the R4 programme promoting access to credit lines through village savings and loan (VSLs) groups, there was no change in the number of R4 participants accessing credit, which remained constant at 13.5 percent. It was noted that the macro-economic situation in Zimbabwe was characterized by high inflation and high interest rates, which made it difficult for smallholder farmers to access loans from formal financial institutions. While the results broadly supported the hypothesis that a combination of interventions over time is necessary to build resilience, clear evidence did not emerge on the optimal combination of interventions to build resilience in specific contexts.

⁹⁰ The 2020 figure is derived from the 2020 mid-term annual performance plan. It re-set the annual target to 55,000 mt.

Capacity strengthening outputs and contribution to country strategic plan outcomes

Finding 21: Contributions to strengthening the capacity of the national social protection system were limited to discrete technical inputs that did not generate system-level improvements.

129. The country strategic plan SO5 included activities to support social protection system capacities to meet the basic needs of chronically vulnerable populations. In practice the scope of activities undertaken towards this goal was very limited and comprised of piloting a single registry and support to re-establishing a national school feeding programme. Even judged against these limited ambitions there was very little progress towards the ambitious strategic outcome. The framing of capacity strengthening support fell short of providing a comprehensive set of activities to address the necessary individual, institutional and enabling aspects of capacity strengthening.

130. In partnership with UNICEF, the World Bank and the Government, WFP planned to support the establishment of a central information system for social protection programmes using the WFP SCOPE system as a model.⁹¹ In 2017, the use of a multi-wallet card was piloted in Rushinga District under the Harmonized Social Cash Transfer Programme. More than 1 million beneficiary records were imported into SCOPE. Ultimately the Government decided not to adopt the use of the SCOPE system itself – principally due to data privacy and data management issues, as SCOPE is managed and controlled by WFP. However, WFP stakeholders perceived that the pilot demonstrated the benefits of an integrated beneficiary management system using SCOPE, which contributed to the ongoing development of a government-owned system.

131. SO5 also included WFP support for re-establishing the national school feeding programme as part of the national social protection system.⁹² Under the country strategic plan, WFP continued to advocate for the implementation of a home-grown school feeding model for the national school feeding programme in line with the national home-grown school feeding policy. To better define the capacity needs of the Ministry of Primary and Secondary Education, the WFP Centre for Excellence Against Hunger provided funding and expertise to conduct a situational analysis of home-grown school feeding in Zimbabwe in 2016,⁹³ and a SABER (school feeding) assessment in 2017.⁹⁴ However, neither report has yet been approved by the Government due to disagreement on some of the findings and then a change in leadership in the Ministry of Education, making it difficult for WFP to move the school feeding agenda forward and scale up the programme. The NDS1 includes school feeding as one of several social protection programmes to reduce extreme poverty and improve access to basic services, however despite the potential to reach large numbers of children, and improve their food security, it remains a relatively small programme, even when scaled up in response to shocks.⁹⁵

Finding 22: WFP collaborated extensively with the Government on various assessments. These assessments supported the implementation of country strategic plan activities, but there was limited progress towards institutionalization of these assessment capacities.

132. Under the SO5 Activity 9 (to provide analytical expertise to support evidence-based planning) WFP worked with the Food and Nutrition Council, to build their expertise in food security and livelihoods assessments. This support included: (i) support to the annual ZimVAC rural assessments; (ii) development of the methodology and implementation of annual urban assessments; (iii) introduction of the IPC; (iv) mainstreaming nutrition and HIV across government data collection tools; and (v) participation in the resilience measurement working group. The vulnerability analysis and mapping (VAM) unit participated in numerous trainings and in total, it trained more than 1,500 government and partner staff.⁹⁶ These trainings

⁹¹ WFP. 2017d. *Zimbabwe Country Strategic Plan (2017-2021)*: p. 16.

⁹² Ibid. Supporting school feeding has been a part of WFP Zimbabwe's support since 2003 but it stopped in 2009/2010 mainly due to lack of donor support.

⁹³ Melo, D. 2017. DRAFT Zimbabwe national home-grown school feeding strategy: situational analysis and initial recommendations. WFP Internal report, unpublished.

⁹⁴ WFP Zimbabwe. 2017c. DRAFT SABER Country Report 2017. Zimbabwe. Internal report, unpublished.

⁹⁵ WFP has also supported the installation of solar-powered boreholes in 50 drought-affected schools covering more than 25,000 pupils in Zvishavane District.

⁹⁶ As calculated from WFP Zimbabwe ACRs (2017, 2018 and 2019) and APPs (2017, 2018, 2019 and 2020). Data validated by the CO.

were supported by sharing electronic data collection methods and remote monitoring tools with the Government.

133. This material and technical support from WFP was highly appreciated by the Government. The quality of training provided was positively assessed. Given the pressure on government budgets, this support was seen as critical in ensuring that regular assessments continued. Regular analysis of food insecurity was critical to the implementation of WFP activities.

134. WFP also advocated for an annual urban food security survey by ZimVAC, and its inclusion from 2018 was viewed as a positive development.⁹⁷ WFP was seen to have an important role in working with the Food and Nutrition Council to strengthen the urban assessment methodology, although WFP and the Food and Nutrition Council had not developed and shared a revised methodology.

135. Under SO4, Activity 8 (to enhance district-level planning and management of resilience building) WFP has also been developing the capacity of national and subnational authorities on WFP 3PA for strengthening the design, planning and implementation of programmes: integrated context analysis at national level, seasonal livelihood programming at subnational level, and CBPP at local level.⁹⁸ The start of this activity predated the country strategic plan and was continued with regional seasonal livelihood programming trainings, attended by representatives of national, provincial and district authorities, the donor community, United Nations agencies and non-governmental organizations. These were followed by CBPP training of trainers' workshops at district level, leading to the development of community action plans that identified resilience-building schemes to be considered for implementation.⁹⁹

136. There was a consensus amongst stakeholders that 3PA tools were a considerable improvement over the pre-existing local-level plans. An evaluation confirmed that the seasonal livelihood programming and CBPP processes has been used in WFP-targeted districts to identify the wards to be targeted and the community assets to be rehabilitated or constructed through the food assistance for asset activities.¹⁰⁰ Field interviews confirmed that the CBPP processes had improved community ownership and collaboration with the Government. However, the same study also pointed out significant constraints towards institutionalization, as the tool does not fit well with national priorities, and resource constraints meaning that implementation remains reliant on external support.

Finding 23: WFP contributed to the development of updated nutrition policies and an evidence base. However, these developments were not embedded in a broader capacity strengthening strategy to enable policy implementation.

137. Under SO2, which aimed to reduce child stunting, WFP, together with other partners, collaborated with the Government to develop several nutrition-related national strategies, including the National Nutrition Strategy, the National Food Fortification Strategy and the National Development Strategy (2021–2025). No quantitative output or outcome indicators were reported by WFP for this activity.

138. While the nutrition and food fortification strategies are yet to be finalized, evaluation interviews with government stakeholders indicate that WFP technical assistance has made a positive contribution to defining government policy direction. However, these investments in improved policy do not appear to have been paralleled by actions to ensure that the necessary institutional and individual capacities, and resources, were in place to enable implementation.

139. To provide a stronger nutrition evidence base, WFP collaborated with the Food and Nutrition Council to ensure that nutrition and HIV-related vulnerabilities were integrated into national food security assessment and to establish the Scaling Up Nutrition Research and Academic Platform (SUNRAP) to assess the performance of subnational food and nutrition committees and the effectiveness of inter-district learning. WFP also contributed funds to the 2018 National Nutrition Survey data collection, analysis and reporting; and conducted a nutrition and HIV trend analysis on the rural ZimVAC data in 2019 and 2020.

⁹⁷ While ad hoc assessments in urban areas had been conducted by the FNC, this was instituted as an annual exercise in 2018.

⁹⁸ The integrated context analysis was supported under Activity 9 and discussed below.

⁹⁹ WFP Zimbabwe. 2017a. Annual Country Report 2017.

¹⁰⁰ NUST. 2020. Evaluation of the seasonal livelihoods programming tool in rural authorities. Internal report, unpublished.

140. However, most of the planned nutrition research was not completed due to insufficient funding. This included an analysis to identify barriers to adequate nutrient intake, a Price Income Consumption Expenditure Survey, a Zimbabwe Cost of Hunger in Africa study, a meta-analysis of the ZimVAC assessment findings to identify the causes of malnutrition, and research into the differences in malnutrition rates between boys and girls and into causes among adolescent girls. Evaluation interviews with nutrition actors confirmed that the planned research would have been beneficial for improving nutrition messaging and filling gaps in the nutrition information available in Zimbabwe.

Finding 24: WFP continued to provide excellent logistics and supply chain services to the humanitarian community and to the Government.

141. Under S06, WFP provided supply chain services for humanitarian and development partners, in addition to its internal supply chain function. WFP has supported the procurement, shipping, customs clearing, handling and transportation of food and non-food items for a number of agencies. This has included the delivery of maize grain on behalf of the Government as well as United Nations agencies. WFP also provided engineering support to the construction of warehouses for the Global Fund.

142. Demand for WFP services rose exponentially following Cyclone Idai. This led to the activation of the logistics cluster in Zimbabwe. WFP provided common logistics services including air transport through the United Nations Humanitarian Air Service (UNHAS), to other humanitarian partners and the Government, to carry commodities and personnel to hard-to-reach locations. The logistics cluster airlifted 106 mt of food and non-food items, and stored 541 mt of commodities, all in all supporting 24 partners and the Government. WFP support enabled partners to provide their assistance in a timely and cost-effective manner.

143. WFP is well recognized by evaluation stakeholders as having a comparative advantage in supply chain management and logistics. Activity 13 is monitored by the country office through a user satisfaction rate, with a target of 90 percent for 2018 and 100 percent for 2019. Both years achieved a 100 percent user satisfaction rate. This high level of satisfaction was confirmed in the evaluation interviews.

To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?

Finding 25: WFP has been careful to respect and promote humanitarian principles and ensure protection standards are met in the provision of assistance.

144. WFP has actively promoted humanitarian principles in providing assistance. Distribution plans are referenced to assessment findings to ensure that they are “needs-based” and WFP ensured that partners understood that decisions were based on the principles of humanity, neutrality and impartiality. Although the evaluation heard isolated reports of interference in the targeting process to promote local interests, WFP had taken appropriate steps to investigate and respond. Targeting in WFP programmes was not reported to have been affected by any systematic political interests. Beneficiaries were informed of entitlements under each activity and several feedback mechanisms are in place to notify WFP of potential breaches.

145. The country office has put in place measures during food distributions to ensure beneficiary safety and to minimize security risks. In 2020, during the COVID-19 pandemic, additional comprehensive measures were developed into standard operating procedures and then enforced by all partners. This included additional distribution points to ensure fewer beneficiaries at the same time, and the use and distribution of protective equipment. The use of multiple modalities for providing food assistance has also contributed to maintaining the dignity of beneficiaries, especially for highly vulnerable groups such as the elderly and the chronically ill. WFP has also protected data privacy and did not share full beneficiary details as requested by the Government.

146. Beneficiary perceptions of protection challenges were monitored and over 95 percent of beneficiaries reported unhindered access to programmes, an absence of safety challenges and the preservation of dignity (Annex VIII.1 Figure 28).

Finding 26: Significant efforts were made to adapt food assistance to the needs of women, ensure equal participation and involve women in decision making. However, WFP was perceived as focused on numbers rather than changing social norms.

147. The performance of the country strategic plan in integrating gender equality and women's empowerment across its work and activities – to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed – was assessed against the WFP Gender Policy (2015-2020).¹⁰¹ This includes four objectives related to adapted food assistance, equal participation, women's involvement in decision making and gender and protection.

148. The country strategic plan was given a gender age marker of 2A, indicating that the needs of women, girls, boys and men were identified and informed project activities and outcomes and that the project was designed to contribute significantly to gender equality. In line with the country office gender action plan, several gender-related activities were conducted to build gender awareness among staff. This included advocacy of gender in the workplace, and training on social norms and communication. A gender results network encouraged mainstreaming of gender across activities and functional units. There was no dedicated in-country gender expertise and gender was managed by a focal point. However, evaluation findings on mainstreaming gender have been mixed.

149. Against the first of the gender policy objectives, WFP was found to have made efforts to ensure that food assistance was adapted to the different needs of women and that other vulnerable groups are included in all activities. Gender trainings were provided to cooperating partners, which informed the adaptation of transfers. Gender-specific outcomes were monitored for different activities and the results used to inform programming adaptations. For example, the refugee baseline survey identified that women of reproductive age suffered poor nutrition, prompting targeted initiatives to improve their nutrition.¹⁰² Other nutrition activities were designed to meet the specific needs of women, such as the maternity waiting homes. Gender-related SBCC messaging was done across the programme. Work requirements for the elderly and pregnant women benefitting from food assistance for asset transfers were also waived.

150. However, multiple stakeholders argued that a clear understanding of gender equality and women's empowerment issues within a food systems framework was missing. This analysis potentially could have informed relevant and pragmatic interventions within the country strategic plan to support women's role in food production, transformation and consumption.¹⁰³

151. Secondly, WFP made significant efforts to ensure equal participation of women and men in the implementation and monitoring of food security and nutrition programmes and policies. WFP efforts to mainstream gender into the programme included ensuring that data were always disaggregated by gender. WFP activities were seen by several stakeholders to have performed well in terms of the inclusion of women as beneficiaries, with transfers being an important contribution to household income.

152. Women were encouraged to register as lean season assistance recipients and relatively equal rates of participation were reported. Of the R4 pilot households in 2018, 60 percent were headed by women. Women were a significant proportion of beneficiaries of productive assets created such as nutrition gardens, poultry housing, and conservation agriculture plots, which enhanced resilience and diversity of food and income sources.

153. Women were also encouraged to lead food assistance distribution committees. Women made up 59 percent of the membership of distribution committees in 2017 and this rose to 61 percent in 2019. In 2017, the proportion of women beneficiaries holding leadership positions in food assistance for asset project management committees was 55 percent. However, there was no GEWE focus on the logistics or supply chain activities. For example, women traders were not specifically targeted or supported in local procurement activities.

154. The role of women in decision making on food security and nutrition was monitored for the country strategic plan. The country strategic plan measured gender-based decision making behaviour as

¹⁰¹ WFP/EB.2/2016/4-C/1/Rev.1

¹⁰² UNHCR. 2020. Zimbabwe - Socio-economic assessment of refugees in Tongogara camp 2017.

¹⁰³ WFP. 2018a. Systemic Food Assistance. *WFP's Strategy for Leveraging Food Assistance to Improve Food System Performance*.

their main outcome indicator and this showed that joint decision making increased in all three measured activities in 2019 (Annex VIII.1 Figure 29). At the household level in 2019, 61 percent made joint decisions about the use of WFP food and cash assistance. In 27 percent of households, women were the exclusive decision makers, and in 12 percent of households, men were the exclusive decision-makers.

155. COVID-19-related travel constraints limited the ability of the evaluators to triangulate this information. However, there was little evidence that activities had supported transformative changes in gender relations. Cooperating partners generally perceived that WFP was “focused on numbers rather than changing social norms”. Most gender-related activities were reportedly self-funded by cooperating partners and not supported through field-level agreements (FLAs). Sharing of lessons and best practices in gender-transformative activities between cooperating partners was not facilitated by WFP.

156. Under the country strategic plan the links between gender and protection were explored, to ensure that food assistance did no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it. Beneficiaries were sensitized on gender-based violence and women’s empowerment when collecting food transfers. Women were encouraged to voice any concern about WFP programmes by using various feedback mechanisms; two thirds of callers to a toll-free hotline in 2018 were women or girls. However, the safety or personal security risks of giving women cash were not seen as adequately understood or mitigated and no specific study was conducted to support this decision.

Finding 27: WFP has met minimum standards in ensuring accountability to affected populations. Complaints and feedback mechanisms were generally effective, although not well used by refugees.

157. The country office has met corporate minimum requirements for actively engaging with beneficiaries during assessment, targeting, implementation and monitoring as outlined in the WFP Strategy for Accountability to Affected Populations.¹⁰⁴ A particular focus was placed on strengthening the complaints and feedback mechanism and apparatus, including help desks, toll-free numbers and suggestion boxes, which have been put in place and were operational throughout the country strategic plan. All activities reported having complaints and feedback mechanisms in place and active from 2017 through to 2020.¹⁰⁵ Increasing use was being made of the telephone hotline with the number of calls per month rising from less than 500 in January 2019 to nearly 2,500 in April 2020, with the increase in calls being strongly driven by the introduction of the urban programme. The vast majority of calls were requests for assistance from excluded households, followed by technical issues related to accessing assistance (Annex VIII.1 Figure 30).

158. The complaints and feedback mechanism system categorized and distributed information to the appropriate partners and set time limits for when each type of complaint should be resolved. Serious complaints are escalated immediately to the Country Director, or in cases of abuse, passed directly to UNFPA as partner responsible for protection against gender based violence. Evaluation interviews confirmed that beneficiary feedback has been used to make changes to the programme, including adapting food assistance delivery mechanisms and resolving targeting issues. More work could still be done to ensure that most at-risk groups have access to the complaints and feedback mechanism, that feedback mechanisms are linked across partners and that all feedback is documented, shared and centrally compiled.

159. WFP monitoring data found that the majority of lean season assistance beneficiaries (88 percent) and food assistance for asset beneficiaries (92 percent) were aware of recipient selection criteria, entitlements and the duration of assistance in 2019 – although this fell slightly short of the end of the country strategic plan target of 94 percent. However, a much lower level of refugees (47 percent) regarded themselves as informed and no refugee made use of the hotline in 2020 – which can be explained by the fact that refugees are not entitled to register for a mobile phone line as they lack the required identity documents.¹⁰⁶

¹⁰⁴ WFP. 2017c. WFP’s Strategy for Accountability to Affected Populations (AAP): p.2.

¹⁰⁵ Turner, S. & Grabham, J. 2019. Zimbabwe Country Strategic Plan (2017-2021) - Mid-term review. WFP internal report, unpublished.

¹⁰⁶ WFP Zimbabwe. 2019h. Annual Country Report 2019.

To what extent are the achievements of the CSP likely to be sustainable?

Finding 28: The strategy for transitioning responsibility for activities from WFP to the Government was inadequately developed.

160. There was a general consensus that the longer-term goal of the country strategic plan was that emergency assistance should be provided through a government-led social protection system. Towards this goal, WFP had engaged strongly with the Government. Considerable efforts were made to include relevant ministries and staff in the process – principally the Ministry of Public Service, Labour and Social Welfare and the Food and Nutrition Council. This included assessment, planning, targeting, coordination during implementation and monitoring.

161. However, a clear strategy for the progressive handover of responsibility from the international community to the national authorities was not established. There was no clear analysis of the effectiveness of the FDMS and whether this could provide an appropriate programme for responding to the needs of the full caseload. A strategic roadmap for strengthening national capacities and programmes was not agreed with the Government and was absent from the country strategic plan. While WFP has invested in a range of well-received activities aimed at strengthening the technical capacity of the Government – including training courses and piloting a common registry – these fell short of a transition plan.

162. Some country strategic plan activities were intended to serve as pilot projects, for scale-up by national authorities. This included the nutrition stunting pilot project and the R4 pilot. Government stakeholders also expressed a strong willingness to learn from and potentially scale up other WFP-led activities such as the urban programme and smallholder support activities. However, there was no clear strategy – or theory of change – elaborating how these pilots were expected to be domesticated. Critically, convincing evidence of impact was lacking to advocate for pilot activities to be taken to scale by other actors – such as rates of return or cost benefits analyses of livelihood interventions. Even where the pilots were judged as relatively successful, there was little progress towards scaling them up. For example, the nutrition stunting pilot has been operating as a pilot since 2014 and how – or if – this would be taken to scale was not clear. Although the Ministry of Health and Child Care expressed interest in replicating the project, it was suspended in May 2020 due to lack of funding.

Finding 29: Major factors constraining progress towards transition included government budget constraints, the positions of donors and the rapid turnover of government staff.

163. Several major factors constrained progress towards a handover. An unstable macro-economic environment coupled with very low levels of development assistance severely constrained government budgets – which in turn constrained the capacity of the Government to take increased budget responsibility. Limited domestic financing was exacerbated by limited access to external financing. The World Bank lending programme in Zimbabwe was inactive due to arrears, and its role remains limited to technical assistance and analytical work through trust funds. Political decisions of key donors left them unwilling or unable to channel resources through the government system. Consequently, there was little progress towards developing a shared approach to building national capacities.

164. A further complication came from the rapid turnover of staff at all levels in the Government. Each of the counterpart ministries have changed ministers at least once during the country strategic plan after the whole cabinet was dissolved in November 2017. The Ministry of Education, and Ministry of Public Services, Labour and Social Welfare have each had two ministers and the Ministry of Health and Child Care has had three ministers. Seven top directors in the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement left the Ministry by September 2020.¹⁰⁷ This undermined the ability of WFP to establish a sustained strategic dialogue. A rapid turnover of government field staff was also noted, due to the lack of resources for government ministries to retain skilled staff. This compromised the effectiveness of individual WFP capacity strengthening, with the need for repeated training courses.

165. These contextual challenges resulted in scaling back a number of the development-orientated country strategic plan activities. In the case of nutrition, there was a reorientation from government capacity strengthening to mainstreaming nutrition-sensitive approaches across the country strategic plan

¹⁰⁷ Agri News, 2021. <https://agrinews.co.zw/news/2020/16/seven-top-directors-leave-agric-ministry/> (visited on 17/02/2021 @20:08)

activities. For example, children under 5 and pregnant and lactating women were included within the lean season assistance and refugee support activities, nutrition gardens were included under food assistance for asset and SBCC was mainstreamed across a range of the country strategic plan activities.

Finding 30: Communities, academia and the private sector have directly sustained specific elements of the country strategic plan.

166. Stakeholders concurred that sustainability at the community level had improved under the country strategic plan and this was confirmed through field visits. Out of the four sites in Masvingo and Rushinga districts visited during the evaluation, where weir dam and nutrition garden food assistance for asset projects had been implemented, three of them had been sustained and were in operation. Attrition of beneficiaries was low. Improved sustainability was attributed to better community involvement in the design phase through the CBPP and a multi-year approach to implementation.

167. The inclusion of national universities in supporting the seasonal livelihood programming and CBPP offered a pathway to sustaining planning skills through inclusion in university curriculums.

168. Old Mutual had a clear ambition to continue offering index insurance on a commercial basis after the conclusion of the R4 pilot. While the immediate uptake of the R4 product was limited – only 157 of the original 500 R4 farmers were willing to pay a half share of the premium (USD 2.5) following the initial year when no premium was charged – there is a commitment by Old Mutual to develop a commercially viable product for small-scale producers in marginal areas. They already provide index insurance policies to 9,000 farmers for other crops outside of the WFP partnership. However, overall it was noted that the macro-economic and regulatory context in Zimbabwe was challenging and expectations of the role of private sector partnerships should remain pragmatic.

To what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and where appropriate, peace work?

Finding 31: WFP actively sought to work across the humanitarian-development nexus by improving collaboration and synergies among activities in the country strategic plan. There was less progress on creating synergies between WFP crisis response activities and the development actions of other partners.

169. With six strategic outcomes and 13 activities, the fragmented structure of the country strategic plan created challenges to delivering an integrated programme. This was compounded by the fact that the country strategic plan was managed only at the activity and programme levels, with no intermediate management at the strategic outcome level. However, activity managers from different areas of the country strategic plan were actively encouraged to identify opportunities to break down humanitarian and development silos.

170. Examples of efforts to work across the nexus included:

- In the second half of 2019, lean season assistance programming was used as a platform for complementary activities, linking lean season assistance beneficiaries with food assistance for asset training programmes. Cooperating partners did not strongly support this approach and more evidence of effectiveness is needed.
- Lean season assistance and food assistance for asset activities in the same districts were unified under one non-governmental organization to promote a nexus approach.
- Lean season assistance farmers in Masvingo were targeted with resilience-building trainings including conservation agriculture, village savings and loan groups (VSL), market access and index insurance - with the aim of transitioning them to the more integrated resilience package.
- Under the Zimbabwe Idai Recovery Project, food assistance was combined with asset rehabilitation and infrastructure recovery in cyclone-affected communities, improving food access and renewing livelihoods for nearly 5,800 households.
- Food assistance for assets acted as an entry point for other integrated risk management tools, including index-based insurance and village savings and lending schemes.
- Resilience-building activities, such as mushroom farming and urban vegetable gardens, were integrated as a graduation strategy within the urban assistance programme.
- WFP has engaged in discussions with UNHCR and the Government on the potential of building livelihoods for refugees and asylum-seekers, to enable self-reliance. WFP partnered with GOAL

Zimbabwe in 2017 to pilot poultry farming for 60 refugee households, although funding constraints meant that WFP was unable to scale up.¹⁰⁸

171. While these efforts were welcomed, the effectiveness of enhanced internal synergies was compromised by the fact that while WFP provided crisis response at scale, its work in resilience building and addressing root causes was far more limited, with many activities only operating as pilots. There was little evidence of WFP establishing successful synergies with other actors in the sector. Some interviewees argued that WFP could have contributed more to the nexus by ensuring stronger links between its crisis response activities and other development programmes. This could include the use of cash transfers to build resilience rather than simply for “humanitarian” purposes – as well as improved synergies with the resilience and development programmes of other agencies.¹⁰⁹

Finding 32: The country strategic plan addressed the principle of “doing no harm” but did not design activities to contribute directly towards peace building.

172. WFP headquarters has recently established a peace and conflict team to operationalize WFP commitments to the Organisation for Economic Cooperation and Development - Development and Assistance Committee (OECD-DAC) recommendations on the humanitarian-development-peace nexus (the triple nexus) and a long-term partnership with the Stockholm International Peace Research Institute to explore the relationship between hunger and peace, and to develop corporate tools including research and capacity development.¹¹⁰

173. The country strategic plan did not explicitly consider how WFP operations could positively contribute to building peace. While the country office had expressed an interest in the peace aspect of the triple nexus, no studies of conflict were conducted although the country office had reportedly reached out to the regional bureau in Johannesburg for support. WFP lacked specialist conflict advisors in the region, with technical responsibility in the regional bureau in Johannesburg delegated to a focal point. However, to an extent WFP staff took into account conflict sensitivity and the importance of “doing no harm”. For example, WFP standard operating procedures improved risk awareness, minimized the risk of doing harm and encouraged community dialogue to minimize conflict.

174. While there is no explicit monitoring of conflict-related indicators, stakeholders did suggest that several activities had positively contributed to improved social cohesion and stability. A focus group discussion held with food assistance for asset beneficiaries during a field visit to the Masvingo Chebute Weir Dam and Garden Project, the R4 pilot project site, highlighted the important fact that communities working together on a project for a common objective (food security) enabled community members to get to know and support one another. The urban safety nets were perceived to have contributed to lessening political tensions and animosity. The evaluation field visits suggested that social cohesion has improved where food assistance for asset projects have brought communities together. Conversely, there was no explicit attention to sharing food assistance between refugees and host communities to improve social cohesion – a central assumption of the Comprehensive Refugee Response Framework agreed by all United Nations Member States in 2016.

2.3. EQ3 – TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

To what extent were outputs delivered within the intended timeframe?

Finding 33: The delivery of food assistance and implementation of activities was generally in line with plans, with innovations made to maintain and further improve the timeliness of assistance.

175. The main time-sensitive activities within the country strategic plan were broadly delivered within the planned timeframe. The sustained timely delivery of lean season assistance was particularly impressive given the significant scale-up during the course of the country strategic plan. WFP declared a Level 2

¹⁰⁸ WFP Zimbabwe. 2017a. Annual Country Report 2017.

¹⁰⁹ For example, earlier anticipatory cash transfers might be used by beneficiaries to make cost-effective investments to mitigate the impacts of shocks rather than meeting consumption deficits.

¹¹⁰ OECD. 2021. DAC Recommendation on the Humanitarian-Development-–Peace-Nexus. OECD/LEGAL/5019.

corporate emergency on 28 November 2019, which targeted more than 4 million beneficiaries, more than four times the amount of people it reached in the 2018/2019 season. Despite these challenges, by December 2019, WFP had completed distributions in 28 of 31 targeted districts. The three remaining districts experienced delays due to continued cash shortages and connectivity challenges that made it difficult to provide mobile money.¹¹¹

176. WFP proved able to mount a rapid and timely response to Cyclone Idai, which struck in mid-March 2019. WFP responded to the Idai crisis within weeks with logistical support under SO6 to the transport and distribution of both food and non-food items. An UNHAS helicopter was mobilized to reach areas inaccessible by road and provided support to 24 partners through to the end of April. Further WFP assistance came in the initial form of nutritional support to the affected population in Manicaland Province, followed by a transition to a subsequent phase of recovery activities at a timely juncture. Other actions were taken to improve the timelines of assistance, including significant innovations:

- Under the SO5 R4 programme, microinsurance payouts were initially planned for the end of the 2019 season. However, given the inflationary environment, WFP, Old Mutual and *Stichting Nederlandse Vrijwilligers* (Netherlands Development Organisation (SNV)) agreed to disburse payouts immediately when a trigger was activated.
- The SO6 Logistics Preparedness Project, co-led by the Department of Civil Protection and WFP, conducted preparedness activities with Zimbabwe's national and subnational government bodies, United Nations agencies, non-governmental organizations and private sector members. They also conducted emergency warehouse assessments in high flood risk areas in preparation for the wet season.¹¹²
- With support from *Kreditanstalt für Wiederaufbau* (KfW), WFP participated in the Africa Risk Capacity Replica initiative and received a drought payout of USD 290,000 in 2020. The payout contributed to WFP early response through unconditional food assistance to around 33,550 beneficiaries in prioritized wards in September and October 2020.¹¹³
- In January 2020, WFP Zimbabwe commenced work on developing an evidence-based forecast-based financing system in conjunction with the Meteorological Services Department. This was designed to trigger funding for early action based on forecasts of potential crises rather than manifest disasters. However, as an early-stage pilot the results are yet to be determined.

Finding 34: Despite changes in the regulatory environment WFP was able to maintain transfers to beneficiaries by adapting the transfer modalities used.

177. WFP reports and evaluation interviews indicated a number of pipeline breaks and other delays to distributions and activity implementations. One major factor was changes in government regulations. The introduction of Statutory Instrument 142 in June 2019 eliminated the use of the United States dollar and other currencies for local transactions and required WFP to shift to the use of local currency. This was compounded by an inadequate supply of local currency notes and resulted in intermittent disruption distributions for Activities 1 and 2 for the remainder of 2019, with distributions delayed for up to a month.¹¹⁴ WFP reacted and maintained deliveries by progressively shifting to in-kind assistance and eventually transitioned to full in-kind lean season assistance distributions in January 2020 in all rural districts. A summary of the changes in transfer modalities is presented in Figure 17 and discussed in more detail in Annex VII.

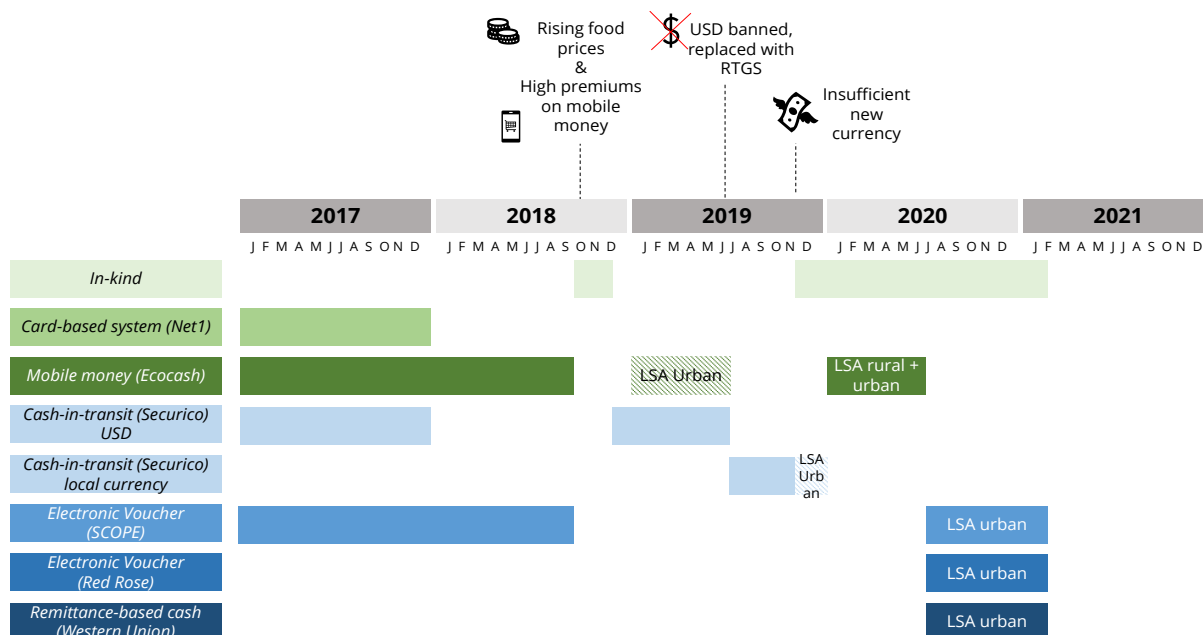
¹¹¹ WFP Zimbabwe. 2020d. Country Strategic Plan Update #30. Internal report, unpublished.

¹¹² No follow-up reports were available on the effectiveness of these activities.

¹¹³ Verbal report by WFP CO staff.

¹¹⁴ WFP Zimbabwe. 2019 a,b,c,d,e,f. Country Strategic Plan Update #24 - #29. Internal report, unpublished.

Figure 17: Overview of food assistance transfer modalities and delivery mechanisms (2017–2021)¹¹⁵



Source: Evaluation team based on interviews, validated by WFP CBT team.

178. The transition to in-kind transfers came with its own challenges. General demand for commodities across the region impacted on WFP ability to buy the necessary commodities. Initial distributions in November 2019 to refugees did not go ahead as WFP was only able to procure sorghum rather than the preferred maize staple. Assistance to refugees was interrupted again in February 2020 due to transport constraints, although this was subsequently mitigated through the construction of improved on-site storage to reduce the need for on-time deliveries.

179. The regional bureau in Johannesburg supply chain unit was credited with providing critical technical guidance and operational support to the Zimbabwe supply chain. Engagement from the regional bureau included weekly calls to plan deliveries and addressing operational challenges such as acquiring import permits.¹¹⁶ The Global Commodity Management Fund was an important tool allowing WFP to pre-purchase commodities regionally that were then available for immediate use on the receipt of donor funds.

180. In urban areas, cash-based transfers could be continued for a longer period through mobile money transfers. However, the Government suspended the use of EcoCash and other platforms for bulk payments overnight in June 2020. This required a rapid change of transfer modality. Fortunately, WFP had been exploring and piloting alternative cash delivery mechanisms in urban areas for several months. Consequently, the urban programme was able to adapt and maintain transfers from July onwards using a mix of Red Rose e-vouchers, WFP SCOPE e-vouchers and the Western Union remittance exchange.

Finding 35: Some pipeline breaks and delays to transfers occurred, principally related to resource availability.

181. A range of other events caused short-term disruptions to distributions:

- WFP suspended all food distributions in the weeks leading up to and right after the harmonized elections on 30 July 2018. July assistance was delayed to August.

¹¹⁵ Net 1, EcoCash (from Econet Wireless), Securico, Red Rose and Western Union refer to service providers for the different food assistance transfer modalities.

¹¹⁶ Delays of up to six weeks were reported, which had to be managed in the supply chain.

- The start of the urban pilot was delayed from January to May 2019 as additional time was required for sensitization with the provincial authorities.
- WFP suspended food distributions for one week (from 23 to 29 March 2020) to revise its standard operating procedures for food distributions in the context of COVID-19, in line with Government, WHO and corporate guidelines. Distributions then resumed and continued throughout the lockdown period.
- COVID-19 delayed cross-border movement and customs clearances due to movement restrictions, reduced working hours and reduced staffing capacity. This resulted in further interruptions in the lean season assistance distributions in the second half of July 2020.

182. The ability of WFP to ensure timely deliveries was highly dependent on adequate and timely resources. Insufficient resources for nutrition activities led to repeated shortfalls and pipeline breaks. Monthly reports indicate that resource constraints prompted WFP to repeatedly suspend the stunting prevention programme in Mutasa in 2018, 2019 and then end the programme earlier than planned in June 2020. Although overall funding for the refugee response was reasonable, periodic gaps in resourcing led to occasional pipeline breaks.

Finding 36: There was a generally timely and high utilization of the available country strategic plan resources.

183. There was a generally good usage of the available funds across all activities (Table 6). The percentage of available resources that had been expended or committed ranged between 81 and 102 percent. In a few cases delays had been noted in the use of resources, including the full usage of lean season assistance resources during the 2019/2020 season. However, in general the available balances were reasonable given ongoing programming of activities during the remainder of the country strategic plan implementation.

Table 6: Utilization of allocated resources

Activity number	Resourced (USD)	Expenditure to date (USD)	Commitments and precommitments (USD)	Actuals plus commitments (USD)	Percentage of resourced budget spent or committed (USD)	Available balance (USD)
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	423,107,322	296,122,230	67,092,847	363,215,076	86%	59,892,246
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	7,513,753	6,818,883	167,530	6,986,414	93%	527,339
Activity 3: Build evidence for nutrition advocacy, policy direction and programme decision-making	205,721	175,347	3,853	179,200	87%	26,521
Activity 4: Support the Government nutrition programming at the national and sub-national levels	5,466,659	3,853,372	575,604	4,428,976	81%	1,037,683
Activity 5: Support the development of an efficient local food marketing and procurement mechanism	177,470	159,515	6,567	166,082	94%	11,388
Activity 6: Enable farmer organizations to aggregate and market surplus production	5,219,211	655,006	3,644,058	4,299,064	82%	920,147
Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	41,817,172	33,018,229	4,267,253	37,285,482	89%	4,531,690
Activity 8: Enhance the capacity of prioritized districts to plan and manage resilience building	583,883	452,859	35,322	488,181	84%	95,702
Activity 9: Provide analytical expertise to support the evidence-based planning and management of context-specific solutions and responses	286,075	252,910	23,349	276,258	97%	9,817
Activity 10: Support innovative risk management, insurance and financing mechanisms	6,837,128	2,216,216	3,734,567	5,950,783	87%	886,345
Activity 11: Support the consolidation, administration and implementation of social transfer programmes under the national social protection system	14,981,071	10,441,874	3,561,193	14,003,067	93%	978,004
Activity 12: Support re-establishment of the national school meals programme	957,701	733,204	187,539	920,743	96%	36,958
Activity 13: Provide logistics and procurement expertise and services	3,098,692	3,035,326	131,313	3,166,639	102%	-67,947

Source: Evaluation team calculation based on WINGS CPB Cumulative by Cost Element and Activity (Accessed on 24 November 2020).

To what extent was coverage and targeting of interventions appropriate?

Finding 37: The rural lean season assistance achieved high levels of coverage of assessed needs and consistently exceeded planned targets. While the urban programme was rapidly scaled up, it still only met a small proportion of unmet needs.

184. Under the country strategic plan, WFP was the predominant provider of humanitarian food assistance in Zimbabwe. There were no other major food aid pipelines outside of the Government. Judged against assessed needs, WFP covered a significant proportion, ranging from 36 to 67 percent of the ZimVAC assessed needs during the country strategic plan period (see Table 7). The lean season assistance coverage was closely coordinated with planned distributions by the Government FDMS. In principle it is understood that WFP prioritized the coverage of IPC 4 caseloads¹¹⁷ and shared responsibility in other areas with the Government. However, detailed data was not available on government food assistance distributions to confirm the level of combined coverage.

Table 7: Comparison of actual WFP caseload to ZimVAC food insecurity assessment

Year	ZimVAC rural estimate (Jan–Mar)	WFP LSA caseload (Jan–Mar)	% of rural needs covered	ZimVAC urban estimate	WFP urban caseload	% of urban needs covered
2015	564 599	189 612	34%	-	0	0%
2016	2 829 159	740 636	26%	1 163 000	0	0%
2017	4 071 233	1 172 382	29%	-	0	0%
2018	1 052 768	481 805	46%	1 513 342	0	0%
2019	2 423 568	866 145	36%	2 202 714	18 990	<1%
2020	5 529 209	3 700 000	67%	-	326 004	-

Note: Regarding data displayed for rural areas, the 2018–2020 period falls under the CSP, while the 2015–2017 period falls under the preceding PRROs. Source: Evaluation team calculation based on ZimVAC Rural Livelihoods Assessment (2014–2019); ZimVAC Urban Livelihoods Assessment (2016, 2018, 2019); WFP Zimbabwe standard project reports (2015–2016); WFP Zimbabwe ACRs (2017, 2018 and 2019).

185. WFP also extended food assistance to the urban areas, progressively scaling up from 100,000 beneficiaries in January–June 2019 to 326,000 beneficiaries in December 2020.¹¹⁸ However, even with the expansion in numbers of beneficiaries in 2020, assuming that levels of need remained similar to 2019, the actual number of beneficiaries would have represented less than 15 percent of those requiring assistance.

186. Table 8 compares the planned and actual number of beneficiaries. For lean season assistance there was a rapid expansion in the planned number of beneficiaries in each year and WFP was able to exceed targets. In 2017, the country office initially planned to reach 280,000 people and by 2019 WFP supported almost 1.8 million people, 130 percent of the planned figure for that year. The 2020 WFP Zimbabwe annual performance plan (APP) indicates that WFP supported 3.7 million people in 2020 (95 percent of planned) covering all 60 rural districts during the peak of the 2019/2020 lean season as food insecurity continued to deteriorate.¹¹⁹

¹¹⁷ This is particularly relevant as WFP distributes a full food basket while government assistance comes in the form of maize only.

¹¹⁸ Data provided by the CO.

¹¹⁹ WFP Zimbabwe. 2020f. Country office Zimbabwe annual performance plan 2020. Internal report, unpublished.

Table 8: Planned versus actual beneficiaries for Activities 1 and 2, by year

Year	Beneficiaries	Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps
2017	Planned	280 000	15 000
	Actual	516 529	10 933
2018	Planned	600 000	15 000
	Actual	622 969	12 900
2019	Planned	1 351 784	12 000
	Actual	1 765 722	13 326

Source: CM-R002b Annual beneficiaries by strategic outcome, activity and modality (CSP). Accessed on 28 January 2021. Corrections were made by the country office to actual Activity 1 beneficiaries in 2017 and 2019 (hence no gender and age disaggregation).

187. Table 9 shows that despite exceeding beneficiary numbers, WFP has only exceeded its planned figures for cash-based transfers and commodity volumes in 2017 (for the former only). The logical implication of this data is that smaller than planned transfers were distributed.

Table 9: Actual versus planned cash and commodity voucher distributions and commodity volumes under SO1 (Activities 1 and 2) (2017–2019)

		Cash and commodity vouchers (USD)	Commodity volume (MT)
2017	Planned	3 684 012	7 268
	Actual	4 509 382	6 162
	Actual/planned (%)	122%	85%
2018	Planned	15 134 296	31 563
	Actual	12 006 006	17 585
	Actual/planned (%)	79%	56%
2019	Planned	74 379 592	55 302
	Actual	34 130 865	38 585
	Actual/planned (%)	46%	70%

Source: WFP Zimbabwe ACRs 2017, 2018 and 2019.

188. Although no direct food assistance to schools was initially planned, during the 2016/2017 drought response, WFP provided food commodities (pulses and oil) to schools under Activity 1, to complement the maize provided by the Government. A total of 78,807 pupils covering 170 primary schools in three districts were reached under this El Niño response.¹²⁰ WFP also supported the Government's national school feeding programme in Binga District as part of the 2018/2019 drought response by providing pulses and vegetable oil to 23,000 school pupils. School feeding activities were not foreseen in the country strategic plan, so there was no monitoring of contributions to education outcomes. However, nor were there specific targets on how many children were planned to be reached as an emergency school feeding response.

189. The Government, UNHCR and WFP have been supporting around 10,000 refugees and asylum-seekers in Tongogara refugee camp since 2015. The number of refugees receiving WFP food assistance fluctuated, with an 18 percent increase in the population in 2018 and then a further 3 percent increase in 2019. Over the country strategic plan, WFP has exceeded its planned refugee beneficiary numbers only in 2019 (Table 8), due to resource constraints, in particular the unpredictability and poor timeliness of funding.

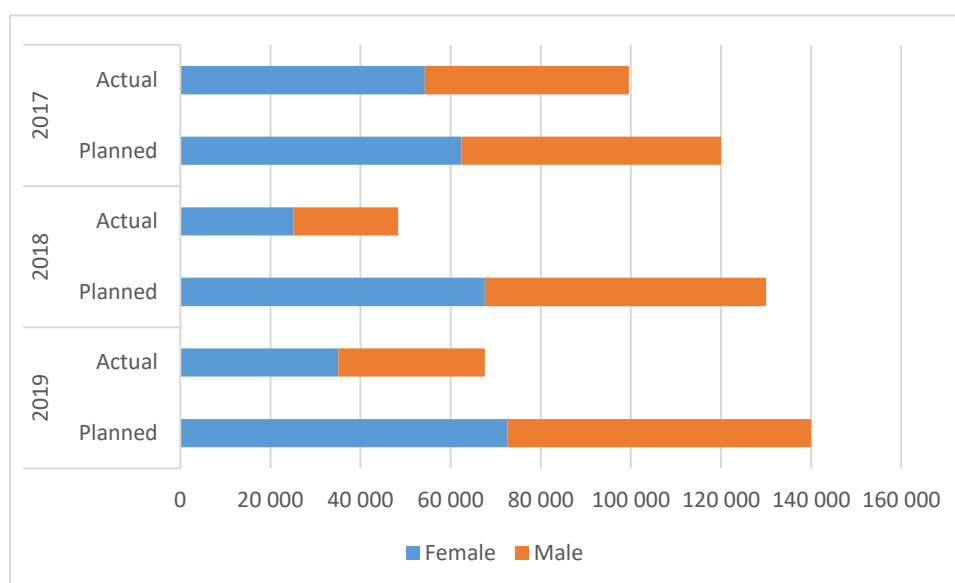
¹²⁰ WFP Zimbabwe. 2019i. Country office Zimbabwe annual performance plan 2019. Internal report, unpublished.

Finding 38: Food assistance for asset activities covered a small fraction of the potential caseload. The actual number of food assistance for asset beneficiaries, and the amount of transfers distributed, fell short of targets due to funding shortages.

190. The food assistance for asset caseload varied between 99,559 beneficiaries (in 2017) and 48,363 beneficiaries (in 2018). Assuming that the objective of the food assistance for assets activities is to build the livelihoods of households to prevent the need for future food assistance, this was a very modest number compared to the lean season assistance caseload or the proportion of the population classified as in IPC Phase 2.¹²¹ The coverage was also lower than that of other actors. For example, the Zimbabwe Resilience Building Fund reported a current beneficiary reach of 1.2 million individuals or an estimated 270,000 households for resilience building. These low coverage rates were principally related to resource availability, rather than a willingness and capacity to expand coverage.

191. The number of food assistance for asset beneficiaries has fallen significantly short of targets (Figure 18). Overall, the country office has not achieved either the planned value of cash-based transfers or the volume of commodities from 2017 to 2019 (Annex VIII.1 Table 18 and Table 19). These shortfalls were understood to have been primarily related to resource limitations.

Figure 18: Planned versus actual beneficiaries for Activity 7, by year and by gender (2017–2019)



Source: CM-R002b Annual beneficiaries by strategic outcome, activity and modality (CSP). Accessed on 28 January 2021. Corrections were made by the CO to actual Activity 7 beneficiaries in 2018.

To what extent were WFP activities cost efficient in delivery of its assistance?

Finding 39: WFP activities appear to compare relatively favourably with comparator data in terms of cost efficiency. However, the confidence in this finding is not high, given difficulties of comparing data.

192. The introduction of the country strategic plan budget structure was designed to provide an improved line of sight between the resources available to the activities and the results achieved. As budget data is maintained at the activity level, the definition of a country strategic plan structure with a large number of very specific activities in the Zimbabwe country strategic plan further enhances the potential to analyse the cost efficiency. However, despite the greater disaggregation of budget data within the country strategic plan, it remained difficult to determine either relative cost efficiency or trends in cost efficiency over time.

¹²¹ The October 2020 IPC analysis classified 2.7 million people in rural areas in Phase 2, with stressed livelihoods.

193. Table 10 presents the evolution of costs per beneficiary, by activity by year. One hypothesis is that unit costs might be expected to decline over time as the programme becomes more efficient. However, it is very difficult to determine any clear pattern in this data and there is a large degree of variability. For example, the cost of supporting one beneficiary under Activity 1 increased from USD 23.21 in 2017 to USD 58.99 in 2019. It is notable that the relatively high costs per beneficiary associated with Activity 10 reflect the small-scale pilot nature of the activity.

194. Given the significant changes in the macro-economy in Zimbabwe and the major changes in delivery modalities it is not surprising that costs vary so much over time. However, the data do not show that the relative cost efficiency followed a similar pattern across activities over time (Table 10), as might have been expected if macro-economic factors were driving these changes. In interpreting the data it is valid to recall that the country strategic plan only commenced in April 2017, therefore the 2017 data only covers nine months, explaining the lower expenditure in this year.

195. Table 10 also includes the evolution of the cost to provide a daily ration. This adjustment provides a more consistent presentation of costs over the years – given that beneficiaries received different assistance for different periods in different years. As the crisis deepened over the country strategic plan period, the number of months of food assistance provided to each beneficiary generally increased. However, it still does not provide any clear evidence of trends in costs. Nevertheless, these compare favourably with WFP global benchmarks of USD 0.45 per ration for crisis response, USD 0.94 for resilience building and USD 0.22 for root causes.¹²²

Table 10: Cost efficiency metrics

Activity	Total expenditure per beneficiary (USD)			Cost per ration (USD)		
	2017	2018	2019	2017	2018	2019
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	23.21	48.36	58.99	0.35	0.27	0.44
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	113.37	213.30	155.02	0.49	0.65	0.49
Activity 4: Support the Government nutrition programming at the national and sub-national levels	29.87	17.82	49.90	0.20	0.18	0.44
Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	77.80	199.54	143.67	0.42	0.65	0.60
Activity 10: Support innovative risk management, insurance and financing mechanisms		727.98			0.82	

- (1) Direct support costs (DSC) and indirect support costs (ISC) were included in total expenditure by activity as follows: total expenditure by activity = total activity costs * (1 + (DSC / total direct operational costs)) * (1+ISC). The year-specific values for “DSC / total direct operational costs” can be found in Table 12. An ISC value of 6.5 percent was used.
- (2) Cost per ration by activity = [(food transfer value for activity + food transfer costs for activity + CBT and commodity voucher transfer value for activity + CBT and commodity voucher transfer costs for activity) * ((1 + (DSC / total direct operational costs)) * (1+ISC))] / [total number of rations for activity].

Source: Evaluation team calculation based on IRM Resourcing Detail Report (2017–2020); CM-R002b annual beneficiaries by strategic outcome, activity and modality (CSP) (Accessed on 28 January 2021). Corrections were made by the CO to actual Activity 1 beneficiaries in 2017 and 2019, and to actual Activity 7 beneficiaries in 2018 – see Annex VIII.1 Table 17; CM-A003 actual beneficiaries detailed (monthly) (Accessed on 29 January 2021).

196. Table 11 presents the planned costs per beneficiary (calculated as the implementation plan divided by the planned number of beneficiaries) compared to the actual costs per beneficiary (calculated as the actual expenditures divided by the actual caseload). This analysis indicates that actual costs were generally lower than planned costs – and in some cases by a significant amount. In all three years WFP served more beneficiaries than planned, which increased economies of scale.

¹²² WFP Zimbabwe. 2019i. Country office Zimbabwe annual performance plan 2019. Internal report, unpublished.

Table 11: Planned versus actual costs per beneficiary

Activity	2017		2018		2019	
	Planned cost per beneficiary (USD)	Actual cost per beneficiary (USD)	Planned cost per beneficiary (USD)	Actual cost per beneficiary (USD)	Planned cost per beneficiary (USD)	Actual cost per beneficiary (USD)
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	72.21	23.21	73.40	48.36	111.27	58.99
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	188.45	113.37	212.54	213.30	230.10	155.02
Activity 4: Support the Government nutrition programming at the national and sub-national levels	58.14	29.87	52.34	17.82	40.85	49.90
Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	83.73	77.80	151.64	199.54	150.75	143.67
Activity 10: Support innovative risk management, insurance and financing mechanisms			1423.58	727.98	466.11	

(1) DSC and ISC were included in planned cost by activity as follows: planned cost by activity = implementation plan for activity * (1 + (DSC / total direct operational costs)) * (1+ISC). Year-specific planned values for “DSC / total direct operational costs” were used. An ISC value of 6.5 percent was used.

(2) Calculated as in Table 10.

Source: Evaluation team calculation based on WFP Zimbabwe ACRs (2017, 2018 and 2019); IRM Resourcing Detail Report (2017–2020); CM-R002b annual beneficiaries by strategic outcome, activity and modality (CSP) (Accessed on 28 January 2021) [Corrections were made by the country office to actual Activity 1 beneficiaries in 2017 and 2019, and to actual Activity 7 beneficiaries in 2018 – see Annex VIII.1 Table 17.

197. It was not judged appropriate to compare the Zimbabwe country strategic plan with country strategic plans in other countries given the differences in context. Nor was comparison data on the cost efficiency of emergency food assistance by other providers in Zimbabwe available.

198. The costs of food assistance for assets appear to compare well with other agricultural interventions in Zimbabwe. The Joint Programme on Gender Equality, implemented by three United Nations agencies (UNWOMEN, ILO and UNDP) offered similar examples for comparison.¹²³ The cost per beneficiary for UNWOMEN averaged USD 510 for various projects including borehole drilling, solar powered irrigation systems and fencing for nutrition gardens; and start-up training and agricultural inputs to farmers). For ILO the cost per beneficiary was USD 145 for training on skills transfer. Firm conclusions are not drawn on the relative cost efficiency of WFP food assistance for asset activities given the significant differences in how costs are recorded by different agencies and potential differences in how beneficiaries are counted. However the comparator data is useful in confirming similar orders of magnitude of expenditure.

199. One clear finding was the improved overall cost efficiency of the programme in line with economies of scale. Table 12 shows how the direct support cost chargeable on activities fell as the overall size of the project grew. This represented significant savings – with an over 3 percent reduction in direct support cost, equating to USD 6.8 million “savings” on the direct support cost charged on the USD 190 million operational cost in 2020.

¹²³ JIMAT 2017. Value-for-Money Assessment of the Joint Programme on Gender Equality (JOGE) Zimbabwe. Study conducted by Munhamo Chisvo and Dr Roseline Karambakuwa. UNWOMEN, Zimbabwe.

Table 12: Comparison of change in direct support costs compared to total expenditures

Year	DSC / Total direct operational costs	Total direct operational costs (USD)
2017	6.59%	20 423 204
2018	8.46%	39 283 943
2019	3.81%	109 492 643
2020	3.06%	191 304 114

Source: Evaluation team calculation based on IRM Resourcing Detail Report (2017–2020).

To what extent were alternative, more cost-effective measures considered?

Finding 40: A number of specific examples were found of efforts to control costs and improve economy. However, strategic attention to cost efficiency and cost effectiveness was not mainstreamed into the management of the country strategic plan.

200. A variety of examples were provided of management decisions to control costs. One major area of cost control was through field-level agreement negotiations with cooperating partners. The evidence from the sample of field-level agreements confirmed tight budget limits. Other management decisions were referenced to cost considerations. For example, staff were placed in districts to reduce transport costs and engineers were recruited to support the food assistance for asset activities rather than using consultancy services. The food assistance for asset projects used locally available construction materials wherever possible. Common logistics services were provided on a full cost recovery basis.

201. The supply chain was run with close attention to cost efficiency, procuring nationally, regionally and internationally at best available prices. The use of the Global Commodity Management Fund supported not only timely deliveries, but also cost efficiency as it was designed to procure regionally in the post-harvest period when prices were lowest. Despite a desire to continue local procurement in 2019 to support local producers, the decision was taken on cost efficiency grounds that this could not be justified.

202. Analyses of the cost efficiency of alternative transfer modalities was conducted. A comparative cost analysis was conducted at the start of the country strategic plan. Furthermore, the introduction of the OPTIMUS tool enabled WFP to analyse the comparative cost efficiency in real time. However, while multiple switches between the use of cash transfers, vouchers and in-kind commodities were made during the course of the country strategic plan, these were necessarily driven by regulatory changes rather than cost efficiency considerations.

203. The analysis of the comparative cost efficiency of alternative delivery platforms for the same modality remained relevant. The urban programme conducted a pilot comparison of using RedRose, SCOPE and Western Union for cash-based transfers, with a report due on comparative cost efficiency. The conclusions of this will require careful interpretation: while the recurrent costs of Red Rose and Western Union are higher, SCOPE has higher initial capital costs.

204. While there was evidence that specific management decisions took into account cost considerations, there was much less evidence of strategic analysis of the country strategic plan cost efficiency. While there was a strong stated emphasis on cost efficiency in each of the successive annual performance plans, the cost efficiency of activities was not analysed in the annual performance plan and relevant actions to improve cost efficiency were generally not reported. The level of accountability of managers for delivering cost efficiency was unclear and they were not informed of cost efficiency metrics or trends.

205. Repeated references were made by WFP staff to the cost efficiency and cost savings of specific activities. For example, investments in livelihoods and resilience were justified through potential reductions in future food assistance. Similarly, anticipatory action was justified as more cost efficient than emergency response. However, these assertions were not substantiated through evidence, in particular any evidence from the country strategic plan operations in Zimbabwe. There were no cost benefit analyses nor return on investment studies of food assistance for assets or other resilience interventions and so it was not possible for country office staff to determine the cost effectiveness of these investments.

2.4. EQ4 – WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?

To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?

Finding 41: The Zimbabwe Zero Hunger Strategic Review helped align the country strategic plan with the national policy and institutional framework. However, the limited scope of the analysis did not fully inform planning of the country strategic plan.

206. A team of academics from the Women's University in Africa produced the ZHSR for Zimbabwe in 2016 with WFP support.¹²⁴ It was designed to contribute to the country strategic plan development. Recommendations were provided at the national level, rather than specifically targeted to WFP. The ZHSR did appear to help align the country strategic plan with the national policy and institutional framework. There was a degree of common ownership of an independent analysis that provided integrated recommendations to both the Government and WFP – although the extent to which the Government implemented the ZHSR recommendations is beyond the evaluation scope.

207. A number of country strategic plan activities clearly aligned with these recommendations. For example, SO3 addressed the recommendation to scale up support to farmers in the production, marketing, post-harvest handling, grading and quality control of their produce. Other recommendations reflected in the country strategic plan included capacity strengthening of the Food and Nutrition Council, investment in insurance mechanisms and the introduction of drought and climate resilient agricultural practices.

208. However, several important limitations were apparent in the analysis presented by the ZHSR, which limited its utility for the purposes of the country strategic plan. Firstly, in line with national priorities the scope of the ZHSR was heavily orientated towards improving agricultural productivity. This helped the country strategic plan in its pivot towards development but was less obviously helpful across the full range of country strategic plan activities.

209. The ZHSR contained limited analysis of crises and none of the protracted nature of those crises – both of which would have been highly relevant to shaping the programme. There was no consideration given to trends in food security, the economy or governance. The analysis largely assumed that food security was driven by poor food availability. There was no consideration of the role of nutrition nor of other health-related aspects, nor related recommendations. Food access issues were inadequately considered – including the impacts of food security in urban areas as well as the role of non-agricultural livelihoods in rural areas.

210. The ZHSR did not undertake an analysis of capacities and capacity gaps. Where available, reference was made to secondary sources that had conducted capacity assessments, for example referencing capacity assessments of the Food and Nutrition Council and the Ministry of Public Service, Labour and Social Welfare conducted in 2014 and 2010, respectively. These capacity assessments were not very illuminating, recommending a higher number of staff and that increased resources were needed. Overall, the analysis of the policy framework for addressing food and nutrition security was uncritical and concluded that “the country has an adequate policy framework and appropriate institutional structures to address food and nutrition security challenges”.

211. Critically a political economy analysis was missing. Questions such as “who are the real decision makers?” and “where is change influential?” were not part of the scope. This information could have helped to prioritize partnerships with the Government and reduce the large number of counterpart ministries.

212. No plans were reported to update the ZHSR for the next country strategic plan cycle, nor did it appear to have been domesticated by the Government. As an alternative it is understood that WFP would participate in, and draw on the results of, the common country assessment being conducted to inform the development of the UNSCDF. Stakeholders anticipated that this offered some potential advantages over the

¹²⁴ Women's University in Africa. 2015. *Zimbabwe Zero Hunger Strategic Review*. WFP.

ZHSR as it could facilitate a more critical analysis of the most effective pathways towards delivering on the Sustainable Development Goals. It would also allow WFP to draw on a wider set of analytical skills, including political economy analysis. The common country assessment could help to situate food and nutrition security within the broader set of development goals and encourage an understanding of the interrelationships and synergies with other agencies.

Finding 42: The country strategic plan usefully drew on a range of surveys and studies – in addition to the ZHSR – in refining and planning country strategic plan activities.

213. The country strategic plan planning process also capitalized on a variety of relevant surveys and studies to complement the ZHSR. This information was used both in planning the country strategic plan and during the course of implementation to adapt and innovate activities:

- A number of national nutrition surveys informed the design of SO2. Additional nutritional data were collected during the course of the country strategic plan, including the 2018 National Nutrition Survey and the 2019 Multiple Indicator Cluster Survey. The ZimVAC assessments – both rural and urban – also contributed to an understanding of nutrition priorities.
- SO3 was fine-tuned by the market analysis conducted in 2017, which identified opportunities for local purchase by WFP. This was then followed up by assessments of farmer organizations.
- SO4 drew on an internal vulnerability analysis and mapping analysis on the correlation between the distribution to food-insecure households and low rainfall and poor soil fertility. Based on this, the food assistance for assets programme focused on water-harvest systems supported through community asset-building.
- Under SO5, WFP collaborated with other United Nations agencies and the World Bank to support a review of the Zimbabwe social protection system in 2018.¹²⁵ This identified a number of gaps and recommendations. Key issues identified included targeting and the need to strengthen government capacity and coordination. The results of this study fed into the planning of future social protection activities, rather than prompting immediate changes.
- Global evidence was also used in planning country strategic plan activities. For example, the Rural Resilience Initiative (R4) under SO5 drew on extensive WFP experience in Ethiopia, where it was initially developed, and further pilots in Kenya, Malawi, Senegal and Zambia. WFP and the Overseas Development Institute (ODI) published a global report reviewing the current evidence base on the impact of anticipatory action, which underpinned the initiation of the Anticipatory Action pilot under SO5.¹²⁶
- Under SO1, the results of the lean season assistance evaluation came too late to be used for the country strategic plan. This evaluation advocated for linking lean season assistance with resilience activities and greater alignment with government assistance schemes. The introduction of lean season assistance+ at scale in 2020 subsequently built on this recommendation. Continual efforts were made for alignment of beneficiary registers and avoidance of “double-dipping”.

214. However, not all activities appear to have been informed by relevant analyses. For example, it was unclear what preparatory surveys or assessments were conducted prior to the initiation of the urban assistance programme.

To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?

Finding 43: Donors have met a high proportion of the total CSP budget. However, the resources were heavily earmarked towards crisis response.

215. On November 2020, the total funding provided to the country strategic plan amounted to USD 536 million, providing 83 percent of the needs-based plan of USD 647 million. This compared well to the level of support received by WFP globally – in 2019 WFP reported that corporately it had received approximately

¹²⁵ Ministry of Public Service, Labour and Social Welfare. 2019. *Social Protection Sector Review in Zimbabwe*.

¹²⁶ Weingärtner, L., Pforr, T. & Wilkinson, E. 2019. *The Evidence Base on Anticipatory Action*. WFP.

two thirds of its funding requirements.¹²⁷ The funding received by the country strategic plan compared well with the preceding operations, with funding levels substantially higher than the preceding PRROs (Table 13).

Table 13: Budget and funding data for recent WFP operations in Zimbabwe¹²⁸

Operation	Dates of operation	Amount budgeted (USD)	Amount funded (USD)	Percentage funded
Zimbabwe CSP	04/2017 – 12/2021	646 700 952	535 739 665	83%
PRRO 200453	05/2013 –06/2016	321 957 172	157 702 815	49%
PRRO 200944	01/2016 –03/2017	184 922 801	78 913 829	43%
EMOP 200979	05/2016 –08/2016	145 762	145 762	100%

Source: Evaluation team calculation based on WINGS CPB cumulative by cost element and activity (Accessed on 24 November 2020); PRRO 200453 Resource situation (Accessed on 28 January 2021); PRRO 200944 Resource situation (Accessed on 28 January 2021); EMOP 200979 Standard Project Report 2016.

216. The number of country strategic plan donors increased from an initial group of 6 to a peak of 16 in 2019 (Table 14). This increase was mainly associated with additional donors contributing to the emergency response.

Table 14: Number of donors per year (2016 to 2020)

	2016	2017	2018	2019	2020
Number of donors	15	6	6	16	13
Total funding amount (USD)	91 122 165	43 587 265	34 627 900	209 425 840	159 516 041

Source: Evaluation team calculation based on Zimbabwe Historical Funding Overview (Accessed on 16 December 2020).

217. Funding within the country strategic plan was heavily skewed. Contributions to the country strategic plan were almost entirely earmarked to the activity level or below. Over 80 percent of the total contributions were earmarked to crisis response, in particular to Activity 1. In aggregate terms the other significant contribution was to resilience building, specifically support for food assistance for assets under Activity 7. The remaining 11 activities shared less than 10 percent of the total available resources (Table 3).

218. These figures need to be contextualized against the needs-based plan by activity, as many of the activities were planned as relatively low-cost interventions or pilot actions (Table 3). Activities classified as addressing the root causes were particularly poorly resourced: Activity 5 on building national marketing systems attracted only 7 percent of the needs-based plan funding, while Activity 3 on nutrition advocacy and policy support received only 11 percent of the needs-based plan funding and capacity strengthening support to the Food and Nutrition Council under Activity 9 received 14 percent of the needs-based plan funding. Resilience building benefitted from strong support. It was noted that the country office was able to maintain resilience activities even during the scale-up of the emergency. Activity 1 received 100 percent of the needs-based plan, but this reflected the fact that successive budget revisions (see Table 2) had increased the needs-based plan for SO1 from USD 124 million to USD 495 million.

219. Donors had earmarked not just to the activity level but often to the sub-activity level. For example, donors targeted specific amounts of support to either the lean season assistance or urban programmes within Activity 1. There was further earmarking at a geographic level to specific districts – possibly reflecting donor concerns on targeting efficiency. A further reduction in flexibility occurred with a proportion of contributions being made in the form of commodities rather than cash contributions.

220. The consequence of earmarking was a loss of programmatic flexibility and an inability to progress with several activities. Implementation of the nutrition activities under SO2 were severely compromised by a lack of funding. In specific circumstances internal payments were reported from one country strategic

¹²⁷ In 2019 WFP received USD 8 billion but still reported a USD 4.1 billion funding gap. WFP. 2020a. *12 Things You did not Know about WFP*.

¹²⁸ The percentage funded of the CSP in Table 13 (83 percent) differs from the value in Table 3 (88 percent) as the calculation in Table 13 is based on the NBP for the entire CSP period, while in Table 3 it is based on the NBP to the end of 2020.

plan activities to another – with donor approval. For example, where vulnerability analysis and mapping support for assessments was needed for Activity 1, Activity 1 funds were used to contribute to Activity 9 staff costs. The same case applied to Activity 7 and Activity 8. However, donors remained resistant to funding the wider capacity strengthening ambitions of Activities 8 and 9.

Finding 44: The main drivers of earmarking were donors’ internal policies, priorities and strategies.

221. The major donors indicated that earmarking was heavily driven by their own strategies and policies. Appeals from WFP were compared to their internal priorities to identify areas of alignment that would be considered further for support. For the large donors, with a technical presence in Zimbabwe, decision making was heavily shaped by their own local strategies, while smaller donors were more receptive, relying on the guidance provided by WFP. The continuing split of donor funding for development and humanitarian assistance also contributed to earmarked funding.

222. All the main donors in Zimbabwe remained hesitant to funding development, given continuing concerns over the transparency and accountability of the Government. The World Bank lending programme in Zimbabwe is inactive due to arrears and its role was limited to technical assistance and analytical work through trust funds. This was reported to have affected the willingness to fund WFP to act on “root causes”.

223. Several donors also questioned the comparative advantage of WFP in addressing root causes. Donors still generally saw WFP as an emergency response agency. There was a general preference for channelling the limited funding for support to nutrition through UNICEF rather than WFP, based on the perception of their comparative advantage.¹²⁹ In the case of nutrition this reticence was compounded by the relatively low rates of acute malnutrition in Zimbabwe (see Figure 3) with a stronger case for funding other global crises or mainstreaming nutrition within other programmes.

224. Funding of resilience building proved attractive to donors as a potential “exit strategy” that could reduce humanitarian caseloads but be funded and delivered through non-governmental actors. The sustainability of these actions was located at the household and community level rather than within national institutions. Consequently, WFP received significant support for resilience building. However, resilience funding was fragmented, with different donors taking different approaches with different partnerships. In addition, while a wide array of donors was willing to support a resilience-building pilot, fewer supported these activities at scale. Several commented on the insufficient evidence on the effectiveness of the interventions to justify taking them to scale.

225. Donors indicated that WFP was efficient in its fundraising efforts, with complementary efforts undertaken at national, regional and global levels to target different decision makers. There was no evidence that any significant funding opportunities were missed and the relationship with donors was rated as good. However it was suggested that a more compelling and coherent case at the strategic outcome level – SO5 in particular lacked a collective logic that would have potentially encouraged flexible funding to the strategic outcome. Some donors also argued that the country strategic plan was still rooted in a humanitarian logic and lacked the deeper analysis needed for robust development plans. Several donors indicated a preference for more joint programmes capitalizing on the different comparative advantages of different United Nations agencies.

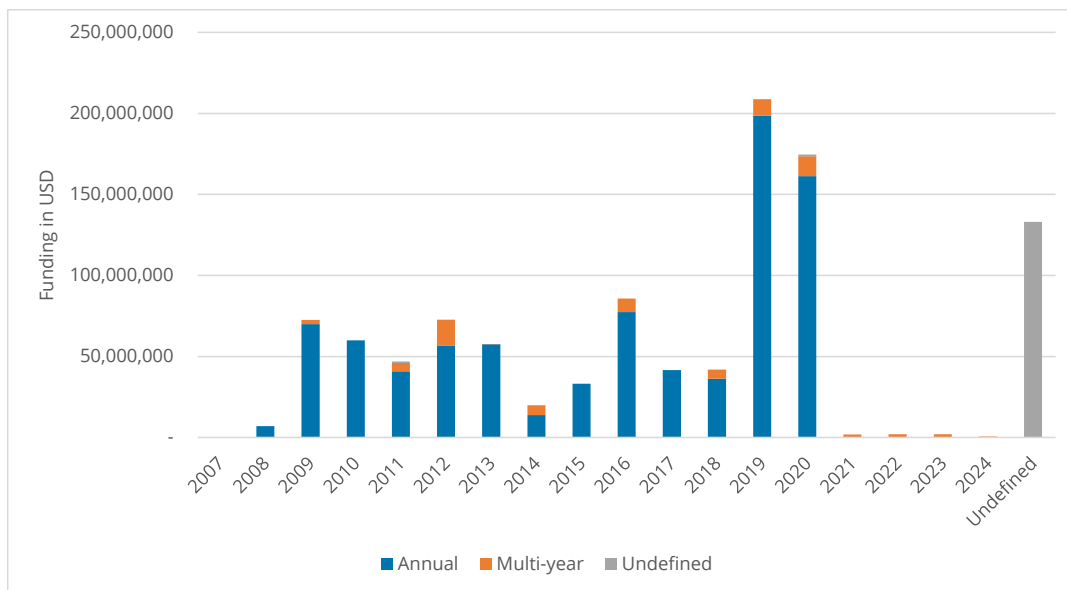
Finding 45: Funding has been predominantly provided on an annual basis with no consistent improvement in levels of multi-year funding.

226. The vast majority of funding was provided to the country strategic plan on an annual basis (Figure 19). Only 6 percent was provided in the form of multi-annual funding. Multi-annual funding largely came from smaller donors – including *Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung* (BMZ) (German Federal Ministry for Economic Cooperation and Development) and Swiss Agency for Development and Cooperation (SDC) – while the main donors remained in “annual humanitarian mode”. Unpredictable funding restricted the ability to commit to the multi-year engagement with communities programming advocated as necessary for building community resilience. At a practical level it reduced job security with cooperating partners only able to offer short-term contracts to staff. There was no trend of increased multi-

¹²⁹ One interviewee suggested that there would have been more traction for support to nutrition if it had been packaged under crisis response rather than addressing root causes.

year funding. This lack of predictability hampered several activities, including multi-year food assistance for assets and refugee support.

Figure 19: Proportion of multi-year resources compared to annual contributions, by year



Source: Evaluation team calculation based on CPB Grant Balances Report (Accessed on 7 January 2021); RMBP – Global Balances Report ZW v1.04 (Accessed on 7 January 2021).

227. Donors indicated that while they understood the logic of multi-year funding, their own internal constraints prevented multi-year commitment. Relevant donor budgets were often subject to annual spending reviews and they had zero visibility on future funding levels.

228. Annual commitments were also subject to a degree of unpredictability. The COVID-19 crisis had introduced further uncertainty into spending plans. For example, the urban programme was partly financed through a COVID-19 supplemental and may not be a priority for future financing. The Centre of Excellence’s support from the Government of Brazil – part of the South-South triangular cooperation – was also reported as erratic, with a new budget awaiting approval since the end of 2019.

To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?¹³⁰

Finding 46: The shift to the country strategic plan has encouraged stronger partnership with the Government in the implementation of activities.

229. Under the country strategic plan there has been an improved alignment with national policies, plans and priorities. Based on this, WFP established strong relationships across a range of government ministries. Seven main partner ministries and departments were identified within the country strategic plan in line with the country strategic plan activities.¹³¹ Government counterparts reported excellent relationships with WFP, which were based on strong communication and engagement of government counterparts in decision making. WFP was seen to bring in much-needed resources and was regarded as a

¹³⁰ The following section presents the findings in relationship to WFP partnerships with Government, NGOs, academia and the private sector. The partnerships with UN agencies were previously discussed in Section 2.1.

¹³¹ Partner ministries included; the FNC; the Ministry of Public Service, Labour and Social Welfare; the Ministry of Primary and Secondary Education; the Ministry of Health and Child Care; the Ministry of Agriculture, Mechanization and Irrigation Development; the Meteorological Services Department; and the Ministry of Environment, Water and Climate.

major partner for key ministries, including the Ministry of Agriculture and Ministry of Public Service, Labour and Social Welfare.

230. In addition to providing the policy setting for the country strategic plan, the Government played an important role as an operational partner. Government actors were typically involved in planning, coordination and targeting to avoid “double-dipping” by beneficiaries. WFP also engaged government staff in the monitoring of implementation. However, it was reported that government staff lacked the resources to travel to project sites and were dependent on WFP financial support to participate in monitoring missions.

231. WFP was able to provide technical assistance in the form of on-the-job training for several activities. However, it was not able to address the chronic under-resourcing of government operations, which in many cases proved a primary constraint to the goal of progressive handover of responsibility. Stakeholders also noted that capacity strengthening efforts were diluted given the number of ministries that WFP partnered with. WFP demonstrated capacity to advocate with the Government, for example being able to intervene at senior levels to advocate for exemptions from specific regulatory changes, such as exemption from regulations on grain trading that allowed WFP to continue local procurement.

Finding 47: Partnerships with non-governmental organizations have been fundamental to the success of the country strategic plan. While the quality of relationships has generally improved under the country strategic plan, opportunities to strengthen partnerships remain.

232. Partnerships with non-governmental organizations, both international and local, remained essential to country strategic plan delivery, with WFP reliant on non-governmental organization partners for the implementation of field-level activities. Non-governmental organization delivery capacities, the bridge that they provide to communities, and their longer-term presence in the same targeted wards, were critical to country strategic plan effectiveness. While the majority of partners were international non-governmental organizations, it was noted that WFP had made some efforts to support localization. These efforts included specifically inviting local non-governmental organizations to apply, lowering expectations of partner contributions and providing advances to kick-start operations.

233. WFP drew heavily on the technical expertise of specific non-governmental organizations. The initiation of the urban pilot relied heavily on the skills and experience of Danish Church Aid, both in establishing the pilot and in training other partners. Similarly, WFP relied heavily on the pre-existing work of several non-governmental organizations in supporting grain production and cooperative formation in establishing Activity 6 – which was complemented by WFP providing a market for surplus production.

234. In return, the major benefit received by partners came in the form of material resources – the cash and commodities necessary to implement the operations. In many cases non-governmental organizations were able to leverage WFP financing with financing from other sources to provide more comprehensive and sustained support to communities. However, field-level agreements were short-term, with 6-month duration field-level agreements for food assistance for assets and 12-month field-level agreements for the R4 pilot. This resulted in a requirement to produce and negotiate annual proposals for multi-year engagements, which was viewed as a poor use of resources. It also led to delays in implementation as field-level agreements were often delayed and non-governmental organization partners were unable to start any expenditure until contract signature.¹³² Staff could not be offered multi-year contracts, although in some areas allocating lean season assistance and food assistance for asset activities in the same district to the same non-governmental organization allowed staff to be retained and switched between contracts. At a minimum the preference was for a multi-year agreement, with annual budget adjustments. However, partners did note and strongly appreciate the WFP commitment to providing sustained and layered support to communities to build livelihoods and resilience.

235. The opinions of cooperating partners on the wider benefits of partnerships with WFP varied considerably by agency, activity and region. There was general agreement that WFP provided added value in assessment, planning and targeting at the aggregate level – while the detailed planning at local level generally fell to the non-governmental organization drawing on the initial work done by WFP.¹³³ Training

¹³² The seasonal rehiring of staff by cooperating partners was further complicated as Zimbabwe labour law dictates that a worker taken on for more than two successive short-term contracts gains the rights to full time employment.

¹³³ For example, building on the CBPP assessments to decide with communities on the assets to be built locally.

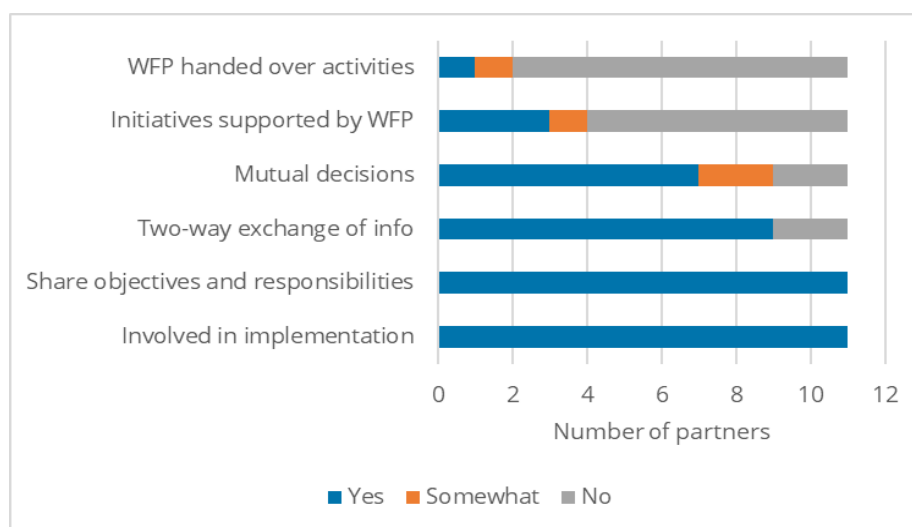
was provided to cooperating partners to support implementation in areas such as protection and gender. However, there was strong feedback that cooperating partners would benefit both from enhanced training on these topics and through a facilitated peer exchange to learn from the expertise held by other cooperating partners. For some non-governmental organizations, WFP provided important information technology skills – including the introduction of SCOPE – and helped to promote the mainstreaming of nutrition messages.

236. While WFP retained responsibility for monitoring and accountability, the majority of partners did not perceive that they benefitted in terms of building their own skills or through learning to improve implementation. Several cooperating partners had consequently established their own parallel monitoring systems to serve their own internal learning. Given these reservations, some donors questioned the added value of funding food assistance for asset activities through WFP, as opposed to directly funding non-governmental organizations or consortiums.

237. The approach to partner relationship management was found to vary considerably among individual staff members in field offices. Similarly, the approach to partnership varied between activity managers. The relationship with the urban programme team was cited as an example of a constructive dialogue that engaged cooperating partners as partners rather than implementors.

238. An analysis of cooperating partner interviews (see Figure 20) (see Annex III.6 Table 15) demonstrated that the partners saw themselves as more than merely implementing on behalf of WFP. There was strong agreement that they were working towards a common agenda, sharing information, and with the majority involved alongside WFP in decision making. This was also noted to be improving over time, with a growing emphasis on collaboration. At the same time, WFP control of finances inevitably implied a continuing power imbalance in the relationship.

Figure 20: Analysis of non-governmental organization cooperating partners interviews

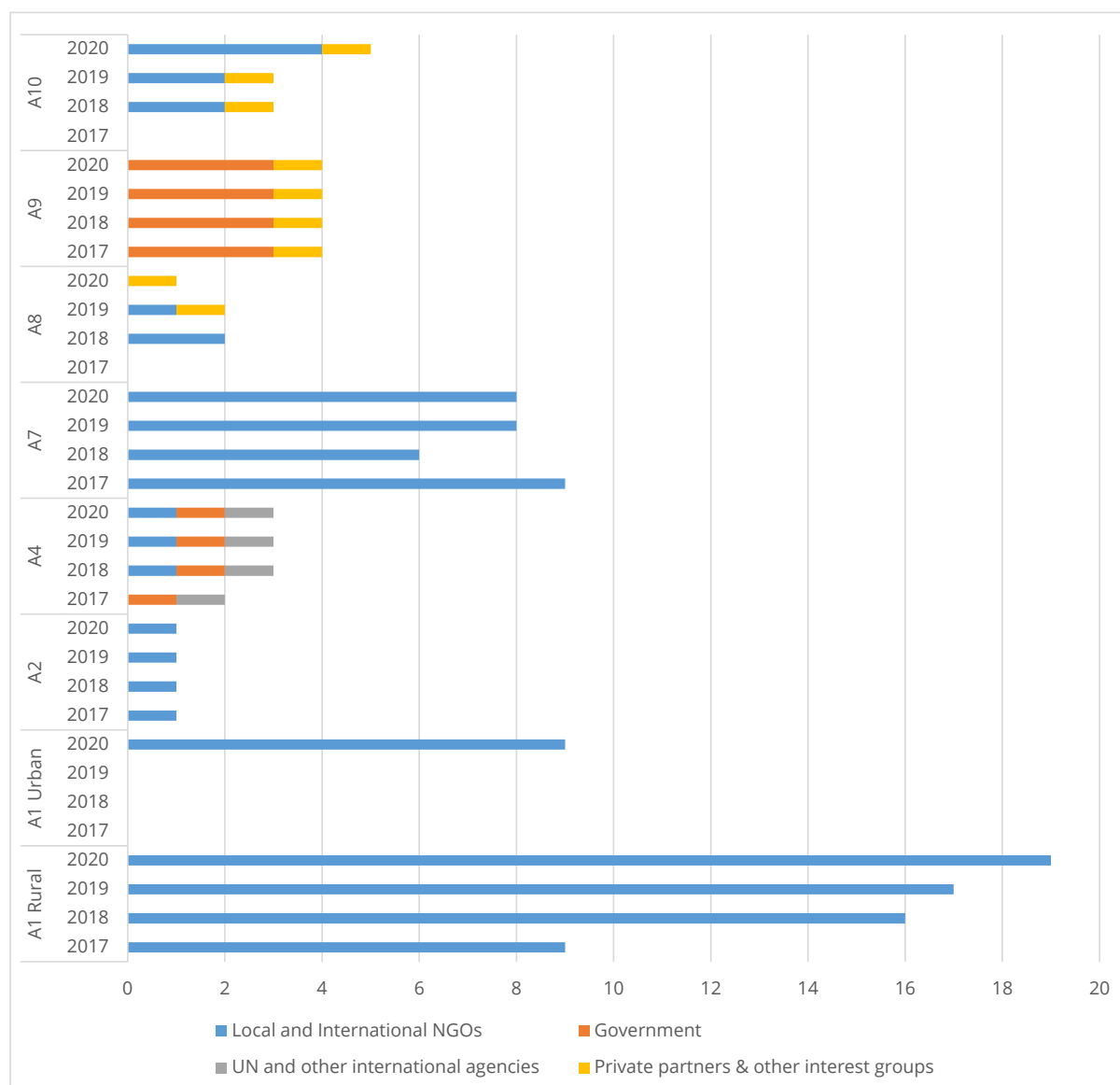


Source: Evaluation team.

Finding 48: The country strategic plan has encouraged increased diversity of partnerships, including partnerships with Zimbabwean academia and the private sector. This provided additional technical expertise and new pathways for sustained impact.

239. Under the country strategic plan, WFP has benefitted from a wider variety of partnerships when compared to the preceding PRRO and EMOP. This has included new partnerships with academia and the private sector (Figure 21). These relationships have strengthened access to technical expertise and provided complementary channels for sustainability.

Figure 21: Number and type of partners by activity (2017–2020)



Source: Evaluation team calculation based on List of Partners by Activity (CO document).

240. For example, under the country strategic plan WFP partnered with the National University of Science and Technology (NUST) in Bulawayo to assess seasonal livelihoods programming. Information on assessments and vulnerability analysis and mapping have been added into the university curriculums with the aim of strengthening national capacities and increasing visibility of these processes. WFP also collaborated with the Women’s University in producing the ZHSR (see paragraph 206) with the goal of localizing the analysis capacity and enhancing national ownership of the strategic review.

241. Under Activity 10 new partnerships were forged with the Old Mutual insurance group and Blue Marble in piloting index-based weather insurance. This collaboration extended commercial micro-insurance products to previously underserved smallholders. Both of these partners and WFP had been working in parallel to incubate these products, with collaboration providing a mutual benefit in terms of testing a pilot product. The partnership also provides a clear exit strategy for WFP, with Old Mutual looking to offer a fully commercial insurance product on the Zimbabwean market.

To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?

Finding 49: The agility of the WFP response to crises was maintained under the country strategic plan framework.

242. The flexibility of the WFP response to changing conditions was framed by two main considerations: (i) the flexibility to scale up and down the emergency response component; and (ii) the flexibility to work across the humanitarian-development nexus.

243. The country strategic plan proved adaptable enough to accommodate fairly significant changes in the response. As noted in paragraphs 79–81, under the country strategic plan WFP was able to flexibly scale up the response to a sequence of unforeseen emergencies. Using budget revisions, the country strategic plan rapidly increased beneficiary numbers as conditions changed. It adapted to integrate a new urban pilot relatively quickly and also accommodated the response to Cyclone Idai. These changes were arguably no more onerous under the country strategic plan than making similar changes to a PRRO and less onerous than initiating a new EMOP.

244. From a strategic point of view, the country strategic plan was also understood to aim at improving flexibility in moving between humanitarian and development responses within the nexus. In general terms, the integrated presentation of crisis response, resilience building and action on root causes in one strategy under the country strategic plan was welcomed as an opportunity to create better linkages. This was compared favourably to the challenges of making the links from an EMOP to more developmental activities. However, in practice the linkages proved hard to realize. The built-in divisions between these three areas – in the form of strategic outcomes/activities – created internal silos to be bridged. There was a consensus that the plethora of activities in the country strategic plan posed problems for management and implementation.

245. As noted in paragraph 217, donor funding was heavily earmarked to Activity 1 with little support to other areas, making it hard for WFP to work across the nexus. While the country strategic plan did not succeed in encouraging more flexible funding, there was a consensus that the country strategic plan structure itself was not the cause of this. Donor earmarking was rather driven by other considerations and would probably have occurred irrespectively. Country office staff also indicated a preference for maintaining the transparency of the current budget structure.

What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

Finding 50: The monitoring framework continued to evolve and develop over the country strategic plan period meaning that there was insufficient information on performance to support programme adaptations.

246. Continuous corporate results framework (CRF) adaptations posed difficulties for data consistency, completeness and comparability across years. The Corporate Results Framework (2017 to 2021) was revised at the end of 2018, two years into the implementation of the first Zimbabwe country strategic plan. While the corporate revisions introduced more wide-ranging indicators, it meant that the new indicators brought on board in 2019 have only been measured for part of the five-year country strategic plan.

247. As observed corporate-wide, indicators to measure contributions to capacity development at output and outcome levels – especially relating to institutions and enabling environment – remained lacking. Nor were all the indicators included in the log frames reported on in the WFP Zimbabwe annual country reports. The regional bureau in Johannesburg reportedly advised the country office to improve qualitative monitoring in order to triangulate quantitative indicator findings, but this did not appear to have been actioned. Furthermore, data inconsistencies between different sources (such as COMET, annual country reports, annual performance plans) were regularly observed, several of which remained unresolved. No decentralized evaluation was conducted during the country strategic plan period – although a number of studies are now planned.

248. The country office monitoring unit was overburdened with diverse responsibilities, which did not help. For example, the monitoring unit was also tasked with leading the complaints and feedback mechanisms, protection issues (including sexual exploitation and abuse), and the annual performance

planning and reviews. Further details are included in Annex III.5. The consequence of these challenges was that insufficient information on performance and results was available during the course of implementation to support adaptive management.

Finding 51: Knowledge management systems were inadequately developed to support results-based management.

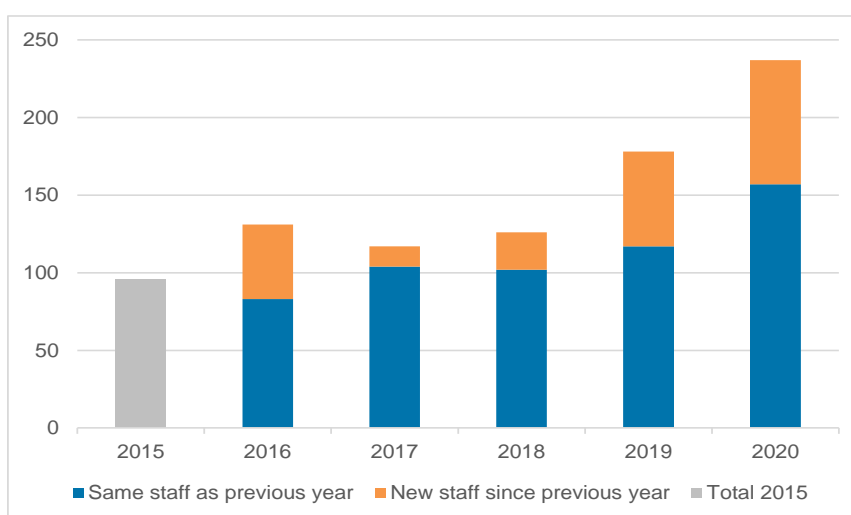
249. Stakeholders repeatedly observed that the culture in WFP was heavily orientated towards programme delivery at scale. Overall the use of the available monitoring information was heavily orientated towards external reporting and accountability, rather than towards learning. It was notable that activity managers were only responsible for collection of output data and displayed an incomplete knowledge of performance at higher levels, which was “owned” by the monitoring unit.

250. This made it hard to access or disseminate, including for country office staff themselves. Overall, there was little evidence of a sufficiently structured approach to ensure that lessons were being learned internally and best practices shared externally. This challenge has been recognized corporately for some time, with a diagnostic study conducted by the Boston Consulting Group for WFP headquarters in 2012 leading to the development of a corporate knowledge management strategy in 2017. This led to the training of two country office staff and the definition of terms of reference for a knowledge-management focal point. However, there was limited evidence that these processes had resulted in the WFP policy goal of “an evolution of our work culture and roles as well as an evolution of existing processes and systems” to better support government capacity towards achieving the Sustainable Development Goals.

Finding 52: In general, the country strategic plan benefitted from strong human resources in the country office. However, the skills profile of staff at country and regional level has yet to be fully adapted to reflect and support changing priorities under the country strategic plan.

251. The human resources in WFP were relatively strong for most areas. Strong technical and administrative support and guidance were provided by multiple regional advisors from the regional bureau in Johannesburg and headquarters. In addition, there was an effective surge of experienced staff on secondment to the country office to support the emergency scale-up and provide a bridge until the country office was able to on-board and up-skill staff. This was done rapidly and effectively, with the staff complement more than doubling between 2015 and 2020. Staff retention was also high (Figure 22), which was associated with a 90 percent national staffing ration and a management decision to place national staff on longer-term contracts. Gender targets were also met: women accounted for 41 percent of country office national staff in 2017, while this rose to 55 percent in 2020.¹³⁴

Figure 22: Evaluation of WFP country office staff count and composition (2016–2020)



¹³⁴ Source: Staff statistics by gender – 2016-2020 (CO document).

Source: Evaluation team calculation based on Zimbabwe CO staffing in 2015, 2016, 2017, 2018, 2019 and 2020 (CO document).

252. Set against the generally strong technical resources that WFP could draw on, it was noted that some important gaps were experienced during the country strategic plan period, especially in relation to some of the newer priority areas that had emerged. These could not all be filled through external partnerships. This in turn had impacts on implementation. Examples of gaps included:

- There was insufficient expertise to support the scale-up of the urban programme. This was subsequently addressed and a dedicated urban team was put in place in August 2019.
- The need to reinforce the capacity for social protection was identified by multiple stakeholders as a requirement for WFP have a more prominent profile.
- The peace and conflict team in headquarters was working to build capacity through regional advisors to support the country office. However, conflict remained the responsibility of focal points in both the the regional bureau in Johannesburg and the country office and lacked dedicated resources to be driven forward.
- Due to a lack of resources, the nutrition capacity of the country office was limited, with insufficient personnel on board to manage the portfolio of nutrition activities increasingly being mainstreamed across the whole country strategic plan.
- Gender focal points were not supported by dedicated expertise.

3. Conclusions and recommendations

3.1. CONCLUSIONS

253. The evaluation's overall strategic assessment of the Zimbabwe country strategic plan is presented in the conclusions below. Taken together, these conclusions provide summary answers to the four evaluation questions. Annex IX provides a mapping of conclusions, recommendations and findings.

Conclusion 1: WFP maintains a strong comparative advantage as the leading provider of humanitarian assistance in Zimbabwe. WFP proved agile in adapting to a very fluid context and scaled up its emergency assistance rapidly and effectively. Improvements in the management of food assistance were evident, notably the inclusion of urban beneficiaries.

254. The strategic focus of the country strategic plan sought to reposition WFP to a more developmental role as the need for crisis response was expected to diminish. However, a succession of climatic and economic shocks, and the onset of the global COVID-19 pandemic required an urgent re-evaluation of this strategy. The country strategic plan proved sufficiently flexible to rapidly pivot back to a large-scale emergency response. That said, the country strategic plan was overly optimistic in its initial assessment of the food security and economic trends and could have anticipated a range of alternative scenarios over the implementation period.

255. Any potential concerns on whether the change to country strategic plans would impair WFP excellence in emergency response were ill-founded and the country office was able to act quickly and effectively in the front line of humanitarian action. WFP maintained its operational agility under the country strategic plan framework. The core activities, capacities and partnerships needed to provide leadership in the emergency response have clearly been retained. WFP comparative advantages in managing food assistance distributions in Zimbabwe are apparent and widely acknowledged. Lean season assistance continued to serve its purpose in meeting urgent needs in an appropriate and timely way, as did the feeding programmes that supported refugees. refugee feeding.

256. The ambition of the country strategic plan process was not only to sustain the effectiveness of the WFP response in emergency and crisis situations but also to improve it. Some important improvements were made, including improved beneficiary management through the introduction of SCOPE, the continual re-examination of the most effective transfer modalities and improved complaints and feedback mechanisms. Furthermore, the piloting and scale-up of the urban programme was a major innovation in the landscape of food assistance. WFP demonstrated a considerable and commendable willingness to initiate this programme given the known challenges and risks of operating in urban environments.

Conclusion 2: The country strategic plan provided the basis for improved programmatic coherence and integration across the humanitarian-development nexus, consolidating WFP programmes within one strategic document. In the specific context of Zimbabwe, WFP contributed effectively to the nexus through building synergies between its crisis response and resilience-building activities, while other agencies had comparative advantages in addressing root causes of food and nutrition insecurity.

257. Overall, the structure and ambition of the country strategic plan provided an important step forward from the previous collection of fragmented programme documents. The country strategic plan played a valuable role in bringing together the whole range of WFP activities within one strategic plan. The country strategic plan provided a platform to demonstrate how WFP could contribute holistically to the achievement of SDGs 2 and 17 in line with its dual humanitarian and development mandate. The introduction of a multi-annual approach provided an opportunity to improve the conceptual links between its humanitarian and development work.

258. However, the structural improvements of the country strategic plan approach did not automatically create stronger operational linkages between humanitarian and development activities. The structure retained limitations as the categorization of activities into crisis response, resilience building and

root causes created a series of siloes within the programme that needed to be consciously addressed and broken down. This was further complicated by the complexity of the Zimbabwe country strategic plan, with 13 independently managed activities increasing the transaction costs associated with promoting internal coherence.

259. A key assumption underpinning the country strategic plan – that donors would respond to its increased transparency with funding that could be flexibly used across the nexus – was ill-founded. Although the total resource envelope has increased in size, the predictability and flexibility of resource allocation has not yet improved under the country strategic plan. In practice the earmarking of funds has increased rather than decreased, which has reduced the flexibility of WFP to work across the nexus. The drivers of this donor behaviour are deeply rooted in donors' internal policies and processes and the change to the country strategic plan budget transparency and structure did little to influence this behaviour.

260. WFP possesses a level of comparative advantage in resilience building that in itself is an important contribution to addressing the nexus. Resilience-building efforts have been expanded with a welcome and continued process of innovation in activities and partnerships. These efforts have built on previous experience in the PRRO and have introduced new resilience initiatives. The perception of comparative advantage has been reflected in significant funding, albeit at levels far short of what is needed to achieve impact at scale.

261. WFP has an almost unique set of skills in responding to emergencies, while there is a wider set of agencies with the capacity to support the delivery of other social services in Zimbabwe. Therefore, the comparative advantage of WFP lies in crisis response and resilience building – including opportunities for using food and cash assistance as strategic entry points to development initiatives. Consequently, it makes sense to concentrate the limited management capacities of WFP on these priorities.

262. Furthermore, in the current political situation many donors (including the largest) are constrained in the support they can offer directly to the Government. At the same time donors are also concerned about the use of parallel delivery mechanisms to substitute for the provision of social services by the Government. These contextual factors need to be factored into WFP strategy – including the opportunity to broker an improved relationship between the Government and donors.

Conclusion 3: WFP is developing the internal capacities and partnerships to deliver against its revised strategic outcomes. The need for new skillsets has been recognized and work is in progress to improve organizational capacities in key areas. However, moving from the role of “deliverer” to “enabler” will require much greater attention to learning and knowledge management. Equally, WFP needs to complement the expertise of other agencies and forge deeper and stronger strategic and implementation partnerships.

263. Under the country strategic plan, WFP has faced the challenge of maintaining expertise in humanitarian response while convincing partners that it is able to work effectively along the nexus. The evaluation found evidence that WFP was adapting to this at multiple levels with the recruitment of specialist staff and developing new tools and guidance in areas including social protection, capacity strengthening, resilience building and conflict sensitivity. This is a work in progress and much remains to be done in developing specialist expertise as well as mainstreaming an understanding of these issues across all country office staff. A pragmatic approach is being taken to embedding skills at different levels – with some specialist skills best located at the regional bureau in Johannesburg level rather than in the country office.

264. The shift in focus under the country strategic plan requires not only new skills but a shift in mindsets. The focus needs to shift from delivery to an enabling role, ultimately transferring skills and building capacities amongst the Government at all levels, as well as non-governmental organization, academia and private sector partners. For example, there needs to be a more intentional strategy in progressing pilot activities to scale. Part of this calls for more investment in learning and improved knowledge management – so that compelling evidence can be provided to decision makers. Part of it also calls for a willingness to engage in more experimentation and an openness to considering radically different approaches that are aligned to the operating constraints of national systems, rather than WFP and donor standards. For example, this could include very different targeting approaches to those currently used in the urban programme and a reconsideration of the trade-off between the level of coverage and the level of assistance received per household.

265. It is clear that WFP cannot develop the whole range of necessary development expertise in-house. The country strategic plan has brought a welcome strengthening of partnerships with the Government, United Nations agencies, non-governmental organizations, academia and the private sector. All country strategic plan activities are implemented using a range of partnership arrangements but these partnerships need to be deepened and strengthened. Success in delivering against the ambitious goals of the country strategic plan requires WFP to increasingly collaborate and draw on external expertise. Improved coherence also implies moving from a first step of improved strategic alignment to increased levels of joint programming. To address continued scepticism about its competence and mandate in some areas, WFP will need to clarify and optimize complementarity and partnership among its own work and that of: the other Rome-based agencies; other United Nations entities; and other programmes and capacities in governments and civil society – particularly in the “resilience building” and “response to root causes” areas of the country strategic plan.

Conclusion 4: The introduction of the country strategic plan has not yet led to the anticipated “step-change” in effectiveness and efficiency. The corporate results framework is not yet fully fit for purpose and a result-based management approach is not embedded in management arrangements and responsibilities.

266. Implicit in the Integrated Road Map (IRM) was the desire to improve the effectiveness and efficiency of operations, with the structure of the country strategic plan designed to provide a clear line of sight between resources and results to demonstrate WFP effectiveness at strategic outcome level. However, in the case of Zimbabwe the ambition to better allocate resources to achieve, measure and understand outcomes, has remained largely unfilled.

267. Adequate monitoring and evaluation systems are not yet in place, jeopardizing the organization’s reputation and its ability to learn from performance to improve programme design and implementation is compromised. The country strategic plan was implemented without adequate indicators for its full range of activities. The corporate results framework was not finalized at the start of the country strategic plan, significant gaps on indicators including capacity strengthening and policy support still persist and the existing corporate results framework is not yet fully fit for purpose.

268. While minimum standards for gender and other cross-cutting issues were met and gender equality and economic empowerment considered, there was insufficient attention to gender equality. The country strategic plan did not make WFP more effective in achieving its gender equality and women empowerment goals and tackling other cross-cutting issues. A strengthened approach to gender equality is still required, which is underpinned by improved analysis and adequate human and financial resources to drive the gender equality and women’s empowerment agenda in the country strategic plan and to evaluate results.

269. There was some evidence, albeit limited, that the country strategic plan was delivered relatively cost efficiently in difficult circumstances. In theory, the country strategic plan structure potentially enables improved understanding of cost efficiency and cost effectiveness. However, cost efficiency was not regularly analysed, nor the results applied routinely to decision making. Fundamentally the country office structure and responsibilities did not adequately encourage a result-based management approach. There was little evidence that activity managers are held accountable for improving cost efficiency.

Conclusion 5: While the country strategic plan is closely aligned to national policies and priorities, it lacked sufficiently comprehensive plans for strengthening the capacity of national institutions. Furthermore, progress has been heavily constrained by contextual factors including a limited appetite amongst some development partners to support capacity strengthening.

270. The country strategic plan was aligned to the aim of a progressive handover of responsibilities to the Government of Zimbabwe. Under the country strategic plan there has been an improved alignment with national policies and priorities. This is being further strengthened by bringing the country strategic plan and UNSDCF cycles in line with the development of national development plans. However, while the country strategic plan included a range of activities oriented towards capacity strengthening, it fell short of developing a comprehensive and credible strategy that integrated support to individual capacities, organizational capacities and the enabling environment. Therefore, part of the way forward requires a more robust analysis of capacity gaps and comprehensive capacity strengthening plans that encompass individual and organizational capacity strengthening, alongside the enabling environment.

271. There is a clear interest within the Government in capitalizing on the partnership with WFP, but the ability to do so has been heavily constrained by circumstances. The difficult macro-economic situation and consequent pressures on the national budget are fundamental constraints. The reluctance of donors to provide assistance directly to the Government has further compromised prospects for progress. Continuing a similar approach towards capacity strengthening in the current circumstances would be unlikely to be fully effective and an adapted approach is required.

272. The long-term goal of supporting national ownership remains important and valid, however there are important questions around how to achieve change and the realistic pace of change. The next country strategic plan needs to consider an approach that builds the foundations for greater progress on capacity strengthening. In this regard WFP may act as a broker between the Government and donors, building trust through strengthened transparency and accountability.

3.2. RECOMMENDATIONS

273. This evaluation makes five recommendations, as set out in the table below. Three strategic recommendations identify ways for WFP to make the most effective contribution in Zimbabwe, through a more focused strategy organized around its comparative advantages and demonstrated results – with a focus on crisis response and resilience building. A markedly different approach to the longer-term goal of transitioning responsibility is proposed. This moves away from the traditional approach of supporting improved policies and enhancing the technical skills of government staff for implementation. Given the current realities, an interim approach is proposed of building trust and progressive programmatic and operational alignment of humanitarian and government responses. A final strategic recommendation encourages WFP to invest in learning and knowledge management to leverage the impact of its activities. A commitment to promoting gender equality and the empowerment of women is mainstreamed through the recommended partnership strategies and thematic approaches.

274. The strategic recommendations are complemented by two operational recommendations. The first recommends a more pragmatic division of responsibilities between the activities and functional services to reflect where activities are already largely supporting internal operations, and to simplify management and budgeting. A second operational recommendation encourages capitalizing on the country strategic plan structure to drive the improved management of effectiveness and efficiency of activities.

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
Recommendation 1: Refine WFP's strategic focus on the core areas of its comparative advantages in Zimbabwe and improve and simplify the organization of the strategic outcomes and activities of the new country strategic plan around those focal areas.	Strategic	Country Director		High	Include in the new CSP (by June 2022) with reassessment during the CSP mid-term review (2024)
1.1 While continuing to focus on crisis response and resilience building, carefully and periodically (during country strategic plan formulation) reassess the case for continued support for addressing root causes, such as increasing overall agricultural production and improving long-term nutrition.		Country Director and Deputy Country Director			June 2022 (with reassessment by June 2024)
1.2 Maintain responsibility for complementing the Government's provision of humanitarian food assistance and emergency nutrition to crisis-affected rural and urban populations and refugees, including by strengthening the capacity of national institutions and programmes to address food crises. Continue to provide common logistics services to support partners on a cost recovery basis.		Country Director and Deputy Country Director			June 2022
1.3 Consolidate activities that contribute to resilience building under a unified strategic outcome with the aim of understanding the most effective and context-specific mix of interventions for building resilience, including food assistance for assets activities and the R4 Rural Resilience Initiative.		Country Director and Deputy Country Director			June 2022
1.4 Review the objectives and activities related to supporting nutrition, assessments (including the three-pronged approach) and local procurement. Where these primarily support the implementation of other country strategic plan activities, reclassify them as services – rather than as stand-alone activities – in order to simplify management and financing.		Country Director and Deputy Country Director			June 2022

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
Recommendation 2: Develop an enhanced strategy for reducing reliance on humanitarian assistance through supporting the Government in delivering on its responsibility to provide social assistance and increase community resilience.	Strategic	Country Director		High	
2.1 Review national food insecurity needs assessments to identify overlaps and challenges in current assessment methods and use the results of the review to persuade the Government and other partners to adopt a unified and strengthened approach.		Country office head of programme	Regional Bureau research, assessment and monitoring and vulnerability assessment and mapping staff		December 2022
2.2 Building on current efforts, identify opportunities to provide enhanced technical assistance to the national social assistance systems in areas such as registration, targeting and beneficiary selection, determination of levels of assistance, selection of transfer modalities and mechanisms and monitoring.		Country office head of programme	Regional Bureau social protection lead		December 2022
2.3 Examine the feasibility of establishing a joint safety net programme in partnership with the Government and its development partners, including donors and the World Bank, drawing inspiration from similar programmes elsewhere in Africa, to channel and coordinate government, humanitarian and developmental assistance to crisis-affected populations at scale.		Country Director	Regional Bureau social protection lead		June 2022
2.4 Explore increased inter-agency coordination in the programming of resilience building activities, including with the Zimbabwe Resilience Building Fund. Specific objectives should include to increase the scale of synergies with, and potential graduation from, the food and cash assistance provided by WFP and, in the longer term, to establish the foundations for the coordinated incorporation of resilience activities into a potential joint safety net programme.		Deputy Country Director and country office head of programme	Regional Bureau resilience lead		June 2022

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
<p>Recommendation 3: Invest in building the necessary capacities, skills and attitudes to create, access, retain and share knowledge generated under the country strategic plan to achieve zero hunger. Use this knowledge both internally, to improve performance, and externally, to persuade partners (including the Government and its development partners) to replicate and scale up successful innovations.</p>	Operational	Country Director		Medium	
<p>3.1 Invest further in the capacity of the Regional Bureau for Southern Africa to support knowledge management processes. Appoint a knowledge management focal point at a sufficiently senior level in the country office.</p>		Regional Director and Country Director			December 2022
<p>3.2 Develop a knowledge management plan and system for capturing, storing and disseminating relevant information internally and externally. Include evidence to support internal decision-making in order to improve effectiveness and efficiency and evidence for the purpose of advocacy with external stakeholders. Pay specific attention to the gathering of robust evidence on the effectiveness and economic returns of resilience building interventions and strengthened conflict and gender analysis.</p>		Deputy Country Director and country office head of programme	Regional Bureau resilience, gender and humanitarian and protection staff		December 2022
<p>3.3 Explore how the evaluation function could enhance its contribution to learning and knowledge management. Include a costed multi-year strategic evaluation agenda, to be defined within the first six months of the country strategic plan cycle, that clearly identifies learning needs and a rational sequencing of different types of evaluations, including centralized and decentralized evaluations. Explicitly design the evaluation agenda to complement programme monitoring and ensure a regular flow of information for decision making throughout the country strategic plan cycle and prepare it in dialogue with key stakeholders, including national counterparts, the</p>		Deputy Country Director	Regional Bureau evaluation officer Office of Evaluation		June 2025

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
United Nations country team and donors, in order to optimize synergies with external evaluation and monitoring activities.					
3.4. Conduct stakeholder mapping and analysis, to be completed by the time the next country strategic plan is adopted, in order to identify partnerships with relevant actors – including academic institutions – that can contribute to the implementation of the knowledge-management plan.		Deputy Country Director and country office head of programme			December 2022
3.5 Include explicit strategies, timelines and monitoring and evaluation frameworks in all pilot activities to support taking pilots to scale, with explicit arrangements for sharing knowledge with the Government of Zimbabwe and other partners, and put monitoring and evaluation and knowledge management plans in place by the middle of the next country strategic plan cycle.		Country office head of programme			June 2024
Recommendation 4: Deepen WFP's strategic and operational partnerships with a range of actors for planning and delivery of the country strategic plan.	Operational	Country Director		Medium	
4.1 Include partnership arrangements in the new country strategic plan, within the first year of country strategic plan implementation. Deepen and strengthen WFP's partnerships with other United Nations entities and the World Bank, in areas of complementary expertise, including social protection, resilience building and nutrition.		Country Director and Deputy Country Director			December 2022
4.2 Explore the use of multi-year strategic agreements with partners. Agreements should outline long-term objectives and proposed activities while being complemented by annual budget negotiations, subject to the availability of funds. In addition, continue to campaign for multi-year funding from donors to facilitate multi-year agreements with partners.		Deputy Country Director and country office head of programme			December 2022
4.3 Deepen partnerships with other United Nations entities under the United Nations sustainable development		Country office head of			June 2023

Recommendation	Type	Responsibility	Other contributing entities	Priority	By when
cooperation framework and with the World Bank to assess gaps in the capacity of national institutions and contribute to coordinated capacity strengthening plans.		programme and country office senior management			
Recommendation 5: Support and encourage results-based management with improved monitoring, evaluation and accountability in order to improve internal management and enhance transparency and accountability to donors.	Operational	Country office head of programme		Medium	
5.1 Define, track and analyse a comprehensive set of indicators across all country strategic plan activities, including improved indicators for monitoring capacity strengthening, gender-transformative actions and resilience building. Draw on the updated corporate results framework and define and improve supplementary country-specific indicators to ensure full monitoring coverage.		Country office head of programme	Regional Bureau monitoring officer		June 2022
5.2 Review the management structure and responsibilities of the country office programme unit and introduce revised management responsibilities for the start of the new country strategic plan cycle to ensure integrated responsibility for the monitoring of outputs and contribution to outcomes by the relevant managers.		Country office head of programme			December 2022
5.3 Strengthen management of cost efficiency through the development of appropriate cost-efficiency metrics, clarification of managerial responsibilities for the regular analysis of cost efficiency and training of country office staff.		Country office head of programme	Regional Bureau monitoring officer		December 2022

Source: Evaluation team.

Annexes

Annex I: Summary Terms of Reference

Evaluation

Summary Terms of Reference



Zimbabwe: An Evaluation of WFP's Country Strategic Plan (2017-2020)

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

Subject and Focus of the Evaluation

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

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

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

Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

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

The evaluation report will be presented at the Executive Board session in November 2021.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation

framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Zimbabwe?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

Question 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP; and if it was able to mobilize adequate, predictable and flexible resources. It will further assess the extent to which the CSP led to partnerships and collaborations with other actors and provided greater flexibility in dynamic operational contexts, and how these factors affect results. Finally, the evaluation will seek to identify other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope and Methodology

The unit of analysis is the Country Strategic Plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2015 to the end of 2020. This includes activities prior to the Country Strategic Plan (2017–2021) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach. This implies data collection from a mix of primary and secondary sources with different methods, including desk review, semi-structured or open-ended interviews, closed answer questionnaires, and focus groups discussions. Systematic data triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of recent developments related to the COVID19 pandemic, the evaluation will be conducted remotely. Depending on how the situation evolves, the final Learning Workshop will be held remotely or in the Country.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Zimbabwe CSPE (i.e. evaluation of country strategic plans, resilience and livelihoods, food security and nutrition, emergency preparedness and response).

OE Evaluation Manager: The evaluation will be managed by Ms. Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. Second level quality assurance will be provided by Mr. Sergio Lenci, Senior Evaluation Officer.

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

Communications

An internal reference group composed of key WFP staff from the Zimbabwe Country Office, the Regional Bureau and Headquarters plays an advisory role, and will review and provide feedback on evaluation products.

Preliminary findings will be shared with WFP stakeholders in

the Country Office, the Regional Bureau and Headquarters during a remote debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in December to inform the new CSP design and national processes. A country learning workshop will be held in February 2021 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

While all evaluation products will be produced in English, arrangements for local translators during data collection may be required.

Timing and Key Milestones

Inception Phase: September 2020

Remote Data collection: November 2020

Remote Debriefing: 27 November 2020

Reports: October 2020 – April 2021

Learning Workshop: Mid-February 2020

Executive Board: November 2021

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

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

Annex II: Evaluation Timeline

The table below presents the timeline followed so far, and the tentative timeline for the next steps.

Phase 1 – Preparation			
	Final ToR sent to WFP stakeholders	EM	3 July 2020
	Contracting evaluation team/firm	EM	31 July 2020
Phase 2 – Inception			
	Team preparation, literature review prior to HQ briefing	Team	11–28 August 2020
	HQ & RB inception briefing	EM & team	8–11 September 2020
	Inception briefings	EM & team	14–18 September 2020
	Submit draft inception report (IR)	Team leader	2 October 2020
	OEV quality assurance and feedback	EM	3–6 October 2020
	Submit revised IR	Team leader	12 October 2020
	IR review and clearance	EM	13–19 October 2020
	IR clearance	OEV/DoE	20–26 October 2020
	EM circulates final inception report to WFP key stakeholders for their information + posts a copy on intranet	EM	27 October 2020
Phase 3 – Evaluation, including fieldwork			
	Remote data collection	Team	2 November–16 December 2020
	Preliminary findings debrief senior management	Team	7 January 2021
	Preliminary findings debrief (activity-specific)	Team	11 January 2021
	Preliminary findings debrief (activity-specific)	Team	12 January 2021
	Preliminary findings debrief (activity-specific)	Team	13 January 2021
	Preliminary recommendations and conclusions debrief	Team	14 January 2021
Phase 4 – Reporting			
Draft 0	Submit high quality draft evaluation report to OEV (after the company's quality check)	Team leader	1 February 2021
	OEV quality feedback sent to team leader	EM	5 February 2021
Draft 1	Submit revised draft evaluation report to OEV	Team leader	12 February 2021
	OEV quality check	EM	13–19 February 2021
	Seek OEV/DoE clearance prior to circulating the evaluation report to WFP stakeholders	OEV/DOE	24 February - 3 March 2021
	OEV shares draft evaluation report with WFP stakeholders for their feedback	EM/stakeholders	4–17 March 2021
	Learning workshop (Harare or remote)		11–12 March 2021
	Consolidate WFP comments and share with team	EM	15–19 March 2021
	Submit revised draft evaluation report to OEV based on WFP comments, with team's responses on the matrix of comments	EM	22–26 March 2021

Draft 2	Review draft 2	EM	29 March–1 April 2021
	Submit final draft evaluation report to OEV	Team leader	6–9 April 2021
Draft 3	Review draft 3	EM	15–20 April 2021
	Seek final approval by OEV/DoE	OEV/DOE	21–28 April 2021
	Draft summary evaluation report (SER)	EM	29 April–5 May 2021
SER	Seek OEV/DOE clearance to send the summary evaluation report to Oversight and Policy Commission (OPC)	OEV/DOE	6–12 May 2021
	OEV circulates SER to OPC for comments upon clearance from OEV's Director	EM	May 2021
	OEV consolidates comments on draft SER	EM	28 May 2021
	Seek final approval by OEV/DoE	OEV/DOE	31 May 2021
Phase 5 – Executive Board (EB) and follow-up			
	Submit SER/recommendations to Resource Management Committee (RMP) for management response + SER to EB Secretariat for editing and translation	EM	June 2021
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	May–October 2021
	Presentation of summary evaluation report to the EB	D/OEV	November 2021
	Presentation of management response to the EB	D/RMP	November 2021

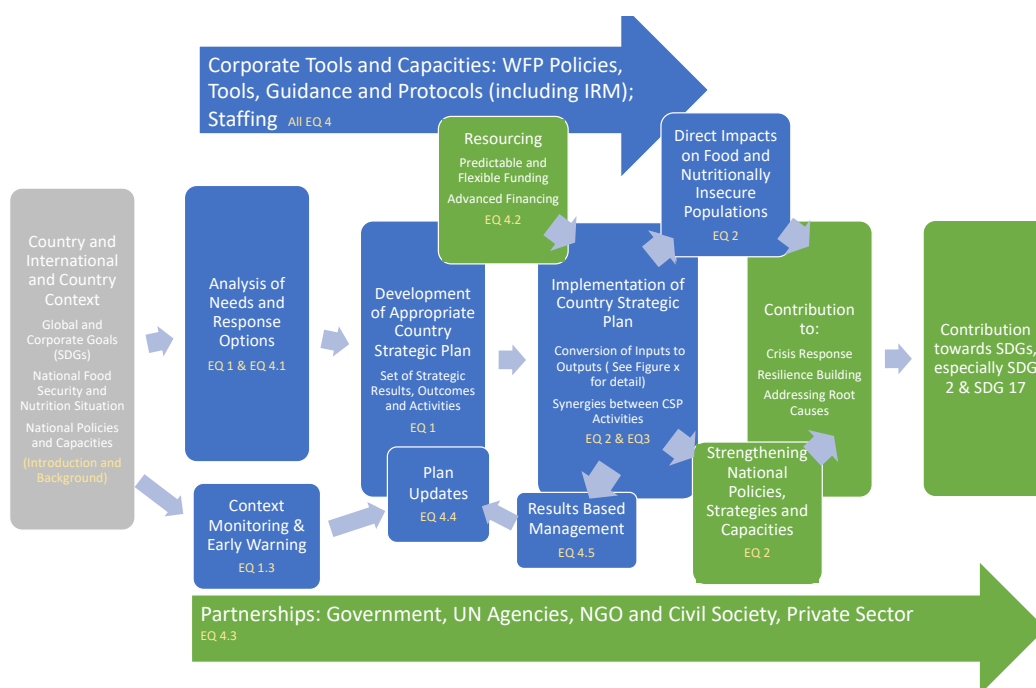
Annex III: Evaluation Methodological Approach

ANNEX III.1: OVERALL METHODOLOGICAL APPROACH

275. The CSPE responded to the dual objectives of accountability and learning, covering all WFP activities in Zimbabwe from 2015 to the end of 2020 (including cross-cutting issues). It relied on standard United Nations Evaluation Group (UNEG) and revised Organisation for Economic Cooperation and Development - Development and Assistance Committee (OECD-DAC) evaluation criteria, namely: relevance, efficiency, effectiveness and sustainability, as well as connectedness, coherence and coverage as applicable. The evaluation assessed progress and results against intended country strategic plan outcomes and objectives, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. Feeding into the design of the new country strategic plan, the evaluation paid special attention to the strategic level, while also analysing at operational/activity level.

276. The evaluation has been framed around a reconstructed theory of change (ToC) (Figure 23) and an evaluation matrix (Annex IV). The theory of change places the logic of the country strategic plan objectives and activities within a broader context, and it highlights the dual pathways to higher-level results: directly through interventions with food-insecure or malnourished beneficiaries, and indirectly through strengthened government capacities. These logical relationships between activities and objectives within the country strategic plan have been examined through EQs 2 and 3. Furthermore, through EQ 1 we have investigated the robustness of the analytical processes to formulating a strong plan, and the country strategic plan's adaptability to a changing context and to building on lessons learned through implementation. Finally, the evaluation has analysed how evolving corporate policies and procedures enabled or hindered progress in country strategic plan implementation, as well as the importance of both technical and financial partnerships (EQ 4).

Figure 23 Theory of Change



Note: elements in blue are primarily under WFP control; elements in green depend principally on partnerships and collective action. Source: Evaluation team.

277. Based on preliminary findings during the inception phase, several key themes were identified and integrated in the evaluation matrix. Subsequently, these key themes were closely examined and analysed during the evaluation phase. The evaluation thus has a particular emphasis to the following issues:

- Humanitarian – development – peace nexus and internal coherence of country strategic plan activities
- Capacity strengthening and potential of social protection to provide a stronger framework and an entry point for collaborating with the Government
- Human resources realignment with revised strategic results
- Willingness of WFP partners to support and finance the country strategic plan
- Extent to which the IRM results-based management (RBM) approach has facilitated a strategic shift
- Flexibility and adaptability of the country strategic plan to the challenging context in Zimbabwe
- Relationships between transfer modalities and efficiency
- WFP approaches to partnerships and their effect on results.

278. The evaluation has adopted a systematic approach to analysis, ensuring validity and transparency in the relationship between findings, conclusions and recommendations. The use of structured tools has ensured that findings are directly traceable to evidence, while any tensions or contradictions within the evidence were transparently recorded and accounted for in the analytical process. Based on the findings, the evaluation team has drawn an overall assessment and a set of evidence-based conclusions. In turn, the team has deduced a set of prioritized recommendations.

ANNEX III.2: EVALUATION PROCESS

279. The CSPE has followed the Office of Evaluation's five-phase process for CSPEs, including:

- A preparation phase in which the terms of reference were laid out and the evaluation team was formed
- An inception phase in which the overall methodological framework for the evaluation was defined
- An evaluation phase, including data collection through desk and field work (mostly remote)
- A reporting phase during which the team analysed and triangulated data in order to answer the evaluation questions, and develop conclusions and recommendations, which then underwent a series of reviews based on key stakeholder consultations
- A final phase in which the report is submitted to the Executive Board and finally disseminated (remaining).

280. The timeline to date and the planned one for the remaining steps is presented in Annex II.

ANNEX III.3: DATA COLLECTION TOOLS

281. The CSPE has drawn on the following main sources of evidence:

- Documentary review
- Quantitative analysis of secondary data
- Key informant interviews with stakeholders at international, regional, national and subnational levels
- Direct observation of activities through field visits.

282. Data have been primarily collected in remote mode due to COVID-19-related travel restrictions. This reduced possibilities for interaction with local stakeholders – mainly beneficiaries. The evaluation team resorted to a combination of mitigation strategies for properly reflecting beneficiary views, namely: (i) use of secondary data sources including reviews, studies and interviews with local non-government organizations; (ii) field visits undertaken by the Zimbabwe-based evaluation team member (“national evaluator”) to project sites following adequate safety protocols; and (iii) analysis of remote sensing data.

Documentary evidence

283. The evaluation has drawn heavily on a desk review of documentary evidence. The evaluation team reviewed and analysed a comprehensive e-library compiled by the Office of Evaluation and complemented this with additional documents requested by the evaluation team during the inception and evaluation phase. The Bibliography (Annex X) lists documents reviewed by the evaluation team and to which reference is made in the body of the text.

Quantitative analysis of secondary data

284. During the inception and evaluation phase a range of quantitative data sources were identified and compiled for use. Monitoring data on beneficiaries and corporate results framework indicators – disaggregated to the extent possible by gender, age group and other relevant groupings (including people with disabilities) – as well as budget and funding data were compiled by the Office of Evaluation and the country office from corporate databases. These planning and reporting data fed the analysis of effectiveness, efficiency and explanatory factors (EQs 2–4), while additional external data were key to conducting needs assessment analysis and to providing contextual information. Annex X provides a comprehensive overview of the quantitative data used by the evaluation team. Unfortunately, 2020 monitoring data were not systematically available by the end of the evaluation phase and therefore could not be included in the evaluation.

Key informant interviews

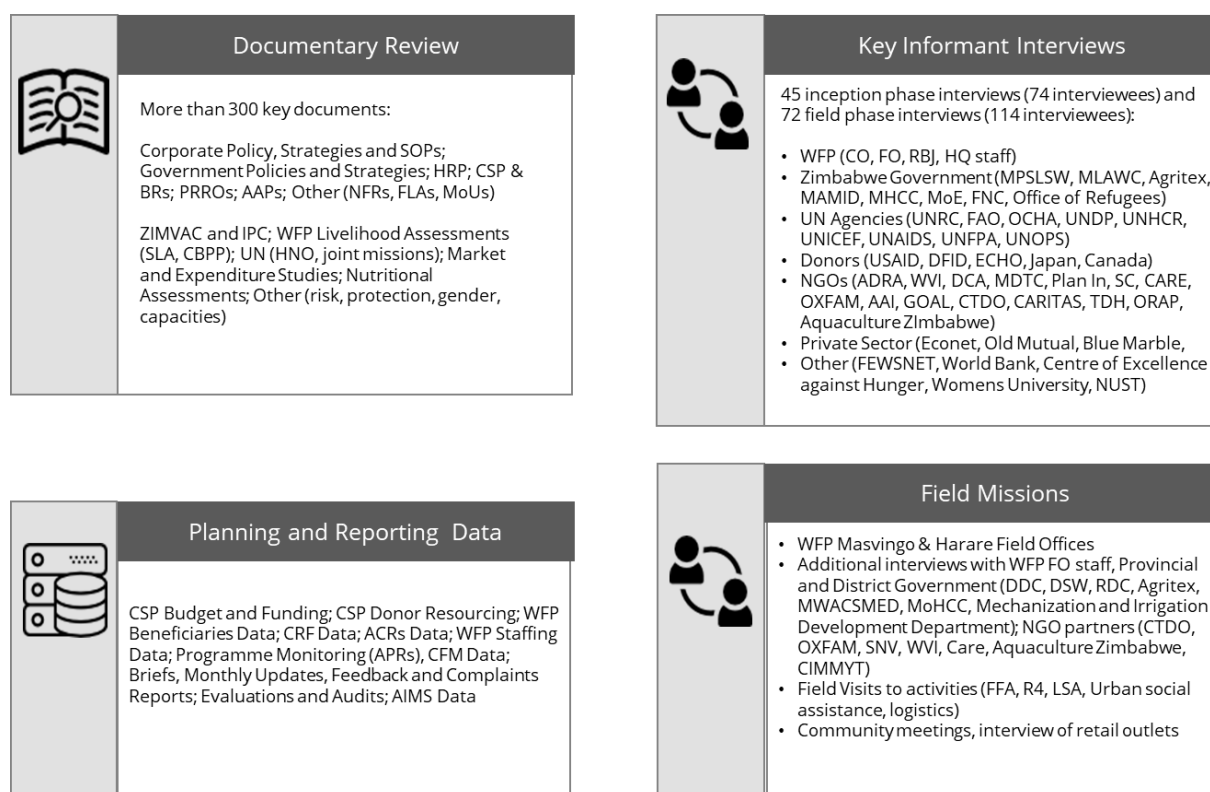
285. Semi-structured key informant interviews formed the basis for the qualitative analysis. Information was collected from a wide range of international (including from headquarters), regional, national and subnational stakeholders. Given limitations imposed by COVID-19, the evaluation has primarily relied on virtual meetings with stakeholders, using online platforms, telephone calls and emails. A comprehensive list of stakeholders interviewed during the different phases of the evaluation is available in Annex VI.

Direct observation

286. With the support of the country office, the national evaluator carried out field visits to observe country strategic plan activities and to interact with local stakeholders, thereby strengthening evidence collection. These field visits are further described in Annex III.6, which includes detailed information on visited locations, relevant activities and cooperating partners.

287. Figure 24 provides a schematic overview of the data collection tools and related sources of evidence.

Figure 24 Data collection tools



Source: Evaluation team.

289. In order to address the themes listed above the evaluation used several assessment methods.

290. To assess capacity strengthening achievements, interviews with partners included specific questions on capacity strengthening, including training. Internal reports on training courses were also reviewed.

291. As the country strategic plan requires effective partnerships to achieve collective outcomes (Figure 23), partnership quality and progress towards stronger partnerships were assessed using a “partnership ladder”. This tool is described in Annex III.6.

292. To assess achievements in terms of landscape improvement, analysis of satellite imagery and the use of other remote-sensing variables provided information on the positive changes induced by the assets created throughout the country strategic plan. This was complemented by review of secondary data from published reports and information from evaluation interviews. Evidence was specifically gathered from in-field interviews with local partners and beneficiaries. Although a systematic in-depth analysis was envisaged for a sample of assets (inception report,), this could not be executed as field visit locations had to be revised during the evaluation phase in line with COVID-19-related travel restrictions.

293. The evaluation team also included an analysis of cost efficiency. This included an analysis of benchmarked cost-efficiency ratios and changes in cost efficiency over time. This analysis was limited by the extent to which disaggregated data were available during the evaluation phase. The quantitative analysis of cost efficiency was complemented using qualitative evidence from evaluation interviews.

294. A detailed timeline was constructed to map out and analyse the strategic decision-making process along with key contextual changes. Key decision points were identified based on strategic documents and confronted against the evolving political, economic and food security context (Figure 5).

Triangulation and validation

295. All evidence was consolidated in a structured evaluation grid, allowing the evaluation team to triangulate findings from different sources against the questions in the evaluation matrix. Triangulation methods included: (i) exploration of the same evaluation aspect by different evaluation team members and ensuring that findings are fully endorsed by all team members rather than being the “province” of one area of specialism; (ii) use of different methods to explore the same evaluation aspect; and (iii) use of multiple data sources and types.

296. Briefings and feedback workshops were regularly held by the evaluation team with the WFP country office of Evaluation throughout the evaluation process, to ensure strong and continued engagement from country office WFP stakeholders, as well as WFP ownership of the evaluation process. It allowed for periodic validation and iterative exchange on emerging findings, conclusions and recommendations.

ANNEX III.4: GENDER AND ETHICAL CONSIDERATIONS

Gender

297. The evaluation process was duly gender sensitive, from the evaluation team selection and the collection of sources and data – in particular the conduct of evaluation interviews – to the analysis of available evidence. All methods and tools for data collection and analysis integrated gender and protection dimensions. To the extent possible, they ensured that the views and experiences of men and women of various ages and diverse backgrounds targeted by WFP activities were adequately captured and used throughout the entire evaluation process. However, gender-sensitive data collection and analysis proved a significant challenge, largely due to access constraints to beneficiaries. Gender was mainstreamed throughout the evaluation matrix, embedding gender-related questions into enquiry tools, while a gender-sensitive protection lens was applied to the evaluation of all WFP activities. The evaluation team reflected gender in findings, conclusions and recommendations, when relevant.

298. The evaluation has examined the integration of gender analysis in the design and implementation of country strategic plan activities. It reviewed the extent to which operations appropriately analysed and integrated a contextual assessment of gender-related gaps, and the extent to which operations addressed the identified gender inequalities. The evaluation also reviewed the evolution of gender parity in beneficiary numbers and critically assessed the consideration of gender- and age-related vulnerabilities in WFP targeting methodology. It assessed whether and how the specific needs of different gender and age groups, and of persons living with a disability, were identified and taken into consideration for project design and

implementation by WFP and its partners. Disaggregated outcome indicators over time were used, including monitoring data on decision making by men and by women within the household. Gender parity was equally investigated for WFP staff at country office and field office level.

299. The evaluation analysed how GEWE objectives and mainstreaming considerations have been included in the design and implementation of the country strategic plan. It assessed the extent to which the Gender Action Plan was implemented, whether the country strategic plan process facilitated further integration of gender considerations, and whether human resources adequately reflected the needs for implementation of GEWE concerns and priorities, in line with the WFP gender corporate policy.

Ethical considerations

300. Ethical considerations were taken into account in each evaluation stage. This included the application of appropriate ethical standards on data confidentiality, protecting vulnerable respondents, and ensuring that the evaluation team avoided causing harm.

301. All evaluation team members applied relevant guidelines, including the 2020 UNEG Ethical Guidelines for Evaluation.¹³⁵ All evaluation team members abided by the 2016 UNEG Norms and Standards, and the 2007 UNEG Code of Conduct. The evaluation team applied Annex IX of the Long-Term Agreement (“Confidentiality, Internet and Data Security Statement”).

ANNEX III.5: LIMITATIONS TO VALIDITY

302. Both the inception and the field missions were conducted remotely due to travel restrictions and safety measures imposed by the COVID-19 pandemic.¹³⁶ This was already envisaged during the preparation stage (Annex II) and correspondingly accounted for in the inception report. Close collaboration with the Office of Evaluation and the country office allowed the evaluation team to conduct online interviews with staff at headquarters, regional bureau, country office and field office level, as well as with WFP partners in-country and internationally (the Government, international agencies, non-governmental organizations, private partners and other interest groups). Stakeholder availability has been generally good in both the inception and the evaluation phase. However, COVID-19-related restrictions compromised the ability to reach beneficiaries. Mitigation strategies are discussed in paragraph 283.

303. Field visits were conducted in a selected number of locations as envisaged during the inception phase. Although COVID-19 restrictions coupled with difficult access and long travel distance inhibited complete coverage of locations and activities, through considerate site selection the evaluation team was able to visit six out of ten activities with field components (Annex III.6).

304. The evaluation took place during a health and socio-economic crisis affecting Zimbabwe and WFP operations in the country. The evaluation team is accounting for these events in the report. Nevertheless, the assessment of the WFP COVID-19 response in Zimbabwe remains relatively limited due to the recent nature of the events. The crisis response meant that WFP staff and other stakeholders were very busy during the evaluation period. Nonetheless, the evaluation team was able to collect sufficient information, as evidenced by the large number of evaluation interviews.

305. The temporal scope of the evaluation runs from 2015 until the end of 2020, thereby covering the entire country strategic plan period and a portion of the pre-country strategic plan period. This extended time frame allowed the evaluation team to assess key changes in the WFP approach. However, relatively few WFP staff and external stakeholders who were present during the pre-country strategic plan period were still in place. The evaluation team has therefore relied on documentary review and other information sources to complement information from evaluation interviews with staff who had moved on from Zimbabwe.

306. Several difficulties pertained to the country strategic plan results monitoring system:

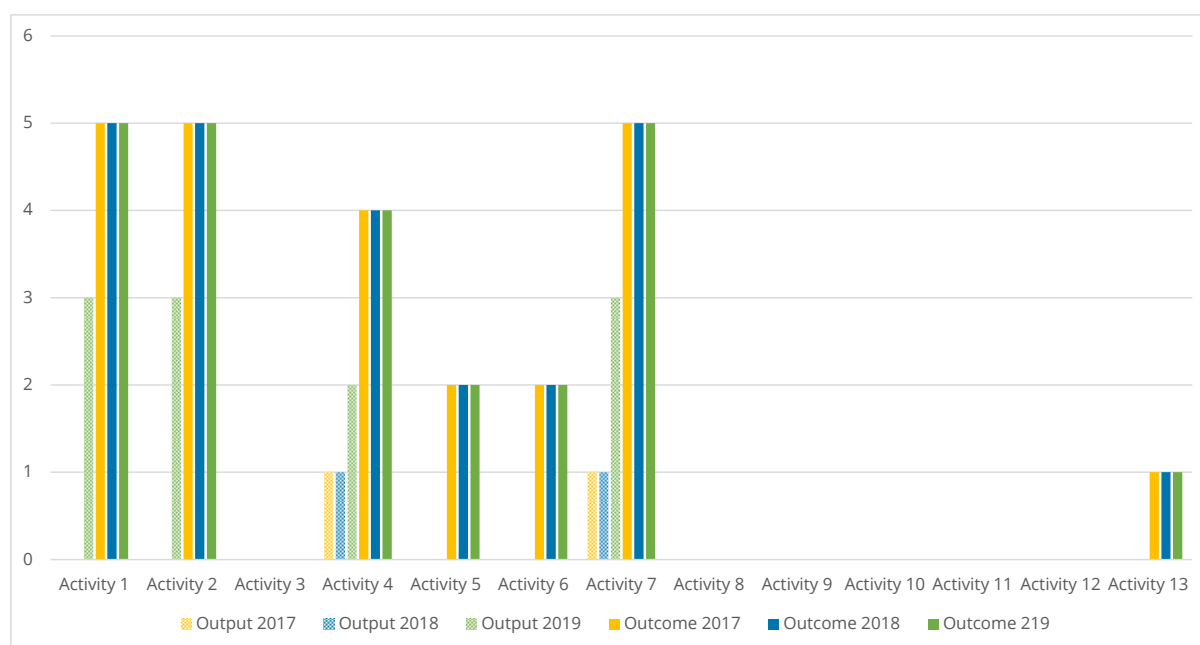
- As observed corporate-wide, comprehensive monitoring was constrained until the end of 2018 due to ongoing revisions to the corporate results framework – as illustrated by three consecutive logframes for the country strategic plan. Continuous corporate results framework adaptations posed difficulties for data consistency, completeness and comparability across years.

¹³⁵ UNEG. 2020. Ethical Guidelines for Evaluation. Available at <http://www.unevaluation.org/document/detail/2866>.

- As observed corporate-wide, indicators to measure contributions to capacity development at output and outcome levels – especially relating to institutions and enabling environment – were generally lacking.
- Although the logframes included indicators for all strategic outcomes and activities, there were substantial differences in actual reporting and the logframe contained numerous indicators which were not reported on in the annual country reports. Indicator availability was especially poor at output level (Figure 25). For cross-cutting indicators, baseline and follow-up values were only available for 2018 and 2019, respectively.
- Several issues with indicator target values were identified, including: (i) lack of distinction between end-of-year and end-of-country strategic plan targets; (ii) targets being typically defined as “smaller/larger than baseline”, which hampered assessing the true relevance of changes; and (iii) end-of-year targets frequently equalling the same year’s follow-up values. With regard to the former two issues, it should be noted that for emergency activities a stabilization of food security indicator values is typically aimed for, as per WFP corporate guidance.
- The corporate results framework and other quantitative data were not (or were sparingly) available for 2020. At the time that the CSPE was conducted, the end-of-cycle reviews were yet to be implemented, as activities were ongoing. Thus, as per corporate timelines, outcome results for the 2020 annual country report were only approved and published during the first quarter of 2021.
- Data inconsistencies between different sources (such as COMET, annual country reports, annual performance plans) were regularly observed, several of which remained unresolved.

These data challenges were mitigated through the use of complementary sources of evidence – including qualitative information – especially for 2020.

Figure 25 Number of output and outcome indicators reported, by activity (2017–2019)



Source: Evaluation team calculation based on WFP Zimbabwe ACRs (2017, 2018 and 2019).

307. In conclusion, despite the challenges faced during this evaluation the evaluation team has benefitted from the permanent logistical support of the Office of Evaluation and the country office for access to additional datasets, transportation for field site visits and assistance in setting up evaluation interviews. Constraints eventually did not compromise the planned timeframe for this evaluation nor its overall validity.

ANNEX III.6: DETAILED INFORMATION ON DATA COLLECTION TOOLS

308. Detailed information on most evaluation tools (capacity strengthening analysis, cost-efficiency and cost-effectiveness analysis, semi-structured interview checklists, field visit protocol, use of remote sensing data) can be found in the inception report. This Annex is limited to: (i) a description of the partnership

ladder tool – which was developed and operationalized during the evaluation phase; and (ii) an update of the field visit protocol.

Partnership Ladder

309. WFP approaches to partnerships and their effect on country strategic plan delivery were one of the key evaluation themes. To ensure harmonized data collection on partnerships during evaluation interviews, as well as to set a solid basis for analysis and evidence-based findings, the evaluation team developed an additional data collection and analysis tool, namely the partnership ladder. This tool aims to facilitate analysis of partnership quality, partnership outcomes and partnership evolution during the country strategic plan period. It also serves to identify barriers and enablers for enhancing partnership quality.

310. The ladder included a specific set of closed-ended questions on partnership characteristics and outcomes, whereas open-ended questions allowed the capture of partnership dynamics and stakeholder satisfaction (Table 15). Complementary data on the starting date and concerned activities of the partnership were gathered for triangulation with documentary information provided by the country office. The template in Table 15 was used by the evaluation team to formulate questions during interviews, but not shared with interviewees in order to avoid conditioning responses and ensure adequate understanding. Eleven partnership ladders were completed and subsequently analysed by the evaluation team. Results are presented in paragraphs 235–238 and Figure 20.

Table 15 Partnership ladder template

Questions	Responses
List CSP activities which the organization partners with WFP on:	
Start of partnership with WFP (<i>select one</i>): <ul style="list-style-type: none"> - Prior to CSP (before 2017) - 2017 onwards - 2018 onwards - 2019 onwards 	
Which of these statements apply to your relationship with WFP: <ul style="list-style-type: none"> - We are involved in the implementation of projects on behalf of WFP - There is a substantial two-way exchange of information during our partnership - The partnership is mutually decided upon - We share the same objectives as WFP and have mutual responsibility for outcomes - WFP has supported our own initiatives - WFP has handed over activities to us and/or entrusted us with scaling-up projects 	Answers coded as “Yes”, “No”, “Somewhat”, “Not Specified” for each category
What have been the outcomes of the partnership with WFP: <ul style="list-style-type: none"> - Leveraging resources - Influence on policies and strategies - Scaling up or mainstreaming good practices - Knowledge and learning - Exploitation of complementarities and synergies - Ownership and sustainability 	Answers coded as “Yes”, “No”, “Somewhat”, “Not Specified” for each category
Has the nature of your partnership with WFP changed since the introduction of the CSP in 2017? If so, how?	Responses coded as “Positive Change”, “Negative Change”, “No Change”, “Not specified” Answers categorized under main streams of areas
Would you like the nature of your partnership with WFP to change? If so, how?	Answers coded as “Wishing for change”, “Wishing for no specific change”, “Not Specified” Answers categorized under main streams of areas
Any other comments:	

Source: Evaluation team.

Field visits

311. Field visits were undertaken by the national evaluator with the support of the country office. Field visit locations were jointly determined by the evaluation team, the Office of Evaluation and the country office based on three main criteria, namely: (1) number of activities within areas; (2) unfeasibility to visit remote locations due to COVID-19-related travel restrictions; and (3) balance between rural and urban areas. An initial proposal was included in the inception report and subsequently revised during the evaluation phase in line with the evolving COVID-19 situation (Table 16).

312. The locations visited spanned three provinces (Harare, Mashonaland Central and Masvingo), where the evaluation team was able to visit 12 field operation sites of the country office: four sites in Harare, four sites in Rushinga and four sites in Masvingo. This final selection allowed the evaluation team to visit most of the country strategic plan activities with a field component.¹³⁷ Field visits were carried out from 16 to 20 November 2020. A detailed schedule is provided in Annex V.

313. These field visits allowed the evaluation team to observe activities, outputs and outcomes, and to interact with: (i) WFP country office and field office staff, including key experts in charge of technical delivery of the activities on the ground; (ii) government staff at district level; (iii) Country Directors and field officers from cooperating partners, including non-governmental organizations and private partners; and (iv) beneficiaries of the Rural Resilience Initiative (R4), the food assistance for assets (FFA) programme and urban assistance programmes.

314. At each site, the national evaluator was briefed on the project background by its implementers. Subsequently, the evaluator did a tour of the project to observe the infrastructure and ongoing operations, as well as interact with project participants and beneficiaries, in the presence of WFP cooperating partners. After each tour, focus group discussions were held with all project stakeholders. Videos and photographs of the projects, beneficiaries, implementing partners and other stakeholders were taken by the national evaluator.

315. A side meeting was held with the International Maize and Wheat Improvement Centre (CIMMYT) to discuss their ongoing research project with WFP in Masvingo, involving on-farm trials of farming approaches and basic food crop varieties (such as maize, small grains, cowpeas) that will be extended to another district in the 2020/2021 farming season.

316. In Rushinga, the national evaluator visited two beneficiaries of household-level food assistance for assets activities (conservation agriculture, keyhole gardens, and fodder production and storage), an innovation developed by WFP in response to the COVID-19 pandemic. In addition, a weir dam and irrigation site monitored by AIMS were visited to triangulate findings of the satellite imagery with reality on the ground.

317. During all field visits and transport, the national evaluator followed the security and safety protocol provided by WFP, including COVID-19 preventive measures. COVID-19 protocols were strictly observed in cases of interactions with beneficiaries.

¹³⁷ Activities 2, 3, 4 and 11 were difficult to access. Activities 5, 8 and 9 have no field component.

Table 16 Field visit overview: locations, activities and cooperating partners

Province	Location	Activities	Interaction with partners
Harare	Harare	Activity 1: Urban response Activity 13: Logistical services	Government line ministries Oxfam Local Peace and Reconciliation Committee WFP Harare Field Office Manica Freight Services SOCOTEC Retail outlets
Mashonaland Central	Rushinga	Activity 1: Lean season assistance Activity 6: Support for smallholder farmers Activity 7: Food assistance for assets Activity 10: R4	Government line ministries District Development Coordinator Community Technology Development Organization (CTDO) World Vision (WV) SNV Agritex WFP field office
Masvingo	Masvingo	Activity 1: Lean season assistance Activity 1: Urban response Activity 6: Support for smallholder farmers Activity 7: Food assistance for assets Activity 10: R4 Activity 12: School meals (water supply to schools and school nutrition gardens only)	Government line ministries District Development Coordinator Aquaculture Zimbabwe (AQZ) SNV CIMMYT CARE WFP field office N Richards retail outlet

Source: Evaluation team

Annex IV: Evaluation Matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
Evaluation Question 1: To what extent is the strategic position, role, and specific contribution of WFP based on country priorities and people's needs as well as WFP strengths?				
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment with national policies, strategies and plans	<p>The extent to which the strategic outcomes outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans</p> <p>The extent to which the strategic outcomes outlined in the CSP were relevant to SDG goals and targets</p> <p>The extent to which the CSP activities outlined in the CSP were logically connected to achieving the national priorities as expressed in national policies, strategies and plans</p>	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans • Degree of matching of CSP activities and interventions set out in government policies, strategies and plans • Rationale for the inclusion of activities, in relation to the linkages to higher-level outcomes, provided in the CSP • Degree of involvement of Government in the preparation of the CSP • Perception of government officials on the degree of alignment of CSP objectives and 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Government policies, plans and programs • National Zero Hunger Review • Government officials from partner ministries • WFP staff responsible for drafting of the CSP • Other WFP CO and RB staff • United Nations staff • Donors 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		activities with national policies, strategies and plans <ul style="list-style-type: none"> Perceptions of WFP staff on the degree of alignment of CSP objectives and activities with national policies, strategies and plans 		
1.1.2 Alignment with national capacities and capacity gaps	Evidence that CSP activities were based on an analysis of national capacities and capacity gaps Evidence that the CSP activities were based on a qualitative understanding of national capacities and capacity gaps	<ul style="list-style-type: none"> Capacity assessments conducted by WFP by activity Use of capacity assessments conducted by other agencies (including the Government) in developing the CSP activities Was the selection of ministries and/or change agents for capacity strengthening activities appropriate? Perception of government officials on national capacities and capacity gaps and the role of WFP in addressing these gaps Perceptions of WFP staff on the extent which the CSP addresses national capacities and capacity gaps Perceptions of other stakeholders 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Capacity gap analyses Government officials from partner ministries WFP CO and RB staff United Nations agency staff Donors Cooperating partners 	Document review Semi-structured interviews
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
1.2.1 Targeting of the most food insecure	<p>Clarity and transparency of targeting strategy and process</p> <p>Level of consensus in analysis of food and nutrition insecurity and needs</p> <p>Coherence of WFP planning with the national analysis of food and in programmatic decision making</p>	<ul style="list-style-type: none"> • Comparison of ZimVAC analyses with other sources of information and analysis of food and nutrition insecurity • Comparison of ZimVAC analyses with WFP operational plans • Targeting strategy/rationale presented in the CSP • Perceptions of stakeholders on the robustness of the ZimVAC analysis and measures that could be taken to improve the analyses • Perceptions of stakeholders on the transparency and effectiveness of the WFP approach to targeting 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • ZimVAC and IPC analyses • Nutrition surveys • Integrated context analysis • Other VAM data and analysis • WFP operational plans • Government officials involved in ZimVAC analysis at national and provincial level • WFP CO, field office and RB staff (VAM, monitoring and evaluation (M&E), programme, activity managers) • Cooperating partners • Donors 	<p>Document review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>
1.2.2 Inclusion of specific vulnerable groups	Level of analysis and understanding of the adapted needs of highly vulnerable groups within WFP activities	<ul style="list-style-type: none"> • Quantity and quality of analyses conducted by WFP on the needs of highly vulnerable groups • Availability of information from other sources to support adapted programming 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • WFP EMOP and PRROs • WFP EMOP and PRRO evaluations 	Document review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<p>Level of adaptation of activities to the needs of vulnerable groups, including those who are disabled, children, youth, the elderly and those who are chronically ill</p>	<ul style="list-style-type: none"> References to the needs of vulnerable groups within the CSP Changes in approach to addressing the needs of vulnerable groups between the CP and CSP Perceptions of stakeholders on the sufficiency of measures included within the CSP to address the needs of vulnerable groups 	<ul style="list-style-type: none"> WFP studies of vulnerability and protection Other vulnerability analyses WFP Protection Policy WFP CO, field office and RB staff (VAM, M&E, programme/ activity managers) Cooperating partners Donors United Nations agencies Government 	<p>Semi-structured interviews</p>
<p>1.2.3 Gender equality and women's empowerment</p>	<p>Progress in the analysis and understanding of GEWE within Zimbabwe</p> <p>Extent to which GEWE has been integrated into the CSP activities</p>	<ul style="list-style-type: none"> Quantity and quality of analyses conducted by WFP on GEWE Availability of information from other sources to support GEWE adapted programming Analysis of GEWE in the CSP Change in approach to GEWE between the CP and CSP Perceptions of stakeholders on the sufficiency of measures included within the CSP to address GEWE 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents WFP EMOP and PRROs WFP EMOP and PRRO evaluations WFP Gender Policy Gender and age markers Gender Action Plan WFP studies of GEWE in Zimbabwe Other GEWE analyses 	<p>Document review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> • WFP CO and RB staff (gender focal points, programme/ activity managers) • Cooperating partners • Donors • United Nations agencies • Government 	Semi-structured interviews
1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?				
1.3.1 Adaptation to changes in the governance and national policy context	<p>Did WFP adapt its approach to significant changes in national policies, strategies and plans</p> <p>Extent to which relevance maintained in light of significant changes in national capacities</p> <p>Factors promoting and impeding adaptiveness of the CSP</p> <p>Opportunities to improve alignment to new strategic directions</p>	<ul style="list-style-type: none"> • Main shifts in CSP and programme compared to main changes in government policy, priorities and capacities • Perceptions of stakeholders on the adaptability of the CSP • Perceptions of factors promoting and inhibiting adaptability of the CSP 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Government policies, plans and programmes • WFP CO and RB staff (senior management and programme) • Government • Donors • United Nations agencies 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
1.3.2 Adaptation to changes in the food security and nutrition context	<p>Ability of the CSP to adapt to the evolving food security and nutrition context</p> <p>Adaptiveness of the CSP to address the food and nutrition consequences of the Covid-19 pandemic</p> <p>Factors promoting and impeding adaptiveness of the CSP</p> <p>Areas where alignment could be improved</p>	<ul style="list-style-type: none"> • Availability of information to track new crises and changes in needs • Main shifts in CSP and programme compared to main changes in needs • Perceptions of stakeholders on the adaptability of the CSP • Perceptions of factors promoting and inhibiting adaptability of the CSP 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • ZimVAC reports • Other food security and nutrition reports • WFP CO and RB staff (senior management and programme/ activity managers, VAM & M&E) • Government • Donors • United Nations agencies 	<p>Document review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4.1 Strategic alignment of the CSP with the ZUNDAF	Engagement with the United Nations planning processes	<ul style="list-style-type: none"> • Participation of WFP in ZUNDAF planning processes • Alignment of the CSP objectives and activities with the ZUNDAF 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • ZUNDAF • ZUNDAF evaluation • WFP CO and RB staff (senior management) • United Nations agencies 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
1.4.1 Appropriateness of partnerships with other United Nations agencies identified within the CSP	<p>Appropriateness of the division of labour with other United Nations agencies</p> <p>Degree to which the CSP capitalized on the comparative advantage of WFP</p>	<ul style="list-style-type: none"> • Overlaps and/or gaps in the United Nations food and nutrition response plan • Perceptions of stakeholders on the comparative advantages of WFP • CSP articulates with comparative advantages of other United Nations agencies 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • United Nations agency strategies • WFP CO and RB staff (senior management) • United Nations agencies • Donors • Government 	<p>Document review</p> <p>Semi-structured interviews</p>
Evaluation Question 2: What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in the country?				
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?				
2.1.1 Level of attainment of planned outputs	<p>Level of beneficiary numbers reached</p> <p>Choice of food assistance transfer modalities used</p> <p>Effectiveness of logistics services in supporting food assistance deliveries</p> <p>Creation of livelihood assets</p> <p>Delivery of capacity strengthening activities</p>	<ul style="list-style-type: none"> • Comparison of achievements of beneficiary numbers by activity against targets • Perceptions of stakeholders on factors affecting coverage • Use of modalities for assistance of delivery against targets • Perceptions of stakeholders on appropriateness of modalities and contextual factors affecting choice of delivery modality • Pipeline breaks 	<ul style="list-style-type: none"> • Annual country reports • Other M&E data • Donor-specific reports (Department for International Development (DFID), ECHO) • WFP CO and field office staff (programme/ activity managers and M&E) • Cooperating partners • United Nations Agencies 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Perceptions of stakeholders on factors affecting pipeline deliveries • Comparison of assets created against targets • Perceptions of stakeholders on factors affecting delivery of assets • Capacity strengthening outputs by activity • Perceptions of stakeholders on factors affecting delivery of capacity strengthening actions • Mapping of capacity strengthening outputs • Appropriateness of selection of capacity strengthening trainees and modalities used for training 	<ul style="list-style-type: none"> • Government 	
2.1.2 Progress towards achieving strategic outcomes	<p>Contribution to improved food security</p> <p>Contribution to improved nutritional wellbeing</p>	<ul style="list-style-type: none"> • Changes in food security indicators assessed against contextual changes • Changes in nutrition indicators assessed against contextual changes • Volume of food sales by WFP livelihood beneficiaries 	<ul style="list-style-type: none"> • ACRs • Other M&E reports • Donor specific reports (DFID, ECHO) • External studies on changes in resilience 	<p>Document review</p> <p>Quantitative data review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<p>Contribution to strengthened livelihoods</p> <p>Contribution to enhanced resilience</p> <p>Contribution to capacity strengthening at individual, organizational and enabling environment levels</p>	<ul style="list-style-type: none"> Evidence from independent evaluations and reviews of changes in resilience (secondary sources) Perceptions of individual beneficiaries on the effectiveness of on-the-job training Contribution to changes in organizational capacities within the targeted ministries Contribution to changes in national policies and strategies 	<ul style="list-style-type: none"> WFP CO and field office staff (programme/ activity managers and M&E) Cooperating partners United Nations Agencies Donors Government 	Semi-structured interviews
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.2.1 Application of humanitarian principles	<p>Ability to navigate potential tensions between alignment with government priorities and humanitarian principles</p> <p>The usefulness of WFP resources (policies, guidance trainings) on humanitarian principles</p>	<ul style="list-style-type: none"> Approach to humanitarian principles articulated in the CSP and changes compared to the CP Stakeholder opinions on the operationalization of humanitarian principles Training and support provided on the application of humanitarian principles CO opinions on the usefulness of WFP guidance on humanitarian principles 	<ul style="list-style-type: none"> WFP corporate policies WFP CSP and consecutive budget revision documents EMOP and PRRO documents WFP EMOP and PRRO evaluations ACRs WFP CO and RB staff (senior managers and 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Perceptions of stakeholders on additional actions that could be taken on respect for humanitarian principles 	<p>programme) and field office staff (programme)</p> <ul style="list-style-type: none"> Donors United Nations agencies Government 	
2.2.2 Mainstreaming of protection	<p>Extent to which protection has been mainstreamed into the CSP</p> <p>The usefulness of WFP resources (policies, guidance trainings) on protection</p>	<ul style="list-style-type: none"> Approach to protection articulated in the CSP and changes compared to the CP Evidence of protection being mainstreamed into CSP activity implementation Training and support provided on mainstreaming protection CO opinions on the usefulness of WFP guidance on protection Perceptions of stakeholders on additional actions that could be taken to mainstream protection 	<ul style="list-style-type: none"> WFP corporate policies on protection (old and new) WFP CSP and consecutive budget revision documents EMOP and PRRO documents ACRs WFP CO and RB staff (senior managers and programme) and field office staff (programme) Donors United Nations agencies Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
2.2.3 Integration of principles of accountability to affected populations	<p>Extent to which accountability to affected populations has been integrated into the CSP</p> <p>The effectiveness of complaints and feedback mechanisms</p>	<ul style="list-style-type: none"> Approach to AAP articulated in the CSP and changes compared to the CP Use of complaints and feedback mechanisms User satisfaction with complaints and feedback mechanisms 	<ul style="list-style-type: none"> WFP corporate policies WFP CSP and consecutive budget revision documents EMOP and PRRO documents 	<p>Documentary review</p> <p>Quantitative data review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	The usefulness of WFP resources (policies, guidance trainings) on AAP	<ul style="list-style-type: none"> • Training and support provided on the application of humanitarian principles • CO opinions on the usefulness of WFP guidance on humanitarian principles • Perceptions of stakeholders on additional actions that could be taken to improve accountability to affected populations 	<ul style="list-style-type: none"> • Complaints and feedback mechanism data and reports • WFP CO and RB staff (senior managers and programme) and field office staff (programme) • Donors • United Nations agencies • Government 	Semi-structured interviews
2.2.4 Progress towards gender equality and women's empowerment	<p>Quality of GEWE Action Plan</p> <p>Progress in implementing the GEWE action plan</p> <p>Contribution of the CSP to gender-transformative results</p> <p>The usefulness of WFP corporate resources (policies, guidance trainings) on GEWE</p>	<ul style="list-style-type: none"> • Approach to GEWE articulated in the CSP and changes compared to the CP • Performance against targets specified in the Gender Action Plan • Evidence that cooperating partners are applying GEWE principles and standards • Examples of gender-transformative impacts by activity • Perceptions of stakeholders on additional actions that could be taken to address GEWE 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • EMOP and PRRO documents • Gender Action Plan • Reports from the Gender Action Network • WFP studies of GEWE • Other GEWE analyses • Annual country reports • WFP field office, CO and RB staff • Cooperating partners • Donors • United Nations agencies • Government 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
2.3 To what extent are the achievements of the country strategic plan likely to be sustained				
2.3.1 Sustainability within government institutions	<p>Degree of national ownership of CSP activities</p> <p>Extent to which handover and transition arrangements have been developed</p> <p>Potential of integrating CSP activities under a government-led social protection system</p> <p>Progress towards moving CSP activities onto the government budget</p>	<ul style="list-style-type: none"> • Policy level commitments by Government • References to handover and transition arrangements in CSP documents • Progress towards agreed handover plans • Progress towards placing CSP activities on the government budget • Perceptions of stakeholders 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Government policies and plans • National budget data • Government officials (national level) • WFP CO and field office staff (senior management, programme) • Donors • United Nations agencies 	<p>Document review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>
2.3.2 Community and household-level sustainability	<p>Level of community interest in the assets and livelihood training provided</p> <p>Quality and durability of the assets</p> <p>Financial sustainability of assets created</p>	<ul style="list-style-type: none"> • Number of assets created still operational • Number and quality of operations and maintenance plans/community management committees • Cost sharing by Government in assets maintenance • Quality of assets created • Increase in incomes amongst beneficiaries 	<ul style="list-style-type: none"> • Annual country reports • AIMS data analysis • Government officials (district level) • WFP CO and field office staff (programme) 	<p>Quantitative data review</p> <p>Remote sensing data</p> <p>Direct observation</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Sustainability of livelihood interventions 		
2.4 To what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and peace work?				
2.4.1 Synergies between crisis response and resilience building/root causes	<p>The extent to which there was intentional convergence between the humanitarian and development activities in the CSP</p> <p>The utility of (i) social protection and (ii) resilience building on working across the nexus</p>	<ul style="list-style-type: none"> Intentional synergies between the different activities in the CSP Examples of synergies being realized in implementation Change in level of synergy between the CP and CSP Stakeholder opinions on opportunities to strengthen synergies 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents EMOP and PRRO documents WFP CO and RB staff (senior managers and programme) and field office staff (programme) Cooperating partners United Nations agencies Government Donors 	<p>Documentary review</p> <p>Semi-structured interviews</p>
2.4.2 Integration of conflict-sensitive approaches within the CSP	<p>Extent to which conflict sensitive approaches have been mainstreamed into the CSP</p> <p>The usefulness of WFP resources (policies, guidance trainings) on conflict sensitive programming</p>	<ul style="list-style-type: none"> Approach to conflict sensitive approaches articulated in the CSP and changes compared to the CP Stakeholder opinions on implementation of peace related activities Training and support provided and CO opinions on the usefulness of WFP guidance 	<ul style="list-style-type: none"> WFP corporate policies, including study from the Stockholm International Peace Research Institute (SIPRI) WFP CSP and consecutive budget revision documents EMOP and PRRO documents 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Perceptions of stakeholders on additional actions that could be taken on integration of conflict sensitive approaches 	<ul style="list-style-type: none"> WFP CO and RB staff (senior managers and programme) and field office staff (programme) Cooperating partners United Nations agencies Government Donors 	
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.1.1 Timeliness of delivery	<p>Extent to which activities have been delivered within the planned timeframe</p> <p>Factors influencing timeliness of implementation</p>	<ul style="list-style-type: none"> Delivery of activities against targets Explanation provided in reports to justify delays Pipeline breaks Use of advanced financing mechanisms Level of utilization of available funds Perceptions of stakeholders 	<ul style="list-style-type: none"> WFP annual country reports WFP budget reports WFP pipeline analysis WFP CO and field office staff Cooperating partners 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.2.1 Appropriateness of coverage	<p>Performance in meeting planned coverage</p> <p>Appropriateness of coverage across rural and urban settings and of different types of shocks (natural</p>	<ul style="list-style-type: none"> Level of coverage of overall needs Proportion of overall needs met by WFP 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents ZimVAC and IPC needs assessment 	<p>Documentary review</p> <p>Quantitative data review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<p>disasters, socio-economic and health-related)</p> <p>Arrangements for coverage of unmet needs through other response agencies</p>	<ul style="list-style-type: none"> • Comparison of coverage of needs in rural and urban contexts • Comparison of coverage of needs by type of crisis • Comparison with level of needs met by CSPs in comparator countries • Actual coverage compared to target • Stakeholder opinions on adequacy of level of coverage • Stakeholder opinions on factors affecting the level of coverage achieved 	<ul style="list-style-type: none"> • Operational plans of other response agencies • WFP CO, field office and RB staff (senior managers and programme) and field office staff • Donors • United Nations agencies • Government 	Semi-structured interviews
3.2.2 Appropriateness of targeting	<p>Strategy for selection of beneficiary households by activity</p> <p>Inclusion and errors associated with targeting approach, by activity</p> <p>Opportunities to improve targeting</p>	<ul style="list-style-type: none"> • Targeting strategy articulated • Analyses of inclusion and exclusion rates • Stakeholder opinions on targeting challenges and inclusion and exclusion errors • Stakeholder opinions on improving targeting approach 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Operational plans • Targeting analyses • WFP CO and field office staff (senior managers and programme) • Cooperating partners • Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
3.3 To what extent were WFP activities cost efficient in delivery of its assistance?				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
3.3.1 Cost efficiency of the CSP activities	<p>Changes in cost efficiency and cost effectiveness of activities over time</p> <p>Relative cost efficiency and cost effectiveness compared to comparable activities in other countries</p> <p>Factors that contributed to, or detracted from, the cost efficiency of the activities</p>	<ul style="list-style-type: none"> Qualitative evidence that WFP CSP activities were efficient Value of transfers reaching populations compared to administrative costs Stakeholders perceptions on drivers of cost efficiency 	<ul style="list-style-type: none"> WFP budget data WFP annual country reports WFP CO and field office staff Cooperating partners Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
3.3.2 Cost effectiveness of the CSP activities	<p>Changes in cost effectiveness of activities over time</p> <p>Relative cost effectiveness compared to comparable activities in other countries</p> <p>Factors that contributed to, or detracted from, the cost effectiveness of the activities</p>	<ul style="list-style-type: none"> Qualitative evidence that actions funded by WFP were cost effective Cost effectiveness analysis Stakeholders perceptions on drivers of cost effectiveness 	<ul style="list-style-type: none"> WFP budget data WFP annual country reports WFP CO and field office staff Cooperating partners Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
3.4 To what extent were alternative, more cost-effective measures considered?				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
3.4.1 Integration of cost efficiency analysis in decision making	<p>Extent to which the cost efficiency and cost effectiveness of the CSP activities was analysed and monitored by WFP</p> <p>Use of cost-efficiency analysis in programmatic decision making</p> <p>Trade-offs between cost efficiency and timeliness</p> <p>Opportunities to further improve cost efficiency and cost effectiveness</p>	<ul style="list-style-type: none"> Evidence of analyses conducted on comparative costs in strategic choices Evidence of analyses conducted on comparative costs in partner selection Evidence of programmatic adaptation in response to changing costs Stakeholders opinions 	<ul style="list-style-type: none"> WFP budget data WFP annual country reports WFP CSP and consecutive budget revision documents WFP CO and field office staff Cooperating partners Donors 	<p>Quantitative data review</p> <p>Documentary review</p> <p>Semi-structured interviews</p>
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?				
4.1 to what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?				
4.1.1 Comprehensiveness of the analysis underpinning the CSP	<p>Extent to which the CSP was evidence based</p> <p>Completeness of the analysis in relation to different types of food security shocks (natural disasters, socio-economic, health and complex)</p>	<ul style="list-style-type: none"> Sources of evidence used in developing the CSP proposal by activity (NZHR, other) Changes in strategic orientation between the CP and CSP linked to use of analysis Stakeholder perceptions on the quality of the NZHR and the 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents EMOP and PRRO documents WFP CP evaluation NZHR 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	Changes in the evidence base for designing CSP compared to the CP	<p>quality of the analysis underpinning the CSP activities</p> <ul style="list-style-type: none"> • Examples where insufficient analysis has affected the CSP 	<ul style="list-style-type: none"> • WFP CO and RB staff (senior managers and programme) • Donors • Government 	
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?				
4.2.1 Adequacy of resources for the CSP	<p>Level of resources received against the planned targets</p> <p>Role of CO resource mobilization</p> <p>Drivers of donor decision-making on financing the CSP</p>	<ul style="list-style-type: none"> • Level and proportion of CSP budget requirement met by activity, by year • Comparison of levels of funding received with comparator countries • Use of advanced financing facilities • Actions taken by the CO (with the support of other WFP offices) to raise funds from donors • Stakeholder opinions on the factors influencing level of support provided by activity • Stakeholder opinions on the consequences of funding shortfalls 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Budget data • Annual country reports • Fund raising strategies • WFP CO and RB staff (senior managers, programme, partnership) • Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
4.2.2 Flexibility and predictability of resourcing	Implications of earmarking of resources provided to the CSP	<ul style="list-style-type: none"> • Level of earmarking of donor funds by year 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Fund raising strategies 	Documentary review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<p>Influence of predictability of funding on achievement of the CSP objectives</p> <p>Opportunities to either improve the quality of funding or adapt to the constraints of existing funding</p>	<ul style="list-style-type: none"> • Comparison of levels of earmarking with comparator countries • Proportion of funding provided as multi-year funds by year and by activity • Stakeholder opinions on the factors influencing level of earmarking and the consequences • Stakeholder opinions on the factors influencing multi-year funding • Stakeholder opinions on how flexibility and predictability of financing could be improved 	<ul style="list-style-type: none"> • Budget data • Annual country report • WFP CO and RB staff (senior managers, partnership) • Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
<p>4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?</p>				
<p>4.3.1 Appropriateness and effectiveness of partnerships formed by WFP to plan and implement the CSP</p>	<p>Evolution in partnership arrangements between the CP and CSP</p> <p>Use of South-South and triangular cooperation (SSTC)</p>	<ul style="list-style-type: none"> • Trends in partners and type of partnerships over time • Number of activities conducted in partnership • Participation in thematic coordination groups • Use of SSTC facility and what factors support/limit SSTC in Zimbabwe. 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • FLAs • Memorandum of understanding • Annual country report • WFP CO and RB staff (senior managers, partnership) 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	Ability to leverage comparative advantages of other agencies to achieve CSP results	<ul style="list-style-type: none"> Stakeholder perceptions on the level of partner participation in developing the CSP plan Stakeholder perceptions on changes in the quality of partnership in implementation Stakeholder opinions on factors promoting and inhibiting partnerships to deliver against common goals 	<ul style="list-style-type: none"> United Nations agencies Cooperating partners Government 	
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?				
4.4.1 Implications of the IRM for operational flexibility	Flexibility to scale up and scale down humanitarian assistance within the CSP	<ul style="list-style-type: none"> Changes in the relative budget share of different activities over time Relationship of changes to contextual changes Stakeholder opinions on how IRM structures and processes have affected operational flexibility 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Annual country report WFP CO and RB staff (senior managers, partnership) 	<p>Documentary review</p> <p>Semi-structured interviews</p>
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?				
4.5.1 Adequacy of human resources	Staffing of the CO in relation to the needs	<ul style="list-style-type: none"> Levels of staffing in relation to requirements by activity Staff retention and turnover rates Availability of experienced staff in relation to CSP activities 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Annual country reports CO HR staffing by year Office staffing review 	<p>Documentary review and data analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Trainings and guidance provided by RB and HQ • Stakeholder perceptions on the level of expertise available in WFP by activity • Stakeholder opinions on the usefulness of corporate guidance and support provided by the RB and HQ • Opportunities to strengthen the appropriateness of CO staffing 	<ul style="list-style-type: none"> • WFP CO, field office and RB staff • Government • Donors • Cooperating partners 	Semi-structured interviews
4.5.2 Role of results-based management in delivering the CSP	<p>Extent to which adequate data were generated to support RBM</p> <p>Evidence of adaptation based on results</p> <p>Opportunities to strengthen RBM</p>	<ul style="list-style-type: none"> • Extent to which monitoring indicators have been produced in line with the CRF • Examples in use of monitoring indicators in adapting the CSP or operational approach • Stakeholder opinions on weaknesses in the current suite of monitoring indicators • Stakeholder opinions on adequacy of WFP reporting • Stakeholder opinions on opportunities to strengthen RBM 	<ul style="list-style-type: none"> • Annual country report • Corporate reporting framework • WFP CO, field office and RB staff • Donors 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Source: Evaluation team based on terms of reference.

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
Evaluation Question 1: To what extent is WFP's Strategic Position, role, and specific contribution based on country priorities and people's needs as well as WFP's Strengths?				
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment with national policies, strategies and plans	<p>The extent to which the strategic outcomes outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans</p> <p>The extent to which the strategic outcomes outlined in the CSP were relevant to SDG goals and targets</p> <p>The extent to which the CSP activities outlined in the CSP were logically connected to achieving the national priorities as expressed in national policies, strategies and plans</p>	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans • Degree of matching of CSP activities and interventions set out in government policies, strategies and plans • Rationale for the inclusion of activities, in relation to the linkages to higher-level outcomes, provided in the CSP • Degree of involvement of Government in the preparation of the CSP • Perception of government officials on the degree of alignment of CSP objectives and activities with national policies, strategies and plans • Perceptions of WFP staff on the degree of alignment of CSP objectives and activities with 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Government policies, plans and programs • National Zero Hunger Review • Government officials from partner ministries • WFP Staff Responsible for drafting of the CSP • Other WFP CO and RB staff • United Nations staff • Donors 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		national policies, strategies and plans		
1.1.2 Alignment with national capacities and capacity gaps	<p>Evidence that CSP activities were based on an analysis of national capacities and capacity gaps</p> <p>Evidence that the CSP activities were based on a qualitative understanding of national capacities and capacity gaps</p>	<ul style="list-style-type: none"> Capacity assessments conducted by WFP by activity. Use of capacity assessments conducted by other agencies (including Government) in developing the CSP activities. Was the selection of ministries and/or change agents for capacity strengthening activities appropriate? Perception of government officials on national capacities and capacity gaps and the role of WFP in addressing these gaps. Perceptions of WFP staff on the extent which the CSP addresses national capacities and capacity gaps. Perceptions of other stakeholders. 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Capacity Gap Analyses Government officials from partner ministries WFP CO and RB staff United Nations agency staff Donors Cooperating partners 	<p>Document review</p> <p>Semi-structured interviews</p>
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind				
1.2.1 Targeting of the most food-insecure	Clarity and transparency of targeting strategy and process	<ul style="list-style-type: none"> Comparison of ZIMVAC analyses with other sources of information and analysis of food and nutrition insecurity 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents ZIMVAC and IPC analyses 	Document review

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	<p>Level of consensus in analysis of food and nutrition insecurity and needs</p> <p>Coherence of WFP planning with the national analysis of food and in programmatic decision making</p>	<ul style="list-style-type: none"> • Comparison of ZIMVAC analyses with WFP operational plans • Targeting strategy/rationale presented in the CSP • Perceptions of stakeholders on the robustness of the ZIMVAC analysis and measures that could be taken to improve the analyses • Perceptions of stakeholders on the transparency and effectiveness of the WFP approach to targeting 	<ul style="list-style-type: none"> • Nutrition surveys • Integrated Context Analysis • Other VAM data and analysis • WFP operational plans • Government officials involved in ZIMVAC analysis at National and Provincial level • WFP CO, Field Office and RB staff (VAM, M&E (Monitoring & Evaluation), programme, activity managers) • Cooperating partners • Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
<p>1.2.2 Inclusion of specific vulnerable groups</p>	<p>Level of analysis and understanding of the adapted needs of highly vulnerable groups within WFP activities</p> <p>Level of adaptation of activities to the needs of vulnerable groups, including the disabled, children, youth, elderly and chronically ill</p>	<ul style="list-style-type: none"> • Quantity and quality of analyses conducted by WFP on the needs of highly vulnerable groups • Availability of information from other sources to support adapted programming • References to the needs of vulnerable groups within the CSP • Changes in approach to addressing the needs of 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • WFP EMOP and PRROs • WFP EMOP and PRRO Evaluations • WFP studies of vulnerability and protection • Other vulnerability analyses 	<p>Document review</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		<ul style="list-style-type: none"> vulnerable groups between the CP and CSP • Perceptions of stakeholders on the sufficiency of measures included within the CSP to address the needs of vulnerable groups 	<ul style="list-style-type: none"> • WFP Protection Policy • WFP CO, Field Office and RB staff (VAM, M&E, programme/ activity managers) • Cooperating partners • Donors • United Nations agencies • Government 	Semi-structured interviews
1.2.3 Gender equality and women's empowerment	<p>Progress in the analysis and understanding of GEWE within Zimbabwe</p> <p>Extent to which GEWE has been integrated into the CSP activities</p>	<ul style="list-style-type: none"> • Quantity and quality of analyses conducted by WFP on GEWE • Availability of information from other sources to support GEWE adapted programming • Analysis of GEWE in the CSP • Change in approach to GEWE between the CP and CSP • Perceptions of stakeholders on the sufficiency of measures included within the CSP to address GEWE 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • WFP EMOP and PRROs • WFP EMOP and PRRO Evaluations • WFP Gender Policy • Gender and Age Markers • Gender Action Plan • WFP studies of GEWE in Zimbabwe • Other GEWE analyses • WFP CO and RB staff (Gender focal points, programme/ activity managers) • Cooperating partners • Donors 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
			<ul style="list-style-type: none"> • United Nations agencies • Government 	
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?				
1.3.1 Adaptation to changes in the governance and national policy context	<p>Did WFP adapt its approach to significant changes in national policies, strategies and plans</p> <p>Extent to which relevance maintained in light of significant changes in national capacities</p> <p>Factors promoting and impeding adaptiveness of the CSP</p> <p>Opportunities to improve alignment to new strategic directions</p>	<ul style="list-style-type: none"> • Main shifts in CSP and programme compared to main changes in government policy, priorities and capacities • Perceptions of stakeholders on the adaptability of the CSP • Perceptions of factors promoting and inhibiting adaptability of the CSP 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Government policies, plans and programmes • WFP CO and RB staff (senior management and programme) • Government • Donors • United Nations agencies 	<p>Document review</p> <p>Semi-structured interviews</p>
1.3.2 Adaptation to changes in the food security and nutrition context	<p>Ability of the CSP to adapt to the evolving food security and nutrition context</p> <p>Adaptiveness of the CSP to address the food and nutrition consequences of the Covid-19 pandemic</p>	<ul style="list-style-type: none"> • Availability of information to track new crises and changes in needs • Main shifts in CSP and programme compared to main changes in needs • Perceptions of stakeholders on the adaptability of the CSP 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • ZIMVAC Reports • Other food security and nutrition reports 	<p>Document review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	<p>Factors promoting and impeding adaptiveness of the CSP</p> <p>Areas where alignment could be improved</p>	<ul style="list-style-type: none"> Perceptions of factors promoting and inhibiting adaptability of the CSP 	<ul style="list-style-type: none"> WFP CO and RB staff (senior management and programme/ activity managers, VAM & M&E) Government Donors United Nations agencies 	
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4.1 Strategic alignment of the CSP with the ZUNDAF	Engagement with the United Nations planning processes	<ul style="list-style-type: none"> Participation of WFP in ZUNDAF planning processes Alignment of the CSP objectives and activities with the ZUNDAF 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents ZUNDAF ZUNDAF Evaluation WFP CO and RB staff (Senior management) United Nations agencies 	<p>Document review</p> <p>Semi-structured interviews</p>
1.4.1 Appropriateness of partnerships with other United Nations agencies identified within the CSP	<p>Appropriateness of the division of labour with other United Nations agencies</p> <p>Degree to which the CSP capitalized on WFP's comparative advantage</p>	<ul style="list-style-type: none"> Overlaps and/or gaps in the United Nations food and nutrition response plan Perceptions of stakeholders on the comparative advantages of WFP CSP articulates with comparative advantages of other United Nations agencies 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents United Nations agency strategies WFP CO and RB staff (Senior management) United Nations agencies Donors 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
			<ul style="list-style-type: none"> Government 	
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?				
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?				
2.1.1 Level of attainment of planned outputs	<p>Level of beneficiary numbers reached</p> <p>Choice of food assistance transfer modalities used</p> <p>Effectiveness of logistics services in supporting food assistance deliveries</p> <p>Creation of livelihood assets</p> <p>Delivery of capacity strengthening activities</p>	<ul style="list-style-type: none"> Comparison of achievements of beneficiary numbers by activity against targets Perceptions of stakeholders on factors affecting coverage Use of modalities for assistance of delivery against targets Perceptions of stakeholders on appropriateness of modalities and contextual factors affecting choice of delivery modality Pipeline breaks Perceptions of stakeholders on factors affecting pipeline deliveries Comparison of assets created against targets Perceptions of stakeholders on factors affecting delivery of assets Capacity strengthening outputs by activity 	<ul style="list-style-type: none"> Annual Country Reports Other M&E Data Donor specific reports (DFID (Department for International Development), ECHO) WFP CO and Field Office staff (programme/ activity managers and M&E) Cooperating partners United Nations Agencies Government 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		<ul style="list-style-type: none"> • Perceptions of stakeholders on factors affecting delivery of capacity strengthening actions • Mapping of capacity strengthening outputs • Appropriateness of selection of capacity strengthening trainees and modalities used for training 		
2.1.2 Progress towards achieving strategic outcomes	<p>Contribution to improved food security</p> <p>Contribution to improved nutritional wellbeing</p> <p>Contribution to strengthened livelihoods</p> <p>Contribution to enhanced resilience</p> <p>Contribution to capacity strengthening at individual, organisational and enabling environment levels</p>	<ul style="list-style-type: none"> • Changes in food security indicators assessed against contextual changes • Changes in nutrition indicators assessed against contextual changes • Volume of food sales by WFP livelihood beneficiaries • Evidence from independent evaluations and reviews of changes in resilience (secondary sources) • Perceptions of individual beneficiaries on the effectiveness of on-the-job training • Contribution to changes in organisational capacities within the targeted ministries 	<ul style="list-style-type: none"> • ACRs • Other M&E Reports • Donor specific reports (DFID, ECHO) • External studies on changes in resilience • WFP CO and Field Office staff (programme/ activity managers and M&E) • Cooperating partners • United Nations Agencies • Donors • Government 	<p>Document review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		<ul style="list-style-type: none"> Contribution to changes in national policies and strategies 		
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.2.1 Application of humanitarian principles	<p>Ability to navigate potential tensions between alignment with government priorities and humanitarian principles</p> <p>The usefulness of WFP resources (policies, guidance trainings) on humanitarian principles</p>	<ul style="list-style-type: none"> Approach to humanitarian principles articulated in the CSP and changes compared to the CP Stakeholder opinions on the operationalization of humanitarian principles Training and support provided on the application of humanitarian principles CO opinions on the usefulness of WFP guidance on humanitarian principles Perceptions of stakeholders on additional actions that could be taken on respect for humanitarian principles 	<ul style="list-style-type: none"> WFP Corporate Policies WFP CSP and consecutive Budget Revision documents EMOP and PRRO documents WFP EMOP and PRRO Evaluations ACRs WFP CO and RB staff (senior managers and programme) and Field Office staff (programme) Donors United Nations Agencies Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
2.2.2 Mainstreaming of protection	Extent to which protection has been mainstreamed into the CSP	<ul style="list-style-type: none"> Approach to protection articulated in the CSP and changes compared to the CP Evidence of protection being mainstreamed into CSP activity implementation 	<ul style="list-style-type: none"> WFP Corporate Policies on Protection (old and new) WFP CSP and consecutive Budget Revision documents EMOP and PRRO documents 	Documentary review

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	The usefulness of WFP resources (policies, guidance trainings) on protection	<ul style="list-style-type: none"> • Training and support provided on mainstreaming protection • CO opinions on the usefulness of WFP guidance on protection • Perceptions of stakeholders on additional actions that could be taken to mainstream protection 	<ul style="list-style-type: none"> • ACRs • WFP CO and RB staff (senior managers and programme) and Field Office staff (programme) • Donors • United Nations Agencies • Government 	Semi-structured interviews
2.2.3 Integration of principles of accountability to affected populations	<p>Extent to which accountability to affected populations has been integrated into the CSP</p> <p>The effectiveness of Complaints and Feedback Mechanisms</p> <p>The usefulness of WFP resources (policies, guidance trainings) on AAP</p>	<ul style="list-style-type: none"> • Approach to AAP articulated in the CSP and changes compared to the CP • Use of Complaints and Feedback Mechanisms • User satisfaction with Complaints and Feedback Mechanisms • Training and support provided on the application of humanitarian principles • CO opinions on the usefulness of WFP guidance on humanitarian principles • Perceptions of stakeholders on additional actions that could be taken to improve accountability to affected populations 	<ul style="list-style-type: none"> • WFP Corporate Policies • WFP CSP and consecutive Budget Revision documents • EMOP and PRRO documents • Complaints and Feedback Mechanism data and reports • WFP CO and RB staff (senior managers and programme) and Field Office staff (programme) • Donors • United Nations Agencies • Government 	<p>Documentary review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
2.2.4 Progress towards gender equality and women's empowerment	<p>Quality of GEWE Action Plan</p> <p>Progress in implementing the GEWE action plan</p> <p>Contribution of the CSP to gender transformative results</p> <p>The usefulness of WFP corporate resources (policies, guidance trainings) on GEWE</p>	<ul style="list-style-type: none"> • Approach to GEWE articulated in the CSP and changes compared to the CP • Performance against targets specified in the Gender Action Plan • Evidence that cooperating partners are applying GEWE principles and standards • Examples of gender transformative impacts by activity • Perceptions of stakeholders on additional actions that could be taken to address GEWE 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • EMOP and PRRO documents • Gender Action Plan • Reports from the Gender Action Network • WFP studies of GEWE • Other GEWE analyses • Annual Country Reports • WFP Field Office, CO and RB staff • Cooperating partners • Donors • United Nations agencies • Government 	<p>Document review</p> <p>Semi-structured interviews</p>
2.3 To what extent are the achievements of the CSP likely to be sustained				
2.3.1 Sustainability within government institutions	<p>Degree of national ownership of CSP activities</p> <p>Extent to which handover and transition arrangements have been developed</p> <p>Potential of integrating CSP activities under a government-led Social Protection system</p>	<ul style="list-style-type: none"> • Policy level commitments by Government • References to handover and transition arrangements in CSP documents • Progress towards agreed handover plans 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Government policies and plans • National budget data 	<p>Document review</p> <p>Quantitative data review</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	Progress towards moving CSP activities onto the government budget	<ul style="list-style-type: none"> Progress towards placing CSP activities on the government budget Perceptions of stakeholders 	<ul style="list-style-type: none"> Government officials (national level) WFP CO and Field Office staff (senior management, programme) Donors United Nations Agencies 	Semi-structured interviews
2.3.2 Community and Household level sustainability	<p>Level of community interest in the assets and livelihood training provided</p> <p>Quality and durability of the assets</p> <p>Financial sustainability of assets created</p>	<ul style="list-style-type: none"> Number of assets created still operational Number and quality of operations and maintenance plans / community management committees Cost sharing by Government in assets maintenance Quality of assets created Increase in incomes amongst beneficiaries Sustainability of livelihood interventions 	<ul style="list-style-type: none"> Annual Country Reports AIMS data analysis Government officials (district level) WFP CO and Field Office staff (programme) 	<p>Quantitative data review</p> <p>Remote sensing data</p> <p>Direct observation</p> <p>Semi-structured interviews</p>
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian, development, and peace work?				
2.4.1 Synergies between crisis response and resilience building / root causes	The extent to which there was intentional convergence between the humanitarian and development activities in the CSP	<ul style="list-style-type: none"> Intentional synergies between the different activities in CSP plan Examples of synergies being realized in implementation Change in level of synergy between the CP and CSP 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents EMOP and PRRO documents 	Documentary review

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	The utility of (i) Social Protection and (ii) Resilience Building on working across the nexus	<ul style="list-style-type: none"> Stakeholder opinions on opportunities to strengthen synergies 	<ul style="list-style-type: none"> WFP CO and RB staff (senior managers and programme) and Field Office staff (programme) Cooperating partners United Nations Agencies Government Donors 	Semi-structured interviews
2.4.2 Integration of conflict sensitive approaches within the CSP	<p>Extent to which conflict sensitive approaches have been mainstreamed into the CSP</p> <p>The usefulness of WFP resources (policies, guidance trainings) on conflict sensitive programming</p>	<ul style="list-style-type: none"> Approach to conflict sensitive approaches articulated in the CSP and changes compared to the CP Stakeholder opinions on implementation of peace related activities Training and support provided and CO opinions on the usefulness of WFP guidance Perceptions of stakeholders on additional actions that could be taken on integration of conflict sensitive approaches 	<ul style="list-style-type: none"> WFP Corporate Policies, including SIPRI WFP CSP and consecutive Budget Revision documents EMOP and PRRO documents WFP CO and RB staff (senior managers and programme) and Field Office staff (programme) Cooperating partners United Nations Agencies Government Donors 	<p>Documentary review</p> <p>Semi-structured interviews</p>
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
3.1.1 Timeliness of delivery	<p>Extent to which activities have been delivered within the planned timeframe</p> <p>Factors influencing timeliness of implementation</p>	<ul style="list-style-type: none"> • Delivery of activities against targets • Explanation provided in reports to justify delays • Pipeline breaks • Use of advanced financing mechanisms • Level of utilization of available funds • Perceptions of stakeholders 	<ul style="list-style-type: none"> • WFP Annual Country Reports • WFP Budget Reports • WFP Pipeline analysis • WFP CO and Field Office staff • Cooperating Partners 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.2.1 Appropriateness of coverage	<p>Performance in meeting planned coverage</p> <p>Appropriateness of coverage across rural and urban settings and of different types of shocks (natural disasters, socio-economic and health related).</p> <p>Arrangements for coverage of unmet needs through other response agencies</p>	<ul style="list-style-type: none"> • Level of coverage of overall needs • Proportion of overall needs met by WFP • Comparison of coverage of needs in rural and urban contexts • Comparison of coverage of needs by type of crisis • Comparison with level of needs met by CSPs in comparator countries • Actual coverage compared to target • Stakeholder opinions on adequacy of level of coverage 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • ZIMVAC and IPC needs assessment • Operational plans of other response agencies • WFP CO, Field Office and RB staff (senior managers and programme) and Field Office staff • Donors • United Nations Agencies • Government 	<p>Documentary review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		<ul style="list-style-type: none"> Stakeholder opinions on factors affecting the level of coverage achieved 		
3.2.2 Appropriateness of targeting	<p>Strategy for selection of beneficiary Households by activity</p> <p>Inclusion and errors associated with targeting approach, by activity</p> <p>Opportunities to improve targeting</p>	<ul style="list-style-type: none"> Targeting strategy articulated Analyses of inclusion and exclusion rates Stakeholder opinions on targeting challenges and inclusion and exclusion errors Stakeholder opinions on improving targeting approach 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Operational plans Targeting analyses WFP CO and Field Office staff (senior managers and programme) Cooperating partners Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.3.1 Cost-efficiency of the CSP activities	<p>Changes in cost efficiency and cost effectiveness of activities over time</p> <p>Relative cost-efficiency and cost effectiveness compared to comparable activities in other Countries</p> <p>Factors that contributed to, or detracted from, the cost-efficiency of the activities</p>	<ul style="list-style-type: none"> Qualitative evidence that WFP CSP activities were efficient Value of transfers reaching populations compared to administrative costs Stakeholders perceptions on drivers of cost efficiency 	<ul style="list-style-type: none"> WFP Budget Data WFP Annual Country Reports WFP CO and Field Office staff Cooperating Partners Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
3.3.2 Cost-effectiveness of the CSP activities	<p>Changes in cost effectiveness of activities over time</p> <p>Relative cost effectiveness compared to comparable activities in other Countries</p> <p>Factors that contributed to, or detracted from, the cost-effectiveness of the activities</p>	<ul style="list-style-type: none"> Qualitative evidence that actions funded by WFP were cost-effective Cost Effectiveness Analysis Stakeholders perceptions on drivers of cost effectiveness 	<ul style="list-style-type: none"> WFP Budget Data WFP Annual Country Reports WFP CO and Field Office staff Cooperating Partners Donors 	<p>Quantitative data review</p> <p>Semi-structured interviews</p>
3.4 To what extent were alternative, more cost-effective measures considered?				
3.4.1 Integration of cost-efficiency analysis in decision making	<p>Extent to which the cost-efficiency and cost effectiveness of the CSP activities was analysed and monitored by WFP</p> <p>Use of cost-efficiency analysis in programmatic decision making</p> <p>Trade-offs between cost efficiency and timeliness</p>	<ul style="list-style-type: none"> Evidence of analyses conducted on comparative costs in strategic choices Evidence of analyses conducted on comparative costs in partner selection Evidence of programmatic adaptation in response to changing costs Stakeholders opinions 	<ul style="list-style-type: none"> WFP Budget Data WFP Annual Country Reports WFP CSP and consecutive Budget Revision documents WFP CO and Field Office staff Cooperating Partners Donors 	<p>Quantitative data review</p> <p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	Opportunities to further improve cost efficiency and cost effectiveness			
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?				
4.1 to what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?				
4.1.1 Comprehensiveness of the analysis underpinning the CSP	<p>Extent to which the CSP was evidence based</p> <p>Completeness of the analysis in relation to different types of food security shocks (natural disasters, socio-economic, health and complex)</p> <p>Changes in the evidence base for designing CSP compared to the CP</p>	<ul style="list-style-type: none"> Sources of evidence used in developing the CSP proposal by activity (NZHR, other) Changes in strategic orientation between the CP and CSP linked to use of analysis Stakeholder perceptions on the quality of the NZHR and the quality of the analysis underpinning the CSP activities Examples where insufficient analysis has affected the CSP 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents EMOP and PRRO documents WFP CP Evaluation NZHR WFP CO and RB staff (senior managers and programme) Donors Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				
4.2.1 Adequacy of resources for the CSP	<p>Level of resources received against the planned targets</p> <p>Role of CO resource mobilisation</p>	<ul style="list-style-type: none"> Level and proportion of CSP budget requirement met by activity, by year Comparison of levels of funding received with comparator countries 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Budget Data Annual Country Reports Fund raising strategies 	Quantitative data review

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	Drivers of donor decision-making on financing the CSP	<ul style="list-style-type: none"> • Use of advanced financing facilities • Actions taken by the CO (with the support of other WFP offices) to raise funds from donors • Stakeholder opinions on the factors influencing level of support provided by activity • Stakeholder opinions on the consequences of funding shortfalls 	<ul style="list-style-type: none"> • WFP CO and RB staff (senior managers, programme, partnership) • Donors 	Semi-structured interviews
4.2.2 Flexibility and predictability of resourcing	<p>Implications earmarking of resources provided to the CSP</p> <p>Influence of predictability of funding on achievement of the CSP objectives</p> <p>Opportunities to either improve the quality of funding or adapt to the constraints of existing funding</p>	<ul style="list-style-type: none"> • Level of earmarking of donor funds by year • Comparison of levels of earmarking with comparator countries • Proportion of funding provided as multi-year funds by year and by activity • Stakeholder opinions on the factors influencing level of earmarking and the consequences • Stakeholder opinions on the factors influencing multi-year funding • Stakeholder opinions on how flexibility and predictability of financing could be improved 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Fund raising strategies • Budget Data • Annual Country Report • WFP CO and RB staff (senior managers, partnership) • Donors 	<p>Documentary review</p> <p>Quantitative data review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				
4.3.1 Appropriateness and effectiveness of partnerships formed by WFP to plan and implement the CSP	<p>Evolution in partnership arrangements between the CP and CSP</p> <p>Use of South-South Triangular Cooperation (SSTC)</p> <p>Ability to leverage comparative advantages of other agencies to achieve CSP results</p>	<ul style="list-style-type: none"> • Trends in partners and type of partnerships over time • Number of activities conducted in partnership • Participation in thematic coordination groups • Use of SSTC facility and what factors support/limit SSTC in Zimbabwe. • Stakeholder perceptions on the level of partner participation in developing the CSP plan • Stakeholder perceptions on changes in the quality of partnership in implementation • Stakeholder opinions on factors promoting and inhibiting partnerships to deliver against common goals 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • FLA Agreements • MoUs • Annual Country Report • WFP CO and RB staff (senior managers, partnership) • United Nations Agencies • Cooperating Partners • Government 	<p>Documentary review</p> <p>Semi-structured interviews</p>
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?				
4.4.1 Implications of the IRM for operational flexibility	Flexibility to scale-up and scale-down humanitarian assistance within the CSP	<ul style="list-style-type: none"> • Changes in the relative budget share of different activities over time • Relationship of changes to contextual changes 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Annual Country Report 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		<ul style="list-style-type: none"> Stakeholder opinions on how IRM structures and processes have affected operational flexibility 	<ul style="list-style-type: none"> WFP CO and RB staff (senior managers, partnership) 	
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?				
4.5.1 Adequacy of Human Resources	Staffing of the CO in relation to the needs	<ul style="list-style-type: none"> Levels of staffing in relation to requirements by activity Staff retention and turnover rates Availability of experienced staff in relation to CSP activities Trainings and guidance provided by RB and HQ Stakeholder perceptions on the level of expertise available in WFP by activity Stakeholder opinions on the usefulness of corporate guidance and support provided by the RB and HQ Opportunities to strengthen the appropriateness of CO staffing 	<ul style="list-style-type: none"> WFP CSP and consecutive Budget Revision documents Annual Country Reports CO HR staffing by year Office Staffing Review WFP CO, Field Office and RB staff Government Donors Cooperating Partners 	<p>Documentary review and data analysis</p> <p>Semi-structured interviews</p>
4.5.2 Role of Results Based Management in delivering the CSP	<p>Extent to which adequate data was generated to support RBM</p> <p>Evidence of adaptation based on results</p>	<ul style="list-style-type: none"> Extent to which monitoring indicators have been produced in line with the CRF framework. Examples in use of monitoring indicators in adapting the CSP or operational approach. 	<ul style="list-style-type: none"> Annual Country Report Corporate Reporting Framework WFP CO, Field Office and RB staff 	<p>Documentary review</p> <p>Semi-structured interviews</p>

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
	Opportunities to strengthen RBM	<ul style="list-style-type: none"> • Stakeholder opinions on weaknesses in the current suite of monitoring indicators. • Stakeholder opinions on adequacy of WFP reporting. • Stakeholder opinions on opportunities to strengthen RBM. 	<ul style="list-style-type: none"> • Donors 	

Source: Evaluation Team based on ToR.

Annex V: Fieldwork Agenda

Time	Activity	Stakeholders involved
Day 1 – Monday 16 November 2020		
08:45 – 12:00	Travel from Harare to Masvingo	All
12:00 – 13:30	Arrival at Masvingo field office and hold a briefing with Masvingo field office management and staff	WFP
13:30 – 13:45	Travel from Masvingo field office to Masvingo government offices (3km)	WFP
13:45 – 14:00	Lunch	All
14:00 – 15:00	Courtesy call at the office of the District Development Coordinator (Assistant District Development Coordinator)	WFP, District Development Coordinator, government stakeholders
15:00 – 15:05	Travel to government complex from District Development Coordinator (400m)	WFP
15:05 – 16:00	Meet provincial mechanisation engineer	WFP, Department of Mechanisation, government stakeholders
16:00 – 16:05	Travel from Masvingo town to Agritex office (2km)	WFP
16:05 – 17:00	Travel to Flamboyant Hotel (5km)	WFP
Day 2 - Tuesday 17 November 2020		
08:00 – 08:30	Travel from Great Zimbabwe Hotel to Chebvute weir and garden R4 site (30 km)	WFP
08:30 – 11:30	Chebvute weir and garden R4 site <ul style="list-style-type: none"> ✓ Introductions (10 mins) ✓ Tour of Chebvute weir and garden R4 site (30 mins) ✓ Discussion with R4 partners (40 mins) ✓ Focus group discussion with R4 beneficiaries (Asset Management Committee, PIT, market facilitators, Village Savings and Loans groups cluster facilitators) (1hr) Focus group discussion with beneficiaries of SAM (40 mins) 	WFP, AQZ, SNV, government stakeholders, communities
11:30 – 12:00	Travel to Njovo weir and garden (15km)	WFP
12:05 – 15:00	Njovo FFA site CSP integrated approach <ul style="list-style-type: none"> ✓ Introductions (10 mins) ✓ Brief description of FFA activities from AMC (10 mins) ✓ Tour of Njovo weir and garden (30 mins) ✓ Discussion with FFA partner (30 mins) ✓ Focus group discussion with AMC and PIT (40 mins) 	WFP, AQZ, community, government stakeholders
15:00 – 16:00	Travel to Masvingo	WFP
16:00 – 16:45	Interview of CIMMYT	WFP, CIMMYT
16:45 – 17:30	Travel to Great Flamboyant Hotel (25km)	WFP
Day 3 – Wednesday 18 November 2020		
08:00 – 08:30	Travel from Great Zimbabwe to Masvingo Town (30km)	WFP
08:30 – 10:00	Masvingo urban social assistance and resilience building programme <ul style="list-style-type: none"> ✓ Witnessing disbursements at a chain store – N. Richards Wholesale and Retail Outlet 	WFP, CARE, community

Time	Activity	Stakeholders involved
	✓ Interviewing beneficiaries of urban programme	
10:00 – 10:30	Interviewing manager of N. Richards Wholesale and Retail Outlet	WFP, CARE, community
10:30 – 10:45	Travel to Mucheke Township	WFP, CARE, community
10:00 – 12:00	Focus group discussion with beneficiaries – Mucheke Township	WFP, CARE, community
12:00 – 17:00	Depart for Harare (295km)	WFP
Day 4 – Thursday 19 November 2020		
06:00 – 09:00	Travel from Harare to Rushinga (213km)	All
09:00 – 09:30	Meet District Development Coordinator Rushinga at District Development Coordinator Office	WFP/WV/consultant, District Development Coordinator MOHCC, government stakeholders
09:30 – 10:00	Travel from District Development Coordinator offices Katakura ward 8 FFA/R4 Site (15km)	WFP
10:15 – 12:00	Introductions (10 mins) Tour of Katiri weir and garden FFA/R4 site (30 mins) Discussion with FFA/R4 partners (40 mins) Focus group discussion with R4 beneficiaries (AMC, PIT, Producer marketing groups (1hr)	Ward Councillor, CTDO, SNV, WFP, consultant, government stakeholders, community
12:00 – 12:20	Travel to household FFA Site 1	WFP, CTDO, government stakeholders, community
12:20 – 12:50	Visit household FFA Site 1 –half-moons type of conservation agriculture, keyhole garden	WFP, CTDO, government stakeholders, community
12:50 – 13:10	Travel to household FFA Site 2	WFP, CTDO, government stakeholders, community
13:10 – 13:40	Visit household FFA Site 2 – Fodder pit for livestock feed storage; community fodder packaging shed; conservation agriculture field, keyhole garden	WFP, CTDO, government stakeholders, community
13:40 – 14:15	Travel to AIMS site (weir dam and irrigation garden project)	WFP, CTDO, government stakeholders
14:15 – 15:00	Observe current status of AIMS site Discussions with Agritex extension officers, CTDO and WFP	WFP, consultant, government stakeholders, community
15:00 – 18:30	Travel from Rushinga to Harare	All
Day 5 – Friday 20 November 2020		
08:30 – 09:30	Travel from WFP Harare CO to Caledonia (1hr)	All
09:30 – 10:15	Meet Oxfam project staff, and environmental health technician	WFP, Oxfam, MoHCC
10:15 – 11:00	Caledonia (Goromonzi Urban) urban social assistance and resilience building programme Meeting Oxfam staff and interview non-beneficiaries at complaints desk	
11:00 – 11:30	Meet Oxfam management and M&E staff, Goromonzi urban District Development Coordinator, government stakeholders	District Development Coordinator, DSW, RDC, OXFAM, WFP
11:30 – 12:00	Witnessing redemptions at a selected retailer (Caledonia) Interviews with urban recipients redeeming vouchers	WFP, OXFAM, government stakeholders, community

Time	Activity	Stakeholders involved
12:00 – 12:30	Travel to OK supermarkets (Mabvuku Township) redeeming vouchers	WFP, OXFAM
12:30 – 13:30	Witnessing redemptions at retail chain store (OK Supermarkets, Mabvuku) Interview of OK Supermarket manager	WFP, OXFAM
13:30 – 14:30	Travel to WFP Manica Warehouse	WFP
14:30 – 15:30	Introductions (10 mins) Tour of Manica warehouse (30 mins) Discussion with WFP Warehouse staff (1hr)	WFP staff Manica Warehouse staff Food safety standards officers
15:30 – 16:00	Travel for WFP Harare CO	WFP

Annex VI: List of People Interviewed

ANNEX VI.1: LIST OF PEOPLE INTERVIEWED DURING THE INCEPTION PHASE

Number	Surname	Name	Position	Organization
WFP Office of Evaluation				
1	Cook	Andrea	Director of Evaluation	OEV
2	Lenci	Sergio	Senior Evaluation Officer	OEV
3	Perch	Catrina	Evaluation Manager CSP Zimbabwe	OEV
4	Bonino	Francesca	Evaluation Manager SSTC	OEV
5	Marazzi	Alessia	Research Analyst	OEV
WFP headquarters				
6	Gozzo	Gaia	Senior Advisor Peace and Conflict	HQ
7	McMichael	Gabriella	Nexus Operationalization Officer	HQ
WFP external evaluation				
8	Turner	Stephen	Team Leader of Mid-Term Review (MTR) Zimbabwe CSP	External Consultant
WFP Regional Bureau of Johannesburg				
9	Bogart	Brian	Senior Regional Programme Advisor	RBJ

10	Kingori	James	Senior Regional Nutrition and HIV Adviser	RBJ
11	Burtet	Mauricio	Emergency Preparedness and Response Officer	RBJ
12	La Costa	Giovanni	Resilience and Market Access Officer	RBJ
13	Amin	Ashraful	Regional Resilience Advisor	RBJ
14	Odero	Andrew	Regional VAM Officer	RBJ
15	Kireeva	Caterina	Regional Monitoring Advisor (ad interim)	RBJ
16	Mendes	Christine	Regional Supply Chain Officer	RBJ
17	Van Rooyen	Justine	Gender Officer	RBJ
18	Lancaster	Charlotte	AAP Humanitarian Protection Policy Officer	RBJ
19	Sendaba	Tigest	Regional Humanitarian Policy Advisor	RBJ
20	Xaba	Nonhlanhla	Programme policy officer (HIV/AIDS)	RBJ
21	Musvaire	Rufaro	Programme Policy Officer (nutrition)	RBJ
WFP country office				
22	Rowe	Eddie	Former Country Director	Zimbabwe CO
23	Erdelmann	Francesca	Country Director	Zimbabwe CO
24	Balzer	Niels	Deputy Country Director	Zimbabwe CO

25	Borlini	Roberto	Head of Unit - Programme	Zimbabwe CO
26	Guderian	Marika	Deputy Head of Programme	Zimbabwe CO
27	Akino	Kudzai	Head of Unit – M&E	Zimbabwe CO
28	Rasanen	Anna	Former Head of Unit – VAM	Zimbabwe CO
29	Chimedza	Andrew	Head of Unit – Supply Chain	Zimbabwe CO
30	Zhou	Agatha	Head of Unit – Budget and Programming	Zimbabwe CO
31	Chiroodza	Maxwell	Head of Unit – HR	Zimbabwe CO
32	Moyo	Praxedes	Head of Field Office – Bulawayo	Zimbabwe CO
33	Dzwairo	Bianca	Head of Field Office – Masvingo	Zimbabwe CO
34	Manyika	Sherita	Head of Field Office – Harare	Zimbabwe CO
	Vijendran	Paramasamy	Head of Field Office - Mutare	
35	Chibwe	Tsungai	Manager- Activity 1 (Lean season assistance) – (old) Activity 11 & 12 (Social protection)	Zimbabwe CO
36	Zaidi	Hashim	Lead - Activity 1 (Urban response)	Zimbabwe CO
37	Musengezi	Nomthandazo	Manager – Activity 2 (Refugee support)	Zimbabwe CO
38	Ahmed	Safinaz	Manager – Activity 3 and 4 (Nutrition programming)	Zimbabwe CO

39	Magorimbo	Tawanda	Manager – Activity 5 and 6 (Smallholder support – local procurement and marketing)	Zimbabwe CO
40	Chinoera	Jacqueline	Manager – Activity 7 (Food assistance for assets)	Zimbabwe CO
41	Tarakidzwa	Isaac	Manager – Activity 8 (Enhancing the capacity of prioritized districts to plan and manage resilience building)	Zimbabwe CO
42	Sagomba	Rudo	Manager – Activity 9 (Evidence-based planning and management)	Zimbabwe CO
43	Makonnen	Munaye	Manager- Activity 10 (Innovative risk management, insurance and financing mechanisms)	Zimbabwe CO
44	Byloppa	Jyothi	Programme Policy Officer – climate risk management	Zimbabwe CO
45	Njove	Emmanuel	Manager – Activity 13 (logistics support and supply chain)	Zimbabwe CO
46	Zvinorova	Brenda	Programme Policy Officer - M&E	Zimbabwe CO
47	Ntuli	Gumiso	Programme Policy Officer - M&E	Zimbabwe CO
48	Chibwe	Tsungai	Social Protection Lead (old) Activity 11 & 12	Zimbabwe CO
49	Pickering	Althea	Head of Donor Relations & Reports Unit	Zimbabwe CO
50	Kinoshita	Satoru	SSTC and Partnership Officer	Zimbabwe CO
Zimbabwe Government				
51	Njovo	Handrea	Deputy Director Nutrition	Ministry of Health and Child Care

52	Machaka	Ruth	Nutrition Intervention Manager	Ministry of Health and Child Care
53	Gumbo	Nester	Agritex Senior Principal Extension Officer	Ministry of Lands, Agriculture, Water and Climate
54	Mapani	Mildred	Chief Policy and Planning Officer	Ministry of Public Service, Labour and Social Welfare
55	Zimhunga	Tawanda	Acting Director Social Development	Ministry of Public Service, Labour and Social Welfare
Donors				
56	Castellano	Castellano	Head of Office Southern Africa and Indian Ocean	ECHO
57	Montembault	Montembault	Technical Assistant	ECHO
58	Lux	Stephanie	Senior Regional Programme Officer	Swiss Federal Department of Foreign Affairs (EDA)
59	Ncube	Bulisani	Senior Regional Programme Manager	EDA
60	Weyer	Frederique	Programme Officer	EDA
61	Kreidler	Corinna	Humanitarian advisor	Department for International Development (DFID)
62	Cattermoul	Ben	Asset Management uppor	DFID
63	Ariens	Marialice	Programme Manager	United States Agency for International Development (USAID)

64	Machoko	Erina	Food Security and Livelihoods Expert	USAID
65	Mupeyiwa	Justin	M&E Specialist	USAID
United Nations agencies				
66	Carr	Alexander	Small-Scale Fisheries Consultant	FAO
67	Hoto	Patience	Nutrition Specialist	FAO
68	Chifodya	Pride	National Programme Officer	UNHCR
69	Kardan	Andrew	Social Policy Specialist	UNICEF
70	Joyeux	Mathieu	Nutrition Specialist	UNICEF
National and international non-governmental organizations				
71	Makoni	Promise	Project Manager	Mwenezi Development Training Centre (MDCT)
72	Muraisa	Albert	Disaster Risk Reduction & Food Assistance Manager	World Vision (WV)
73	Isch	Emmanuel	Country Director	WV

ANNEX VI.2: LIST OF PEOPLE INTERVIEWED DURING THE REMOTE FIELD MISSION

Number	Surname	Name	Position	Organization/department
WFP Office of Evaluation				
1	Perch	Catrina	Evaluation Manager CSP Zimbabwe	OEV
2	Ashraf	Sameera	Research Analyst	OEV
WFP headquarters				
3	Lukyanova	Maria	Head of Technical Assistance and Country Capacity Strengthening Unit (country capacity strengthening)	Country Capacity Strengthening
4	Kangas	Katri	Programme Adviser, Country Capacity Strengthening M&E and Evidence Generation	Country Capacity Strengthening
5	Rovira	Louis	Social Protection Advisor – Emergency and Transition	HQ
6	Lancaster	Charlotte	AAP Humanitarian Protection Policy Officer	HQ
7	McMichael	Gabriella	Humanitarian, Development and Peace Nexus Operationalization and Joint Programming Officer – Peace & Conflict	HQ
WFP Regional Bureau of Johannesburg (RBJ)				
8	Burtet	Mauricio	Emergency Preparedness and Response Officer	RBJ

9	Gikonyo	Naomi	Emergency Preparedness And Response Officer	RBJ
10	La Costa	Giovanni	Resilience and Market Access Officer	RBJ
11	Sendaba	Tigest	Regional Humanitarian Policy Advisor	RBJ
12	Xaba	Nonhlanhla	Programme Policy Officer (HIV/AIDS)	RBJ
13	Zodwa	Faith Mthyane	Risk and Compliance Officer	RBJ
14	Igweta	Grace	Regional Evaluation Officer	RBJ
15	Mendes	Francisco	Regional Programme Policy Officer (CSP)	RBJ
16	Musvaire	Rufaro	Programme Policy Officer (Nutrition)	RBJ
17	Nicolle	Trixie-Belle	Programme Policy Officer (School Feeding)	RBJ
18	Roehm	Kai	Social Protection And Cash-Based Transfers Lead	RBJ
19	Hildyard	Leigh	Food System Focal Point	RBJ
20	Manvatkar	Rupak	Climate Change Consultant	RBJ
WFP country office				
21	Balzer	Niels	Deputy Country Director	Zimbabwe CO
22	Borlini	Roberto	Head of Programme	Zimbabwe CO
23	Guderian	Marika	Deputy Head of Programme	Zimbabwe CO

24	Mashayo	Emmanuela	Deputy Head of Programme (former)	Zimbabwe CO
25	Akino	Kudzai	Head of Unit M&E (ad interim)	Zimbabwe CO
26	Chibwe	Tsungai	Lead Activity 1 – (old) Activity 11 & 12 – gender focal point	Zimbabwe CO
27	Zaidi	Hashim	Urban Response Lead Activity 1	Zimbabwe CO
28	Musengezi	Nomthandazo	Lead Activity 2	Zimbabwe CO
29	Dube	Faith	Nutrition Officer Activity 3 & 4	Zimbabwe CO
30	Ahmed	Safinaz	Consultant Activity 3 & 4	Zimbabwe CO
31	Magorimbo	Tawanda	Programme Associate Activity 5 & 6	Zimbabwe CO
32	Chinoera	Jacqueline	Manager Activity 7	Zimbabwe CO
33	Tarakidzwa	Isaac	Manager Activity 8	Zimbabwe CO
34	Sagomba	Rudo	VAM Officer Activity 9	Zimbabwe CO
35	Munaye	Makonnen	Programme Officer Activity 10	Zimbabwe CO
36	Byloppa	Jyothi	Programme Policy Officer Climate Risk Management	Zimbabwe CO
37	Chipudhla	Chipo	Social Protection Lead Activity 11 & 12 (New)	Zimbabwe CO
38	Njove	Emmanuel	Supply Chain Officer Activity 13	Zimbabwe CO

39	Zvinorova	Brenda	Officer M&E Unit And Senior Programme Assistant	Zimbabwe CO
40	Kinoshita	Satoru	SSTC and Partnership Officer	Zimbabwe CO
41	Mungatia	Agnes	CBT Consultant	Zimbabwe CO
42	Dokora	Adia-En-Michelle	Programme Associate	Zimbabwe CO
43	Brooks	John	Operation Manager – Link to Field Office	Zimbabwe CO
44	Gumiso	Ntuli	Field Monitoring Assistant	Zimbabwe CO
45	Muura	Miriro	Field Assistant Lean Season Assistance (LSA)	Zimbabwe CO
46	Wakimoto	Yasmin	Programme Policy Officer	Centre for Excellence Against Hunger
47	Limongi	Vinicius	Programme Policy Assistant	Centre for Excellence Against Hunger
Zimbabwe Government				
48	Mavhunga	Yvonne	Deputy Director –Programmes	FNC
49	Chikomba	Raymond	REACH Coordinator	FNC
50	Njovo	Handrea	Deputy Director Nutrition	Ministry of Health and Child Care

51	Machaka	Ruth	Nutrition Intervention Manager	Ministry of Health and Child Care
52	Nyadzayo	Tasiana Krispin	Nutrition and Emergency Preparedness and Surveillance Manager	Ministry of Health and Child Care
53	Gumbo	Nester	Senior Principal Extension Officer	Ministry of Lands, Agriculture, Water and Climate – Agritex
54	Nyaradzo	Mavodza	Principal Agricultural Extension Specialist	Ministry of Lands, Agriculture, Water and Climate – Agritex
55	Tiravavi	Totamirepi	Acting Director of Social Development	Ministry of Public Service, Labour and Social Welfare
56	Masanga	Simon	Permanent Secretary	Ministry of Public Service, Labour and Social Welfare
Donors				
57	Sylvestre	Louis Philippe	Political Counsellor	Canadian Embassy
58	Lensink	Marlies	Technical Assistant	ECHO
59	Montembault	Sylvie	Technical Assistant	ECHO
60	Washino	Kenji	Embassy Representative	Japanese Embassy
61	Higuci	Urara	Embassy Representative	Japanese Embassy

62	Kreidler	Corinna	Humanitarian Advisor	Foreign Commonwealth & Development Office (FCDO)
63	Marshall	Sarah	Deputy Head – Office of Humanitarian Assistance and Resilience	USAID
64	Siamena	Emma	Lead Zambuko Project – Office of Humanitarian Assistance and Resilience	USAID
United Nations agencies and other international organizations				
65	Manuel Gomes Do Valle Ribeiro	Maria	United Nations Resident Coordinator	United Nations
66	Carr	Alexander	Head of Operations	FAO
67	Pepukai	Constance	Project Coordinator	FAO
68	Hoto	Patience	Nutritionist	FAO
69	De Cuyper	Wouter	Humanitarian Affairs Officer	UN OCHA
70	Manyika	Jeremia	Community Support Advisor	UNAIDS
71	Zimuto	Shupikayi	M&E Specialist for Zimbabwe Resilience Building Fund (ZRBF)	UNDP
72	Mpeta	Edwin	Programme Specialist Reproductive Health	UNFPA
73	Joyeux	Mathieu	Nutrition Manager	UNICEF

74	Mazin	Djibrilla	Country Manager in Zimbabwe and Project Implementation Unit	UNOPS
75	Omom	Shiela	M&E Specialist	UNOPS
76	Wutete	Ruth	Social Protection Specialist	World Bank
National and international non-governmental organizations				
77	Matimati	Peter	Local Rights Programme and Partnership Manager	Action Aid
78	Zaba	Patisiwe	Programme Director	Adventist Development and Relief Agency International (ADRA)
79	Tom	Chanzerai	Project Coordinator for Monitoring Evaluation Accountability and Learning (MEAL)	ADRA
80	Kutyauripo	Josphat	Project Manager (LSA, FFA, School Feeding)	ADRA
81	Lameck	Beven	Monitoring and Evaluation Officer	Aquaculture
82	Pepukai	Heribani	District Supervisor for Masvingo FFA Agriculture	Aquaculture
83	Phiri	Enere	Head of M&E	CARITAS
84	Zibgwi	Marius	Social Protection Advisor	CARITAS

85	Bhanzi	Brighton	Country Coordinator	Community Technology Development Organization (CTDO)
86	Fusire	Marceline	Assistant Programme Manager – Food Security Department	CTDO
87	Chikohomero	Ringisai	Head of WFP Programme	Dan Church Aid (DCA)
88	Chaipa	Isaac	MEAL Coordinator	GOAL
89	Mbedzi	Sibusisiwe	Programme Coordinator / Resource Mobilization	Organisation of Rural Associations for Progress (ORAP)
90	Mlambo	Sheila	MEAL Coordinator	OXFAM
91	Mahumucha	Tsungai	Head of Programme	Plan International
92	Mafemba	Titus	Responsible for WFP Portfolio, Quality Assurance	Plan International
93	Ngoma	Antoinette	Business Development Manager	Plan International
94	Pirikisi	Elias	Resource Mobilization Coordinator	Plan International
95	Shonai	Farai	Disaster Risk Manager	Plan International
96	Chirima	Wilbert	Programme Manager for Urban Programme	Plan International
97	Toendepi	Kamusewu	Head of Programme Development and Quality	Save the Children

98	Matonhodze	Lexington	Project Manager	Save the Children
99	Gwarada	Rita	Country Director	Terre Des Hommes
100	Chikwara	Utete	Head of M&E	Terre Des Hommes
101	Mapiko	Wilfred	Coordinator in Refugee Camp	Terre Des Hommes
102	Muraisa	Albert	Disaster Risk and Food Assistance Manager	World Vision
103	Chadausche	Godden	FFA Programme Coordinator	World Vision
104	Ncube	Luckson	Food Assistance Programme Coordinator (LSA)	World Vision
Private partners and other interest groups				
105	De Piniés	Jaime	Head of Africa Region	Blue Marble Microinsurance
106	Mozhendi	Caroline	Head of Business Development	Eco CASH
107	Siwella	Chenderai	Corporate Manager	Eco CASH
108	Mafuta	Ronald	Account Manager for NGOs	Eco CASH
109	Chihumba	Robson	Deputy Country Representative	Fewsnet
110	Nkala	Peter	Director, IDS	National University of Science and Technology (NUST)
111	Sithole	Mkhokheli	Lecturer	NUST
112	Mabhena	Clifford	Lecturer	NUST

113	Ndlovu	Thabo	Lecturer	NUST
114	Mutuva	Nyasha	Underwriter	Old Mutual
115	Mombeshora	Solomon	Director of Quality Assurance	Women's University in Africa

Annex VII: Modalities of Food Assistance

318. The country strategic plan document indicates that WFP and the Government were open to providing food assistance either as in-kind support or through cash-based transfers (CBTs) depending on the market context. During the design phase, the country office therefore conducted several assessments to determine whether cash-based transfer modalities were feasible and appropriate, including: (i) a national micro-financial sector assessment and review of financial service providers in 2015;¹³⁸ (ii) an information and communication technology capacity assessment in 2016;¹³⁹ (iii) a national market assessment in 2016;¹⁴⁰ and (iv) several food security assessments between 2015 and 2017. Overall, these assessments found that sufficient food was available in the local markets and that retailers had sufficient connectivity to make mobile cash transfers a feasible delivery mechanism. The country office also made calculations to assess the cost effectiveness of providing in-kind or cash support.

319. Evaluation interviews with government ministries confirmed that the Government is flexible about modality choice as long as decisions are made based on relevant assessments. Interviews also indicate that beneficiaries generally prefer cash transfers, as long as sufficient food items are available in the market. As a result, where possible, WFP planned to provide assistance through cash-based means.

320. The fluid nature of the operating context, including rising food prices, varying market functionality and a complex government regulatory environment, required the country office to make multiple changes to the food assistance modality, delivery mechanism, financial service provider and transfer value during the country strategic plan. The government regulatory environment has been particularly challenging. Although the country office was adept at making decisions on appropriate modalities and delivery mechanisms based on market price monitoring, the context of hyperinflation, and government regulations (Box 1) added new layers of complexity to decision making.

Box 2 Inflation and currency changes in Zimbabwe (2007–2020)

- 2007–2009: Hyperinflation. At its peak in November 2008, inflation reached 79.6 billion percent month-on-month
- April 2009: Government stopped printing its own currency and used multiple foreign currencies including the US dollar
- Mid 2015: Government announced plans to have completely switched to the US dollar by the end of that year
- June 2019: Government announced the reintroduction of a local currency, and that all foreign currency was no longer legal tender
- By mid-July 2019 inflation had increased to 175 percent, sparking concerns that the country was entering a new period of hyperinflation
- In March 2020, with inflation above 500 percent annually, a new taskforce was created to assess currency issues
- By July 2020 annual inflation was estimated to be at 737 percent

¹³⁸ WFP Zimbabwe. 2015. Micro-financial sector assessment: review of financial service providers (FSP). Internal report, unpublished.

¹³⁹ WFP. 2016a. Information and Communication Technology (ICT) capacity assessment Zimbabwe. Internal report, unpublished.

¹⁴⁰ Government of Zimbabwe. 2016a. Zimbabwe Vulnerability Assessment Committee (ZimVAC). 2016 Market Assessment Report.

321. During 2017 and for much of 2018, WFP provided food assistance solely through cash-based transfers: mobile money (telephone transfers), Net 1 (debit cards), cash-in-transit (direct cash distribution) and its own e-voucher platform (SCOPE). E-vouchers could be redeemed at more than 200 rural traders. Net 1 was dropped as a feasible cash-based transfer option during 2017 when beneficiaries were not receiving their transfers in a timely manner. The value of the cash-based transfer was initially set at USD 7 per person per month, based on the WFP in-kind basket and harmonized among the national Cash Working Group actors, which is co-chaired by WFP and CARE.

322. However, in October 2018, with retailers requesting that high premiums be paid by beneficiaries for using mobile money instead of cash in an environment of rapidly increasing food price rises, continuing with the existing cash-based transfer delivery mechanism became unviable. WFP therefore switched all their food assistance to in-kind for a two-month period. In December 2018, WFP switched to cash-in-transit using US dollars in an effort to enable beneficiaries to get a better exchange rate.

323. In June 2019, the Government introduced a new local currency and banned the use of US dollars, forcing a shift to local currency. Distribution of physical cash in local currency proved problematic as there was insufficient physical local currency in country. Ongoing negotiations with Ecocash¹⁴¹ enabled WFP to switch back to mobile money for the start of the urban programme, and at the same time WFP switched back to cash-in-transit for rural lean season assistance, for food assistance for assets and for refugees, using US dollars.

324. At the end of 2019, assessments found that market functionality in rural areas had declined considerably, so WFP switched all food assistance for rural lean season assistance, for refugees and for food assistance for assets beneficiaries to in-kind assistance. This remains the modality as of January 2021. Urban lean season assistance beneficiaries continue to receive food assistance through a range of cash-based transfer delivery mechanisms.

325. In October 2020, the rural ZimVAC indicated improved market functioning, raising the possibility of a return to cash-based transfers. WFP therefore planned to conduct a comprehensive market functionality assessment before the 2020/2021 lean season, but it was postponed due to COVID-19 movement restrictions and then further postponed due to the COVID-19 lockdown in January 2021.

326. In the meantime, the country office is finalizing contractual issues with the financial service providers so that they will be ready to switch back to cash-based transfers if appropriate, once the market assessment is carried out. Figure 17 provides an overview of the multiple changes in food assistance modalities and delivery mechanisms over the course of the country strategic plan. Transfer values remained constant for refugees (USD 13 per person per month – 100 percent ration) and for food assistance for assets (USD 45-50) over the course of the country strategic plan, while it gradually incremented for lean season assistance (from USD 7 per person per month initially, to USD 9 in December 2018 and then to USD 12 in January 2020).

327. Country office flexibility has been underscored by continuous monitoring of markets together with other Cash Working Group actors. The market data enabled regular recalculation of the cash-based transfer values at the start of each lean season, increasing the value to USD 9 in December 2018 and to USD 12 for the start of 2020. During 2019 when local currency was used, WFP and the Cash Working Group recalculated the transfer values on a monthly basis, informed by weekly market monitoring.

328. Evaluation interviews provided positive feedback on WFP handling of the modality and delivery mechanism changes, and the flexibility and agility shown that enabled continuity in provision of food assistance despite the rising numbers of people in need, and the fluid operating environment.

329. Throughout the country strategic plan, WFP and CARE have led the discussions with the Cash Working Group on appropriate modalities and transfer values. WFP has also ensured that members had the appropriate skills to implement the cash-based transfer delivery mechanisms, and that cash-based transfer values were agreed and harmonized across cash-based transfer actors. WFP also led the development of several cash-based transfer guidance notes including collecting inter-agency input to

¹⁴¹ EcoCash is an innovative mobile payment solution that enables customers to complete financial transactions directly from their mobile phone.

document cash-based transfer lessons learned from lean season assistance for 2016/2017,¹⁴² development and revision of the minimum expenditure basket,^{143, 144} developing guidance to help ensure harmonization of the cash-based transfer value across food security cluster partners,¹⁴⁵ and building the capacity of Zimbabwe Red Cross Society in the use of cash-based transfers with the support of a two-year ECHO grant.¹⁴⁶

330. Since 2020 and the COVID-19 pandemic, the use of mobile money is becoming the preferred modality as it reduces the need for large gatherings. If the market context allows, WFP will consider expanding mobile money transfers.

331. Overall, the evaluation finds that the numerous changes to the modality, delivery mechanisms and value of the cash-based transfer have all been appropriate and based on a comprehensive evidence base of market assessments.

¹⁴² WFP Zimbabwe. 2017d. Lessons learned exercise - WFP Zimbabwe cash-based transfers for lean season assistance 2016-2017. Executive Summary. Internal report, unpublished.

¹⁴³ Zimbabwe Cash Working Group. 2019a. Minimum Expenditure Basket (June 2019).

¹⁴⁴ Zimbabwe Cash Working Group. 2019b. Minimum Expenditure Basket (November 2019).

¹⁴⁵ Zimbabwe Cash Working Group. 2020. PowerPoint presentation. Calculation of urban transfer value. NCWG Briefing. 6th August 2020. Internal report, unpublished.

¹⁴⁶ ZRCS. 2018. Zimbabwe Red Cross Society Capacity Strengthening Analysis. 26-30 November 2018 Mission Report Zimbabwe.

Annex VIII: Performance Measurement

ANNEX VIII.1: ADDITIONAL FIGURES AND TABLES TO THE MAIN REPORT

Table 17: Planned versus actual beneficiary numbers, by gender and by year (2017–2019)

Activity	2017						2018						2019					
	Planned		Actual		Actual/planned		Planned		Actual		Actual/planned		Planned		Actual		Actual/planned	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Activity 1: Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages	145 600	134 400	273 760	242 769	188%	181%	312 000	288 000	323 708	299 261	104%	104%	714 626	637 158	923 473	842 249	129%	132%
Activity 2: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	6 750	8 250	5 075	5 858	75%	71%	6 750	8 250	5 805	7 095	86%	86%	5 544	6 456	6 157	7 169	111%	111%
Activity 4: Support the Government nutrition programming at the national and sub-national levels	38 515	8 960	16 762	11 291	44%	126%	58 749	32 863	46 797	12 885	80%	39%	47 800	8 500	24 253	5 669	51%	67%
Activity 7: Support the creation and rehabilitation of assets for sustainable food and nutrition security	62 400	57 600	54 279	45 280	87%	79%	67 600	62 400	25 149	23 214	37%	37%	72 660	67 340	35 069	32 501	48%	48%
Activity 10: Support innovative risk management, insurance and financing mechanisms							275	225	273	223	99%	99%	1 074	926	0	0	0%	0%

Source: CM-R002b Annual beneficiaries by strategic outcome, activity and modality (CSP). Accessed on 28 January 2021. Corrections were made by the CO to actual Activity 1 beneficiaries in 2017 and 2019 (hence no gender disaggregation), and to actual Activity 7 beneficiaries in 2018.

Table 18: Actual versus planned cash and commodity voucher distributions, by strategic outcome (2017–2019)

Strategic outcome	2017			2018			2019		
	Planned (USD)	Actual (USD)	Actual/planned (%)	Planned (USD)	Actual (USD)	Actual/planned (%)	Planned (USD)	Actual (USD)	Actual/planned (%)
Strategic outcome 1: Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions	3 684 012	4 509 382	122%	15 134 296	12 006 006	79%	74 379 592	34 130 865	46%
Strategic outcome 4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	2 160 000	761 350	35%	2 730 000	359 845	13%	3 360 000	803 223	24%
Strategic outcome 5: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round							21 017	0	0%
Total CSP	5 844 012	5 270 732	90%	17 864 296	12 365 851	69%	77 760 609	34 934 088	45%

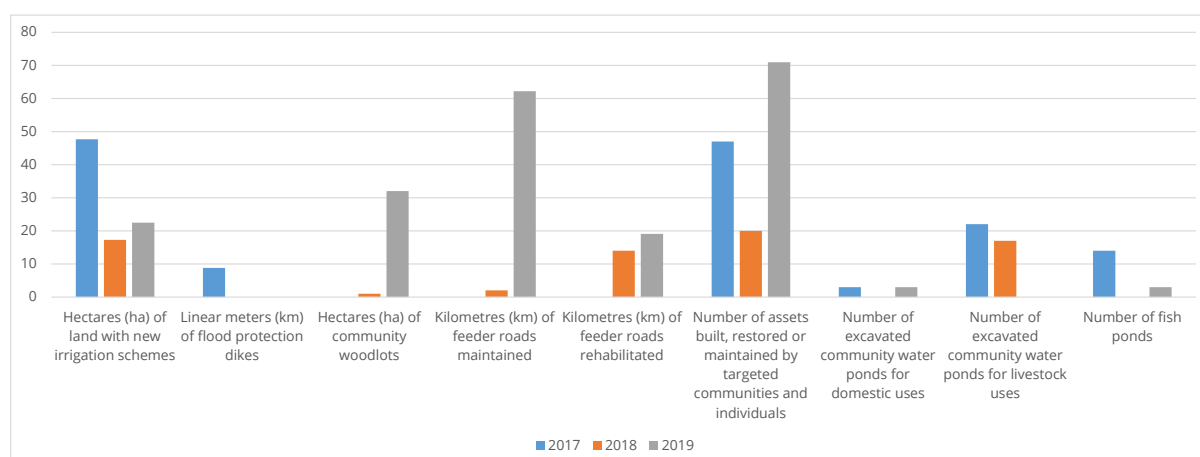
Source: WFP Zimbabwe ACRs 2017, 2018 and 2019

Table 19: Actual versus planned commodity volumes, by strategic outcome (2017–2019)

Strategic outcome	2017			2018			2019		
	Planned (MT)	Actual (MT)	Actual/planned (%)	Planned (MT)	Actual (MT)	Actual/planned (%)	Planned (MT)	Actual (MT)	Actual/planned (%)
Strategic outcome 1: Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions	7 268	6 162	85%	31 563	17 585	56%	55 302	38 585	70%
Strategic outcome 4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors	657	579	88%	1 883	1 200	64%	836	504	60%
Strategic outcome 5: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round	6 426	6 223	97%	6 464	2 318	36%	5 040	3 799	75%
Total CSP	14 351	12 965	90%	39 910	21 103	53%	61 178	42 888	70%

Source: WFP Zimbabwe ACRs 2017, 2018 and 2019

Figure 26: Selection of asset outputs under Activity 7 (2017–2019)



Source: WFP Zimbabwe ACRs 2017, 2018 and 2019. A full list of outputs is available in Annex VIII.3.

Table 20: The Rural Resilience Initiative (R4) in Zimbabwe: outcomes in 2019

Variable	R4 participants	Control group
Area cultivated in 2017/18 (as compared to 2016/17)	1.3 ha (12% decrease)	... (28% decrease)
Crop production in 2017/18 (as compared to 2016/17)	587 kg (9.6% increase)	358 kg (18% decrease)
Access to and usage of weather information in 2019	85% and 66%	62% and 38%
Resilience Capacity Index change from 2018 to 2019	Increase of 6 points	Decrease of 3 points
Food security	Deterioration	Deterioration
Food consumption in 2019	Acceptable: 68% Borderline: 31% Poor: 1% Constant as compared to 2018	Acceptable: 56% Borderline: 41% Poor: 4% Deterioration as compared to 2018
Income spent on livestock	5.7%	3.2%
Income spent on agricultural business	7.5%	0.2%

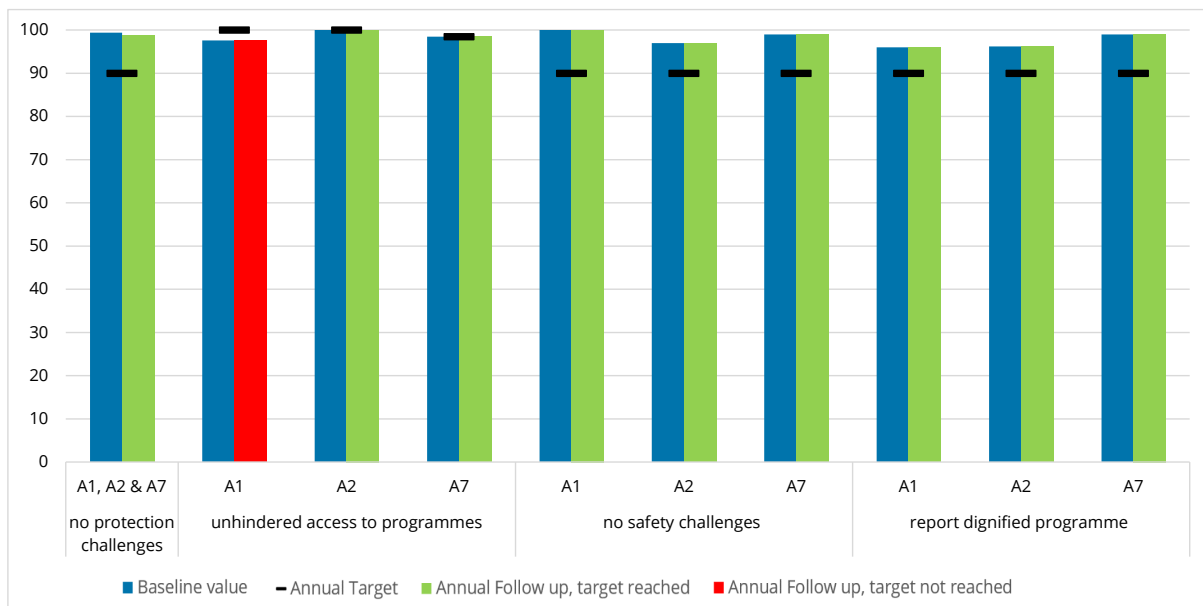
Source: WFP. 2019. Rural Resilience Initiative (R4) Zimbabwe: 2019 Outcome Survey Report – Masvingo District.

Figure 27: Long-term vegetation trends resulting from irrigation canals – AIMS monitoring example in Masvingo



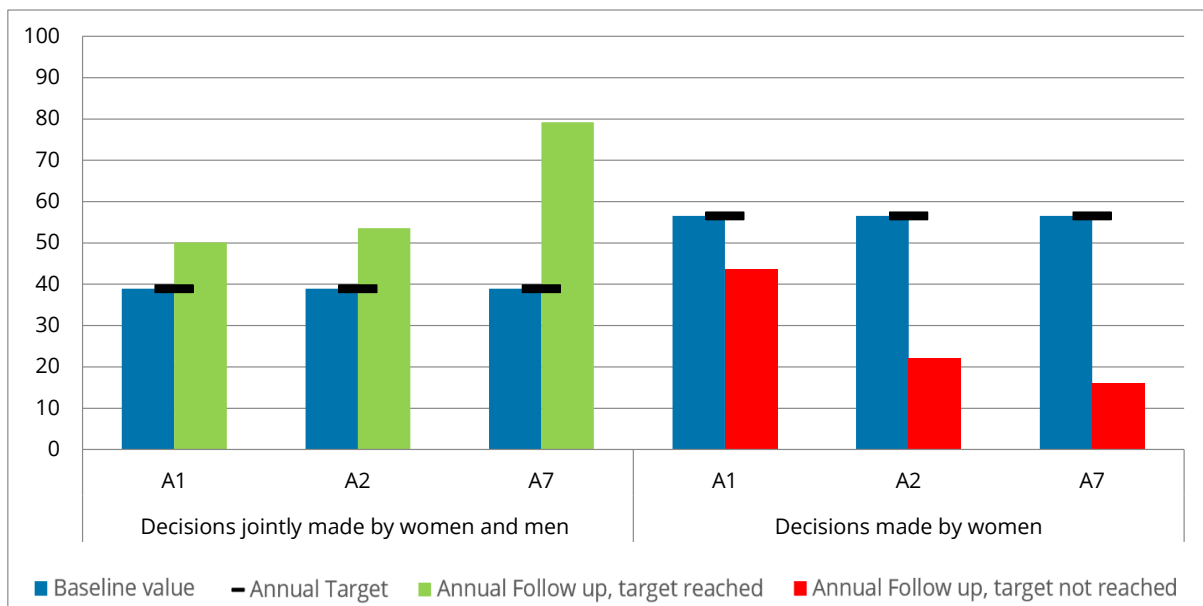
Source: WFP Zimbabwe. 2020e. Asset Impact Monitoring from Space, Zimbabwe Landscape Impact Analysis, November 2020

Figure 28: Progress towards outcome targets for protection: proportion of beneficiaries without challenges related to protection, safety, access and dignity (2019)



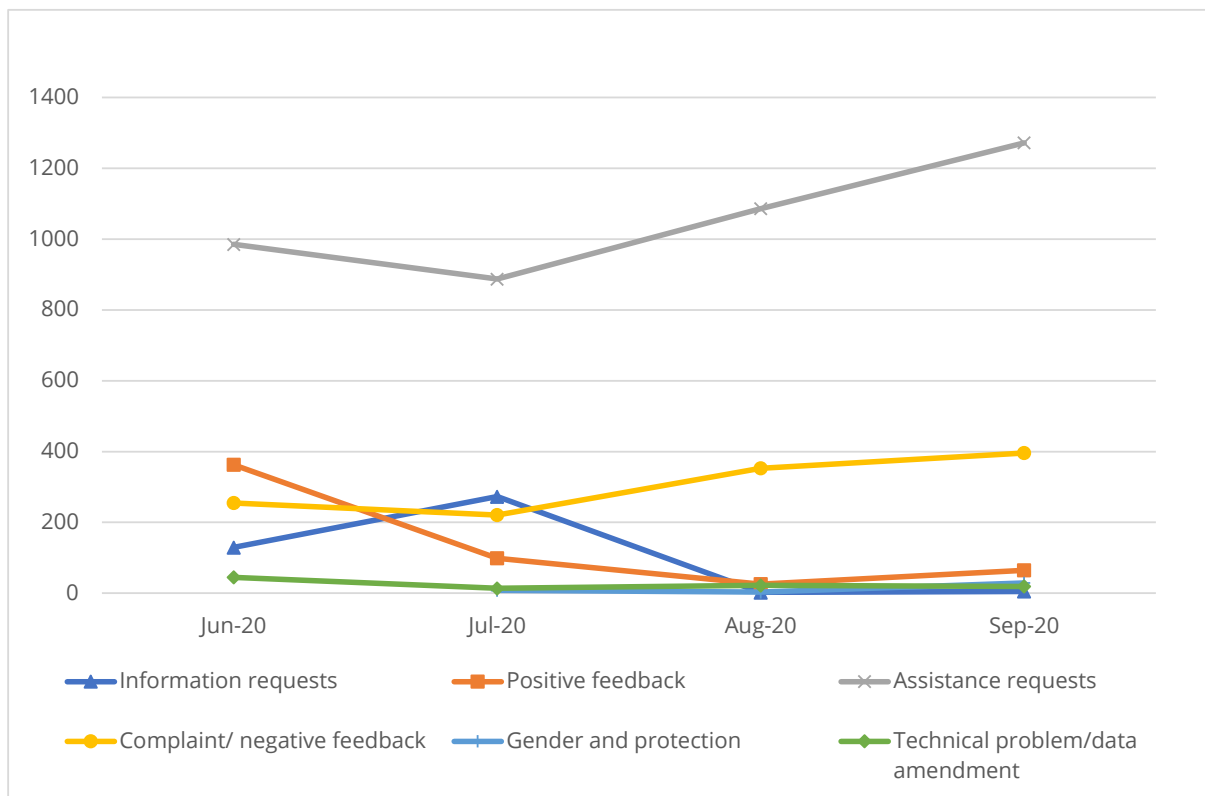
Note: data not included for 2017 as 2018 chosen as baseline for all cross-cutting indicators. Source: WFP Zimbabwe ACRs 2018 and 2019.

Figure 29: Progress towards outcome targets for gender equality: decision-making behaviour on the use of food/cash/vouchers by household (2019)



Note: data unavailable for 2017. Source: WFP Zimbabwe ACRs 2018 and 2019.

Figure 30: Complaints and feedback mechanism calls by type of feedback (June–September 2020)



Source: WFP Zimbabwe complaints and feedback reports (July 2020, August 2020 and September 2020).

ANNEX VIII.2: PROGRESS TOWARDS COUNTRY STRATEGIC PLAN OUTCOME INDICATORS

Outcome indicator	Baseline value 2017			CSP End target			Target value 2018			Actual value 2018		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
SO1: Food insecure people including refugees in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions												
Activity 1. Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages										Target achievement		
										71%	57%	67%
Consumption-based Coping Strategy Index (Average)	16.45	16.09	16.27	<16.45	<16.09	<16.27	<16.5	<16.1	<16.3	4.1	3.8	4.0
Food Consumption Score – Nutrition / Percentage of households that consumed hem iron rich food daily (in the last 7 days)	3.3	2.1	2.8	>3.30	>2.10	>2.80	>3.3	>2.1	>2.8	1.1	0.7	0.9
Food Consumption Score – Nutrition / Percentage of households that consumed vit A rich food daily (in the last 7 days)	65.60	56.8	62.2	>65.60	>56.80	>62.20	>65.6	>56.8	>62.2	71.6	73.1	72.4
Food Consumption Score – Nutrition / Percentage of households that consumed protein rich food daily (in the last 7 days)	21.8	22.1	22.00	>21.80	>22.10	>22.00	>21.8	>22.1	>22	36.7	33.4	35.1
Food Consumption Score – Nutrition / Percentage of households that never consumed hem iron rich food (in the last 7 days)	65.60	64.2	65.00	<65.60	<64.20	<65.00	<65.6	<64.2	<65	66.2	69.2	67.7
Food Consumption Score – Nutrition / Percentage of households that never consumed protein rich food (in the last 7 days)	37.1	34.7	36.2	<37.10	<34.70	<36.20	<37.1	<34.7	<36.2	9.8	8.3	9.1
Food Consumption Score – Nutrition / Percentage of households that never consumed vit A rich food (in the last 7 days)	6.6	2.1	4.9	<6.60	<2.10	<4.90	<6.6	<2.1	<4.9	4.2	4.4	4.3
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed hem iron rich food (in the last 7 days)	31.1	33.7	32.2	>31.10	>33.70	>32.20	>31.1	>33.7	>32.2	32.7	30.1	31.4
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed protein rich food (in the last 7 days)	41.1	43.2	41.8	>41.10	>43.20	>41.80	>41.1	>43.2	>41.8	53.5	58.3	55.8
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	27.8	41.1	32.9	>27.80	>41.10	>32.90	>27.8	>41.1	>32.9	24.2	22.5	23.3
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	43.7	47.3	45.1	>43.70	>47.30	>45.10	>43.7	>47.3	>45.1	65.2	62.9	64.1
Food Consumption Score / Percentage of households with borderline Food Consumption Score	43.7	43.2	43.5	<43.70	<43.20	<43.50	<43.7	<43.2	<43.5	31.9	33,00	32.4
Food Consumption Score / Percentage of households with poor Food Consumption Score	12.6	9.5	11.4	<12.60	<9.50	<11.40	<12.6	<9.5	<11.4	2.9	4.1	3.5
Food Expenditure Share	61.2	55.56	58.38	<61.2	<55.56	<58.38	<61.2	<55.6	<58.4	78.7	82.5	80.3
Minimum Dietary Diversity – Women			19.6			>19.60			>19.6			24.9
Activity 2. Provide unconditional cash and/or food transfers and livelihood support for refugees in camps										Target achievement		
										57%	50%	47%

Outcome indicator	Baseline value 2017			CSP End target			Target value 2018			Actual value 2018		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Consumption-based Coping Strategy Index (Average)	18.06	20.8	19.43	<18.08	<20.80	<19.43	<18.1	<20.8	<19.4	6.4	7.2	6.7
Food Consumption Score – Nutrition / Percentage of households that consumed hem iron rich food daily (in the last 7 days)	2.3	3.6	2.9	>2.30	>3.60	>2.90	>2.3	>3.6	>2.9	5.6	3.00	4.8
Food Consumption Score – Nutrition / Percentage of households that consumed vit A rich food daily (in the last 7 days)	50.4	50.00	50.2	>50.40	>50.00	>50.20	>50.4	>50	>50.2	62.2	71.1	65.1
Food Consumption Score – Nutrition / Percentage of households that consumed protein rich food daily (in the last 7 days)	37.2	38.1	37.6	>37.20	>38.10	>37.60	>37.2	>38.1	>37.6	24.8	53.4	21.6
Food Consumption Score – Nutrition / Percentage of households that never consumed hem iron rich food (in the last 7 days)	66.7	46.4	57.3	<66.70	<46.40	<57.30	<66.7	<46.4	<57.3	58.00	67.4	61.00
Food Consumption Score – Nutrition / Percentage of households that never consumed protein rich food (in the last 7 days)	19.4	15.5	17.6	<19.40	<15.50	<17.60	<19.4	<15.5	<17.6	21.3	32.6	24.9
Food Consumption Score – Nutrition / Percentage of households that never consumed vit A rich food (in the last 7 days)	14.7	9.1	12.1	<14.70	<9.10	<12.10	<14.7	<9.1	<12.1	5.2	3.7	4.8
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed hem iron rich food (in the last 7 days)	31.00	50.00	39.8	>31.00	>50.00	>39.20	>31	>50	>39.8	36.4	29.6	34.2
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed protein rich food (in the last 7 days)	43.4	46.4	44.8	>43.40	>46.40	>44.80	>43.4	>46.4	>44.8	53.8	52.6	53.4
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	34.9	40.9	37.7	>34.90	>40.90	>37.70	>34.9	>40.9	>37.7	32.5	25.2	30.2
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	69.7	70.00	69.85	>69.70	>70.00	>69.85	>69.7	>70	>69.8	54.9	41.5	50.6
Food Consumption Score / Percentage of households with borderline Food Consumption Score	25.6	18.2	21.9	<25.60	<16.20	<21.90	<25.6	<16.2	<21.9	38.8	48.9	42.0
Food Consumption Score / Percentage of households with poor Food Consumption Score	4.7	11.8	8.25	<4.70	<11.80	<8.25	<4.7	<11.8	<8.3	6.3	9.6	7.4
Food Expenditure Share	96.18	89.43	93.3	<96.18	<89.43	<93.30	<96.2	<89.4	<93.3	80.2	80.7	80.5
Minimum Dietary Diversity – Women			44.00			>44.00			>44			5.2

SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025

Activity 4. Support the Government's nutrition programming at the national and subnational levels	Target achievement		
	67%	67%	67%
Proportion of children 6–23 months of age who receive a minimum acceptable diet	21.6	21.6	21.6
Proportion of eligible population that participates in programme (coverage)	0.00	0.00	0.00
Proportion of target population that participates in an adequate number of distributions (adherence)	0.00	0.00	0.00

Outcome indicator	Baseline value 2017			CSP End target			Target value 2018			Actual value 2018		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
SO3: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030												
Activity 5. Support the development of an efficient local food marketing and procurement mechanism										Target achievement		
										NA	NA	67%
Percentage of WFP food procured from smallholder farmer aggregation systems			0.00			>11.3			>11.3			10.00
Value and volume of smallholder sales through WFP-supported aggregation systems / Value (USD)			0.00			351 000			434 870			434 870
Value and volume of smallholder sales through WFP-supported aggregation systems / Volume (mt)			0.00			900.00			1 004			1 004
Activity 6. Enable farmer organizations aggregate and market surplus production										Target achievement		
										NA	NA	67%
Percentage of WFP food procured from smallholder farmer aggregation systems			0.00			>3.8			>3.8			0.6
Value and volume of smallholder sales through WFP-supported aggregation systems / Value (USD)			0.00			117 000			21 661			21 661
Value and volume of smallholder sales through WFP-supported aggregation systems / Volume (mt)			0.00			300.00			64.9			64.9
SO4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors												
Activity 7. Support the creation and rehabilitation of assets for sustainable food and nutrition security										Target achievement		
										60%	20%	67%
Consumption-based Coping Strategy Index (average)	7.1	5.9	6.24	<7.1	<5.9	<6.24	<7.1	<5.9	<6.24	9.5	7.7	8.7
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	49.6	57.8	52.2	>49.60	>57.80	>52.20	>49.6	>57.8	>52.2	54.8	54.9	54.9
Food Consumption Score / Percentage of households with borderline Food Consumption Score	37.1	29.7	34.8	<37.10	<29.70	<34.80	<37.1	<29.7	<34.8	37.1	34.2	35.9
Food Consumption Score / Percentage of households with poor Food Consumption Score	13.3	12.5	13.00	<13.30	<12.50	<13.00	<13.3	<12.5	<13.0	8.1	10.9	9.3
Food expenditure share	53.1	52.7	53.1	<53.10	<52.70	<53.10	<53.1	<52.7	<53.1	42.5	61.3	51.00
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base			0.00			≥50			≥12.5			57.1
SO6: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services												
Activity 13. Provide logistics and procurement expertise and services										Target achievement		
										NA	NA	100%
User satisfaction rate			100.00			≥90			≥90			100.00

Source: WFP Zimbabwe ACR 2018. Colour coding: green = annual target achieved; yellow = annual target not achieved, improvement from baseline; orange = annual target not achieved, no change from baseline; red = annual target not achieved, deterioration from baseline.

Outcome indicator	Baseline value 2017			CSP end target			Target value 2019			Actual value 2019		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
SO1: Food insecure people including refugees in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions												
Activity 1. Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages										Target achievement		
										64%	71%	73%
Consumption-based Coping Strategy Index (average)	16.45	16.09	16.27	<16.45	<16.09	<16.27	<16.45	<16.09	<16.27	5.0	3.9	4.5
Food Consumption Score – Nutrition / Percentage of households that consumed hem iron rich food daily (in the last 7 days)	3.3	2.1	2.8	>3.3	>2.1	>2.8	>3.3	>2.1	>2.8	2.1	1.3	1.7
Food Consumption Score – Nutrition / Percentage of households that consumed vit A rich food daily (in the last 7 days)	65.6	56.8	62.2	>65.6	>56.8	>62.2	>65.6	>56.8	>62.2	65.0	60.0	62.8
Food Consumption Score – Nutrition / Percentage of households that consumed protein rich food daily (in the last 7 days)	21.8	22.1	22,00	>21.8	>22.1	>22	>21.8	>22.1	>22	32.1	33.4	32.7
Food Consumption Score – Nutrition / Percentage of households that never consumed hem iron rich food (in the last 7 days)	65.5	64.2	65.0	<65.6	<64.2	<65	<65.6	<64.2	<65	49.0	50.4	49.6
Food Consumption Score – Nutrition / Percentage of households that never consumed protein rich food (in the last 7 days)	37.1	34.7	36.2	<37.1	<34.7	<36.2	<37.1	<34.7	<36.2	14.6	14.5	14.6
Food Consumption Score – Nutrition / Percentage of households that never consumed vit A rich food (in the last 7 days)	6.6	2.1	4.9	<6.6	<2.1	<4.9	<6.6	<2.1	<4.9	11.1	9.5	10.4
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed hem iron rich food (in the last 7 days)	31.1	33.7	32.2	>31.1	>33.7	>32.2	>31.1	>33.7	>32.2	49.0	48.3	46.7
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed protein rich food (in the last 7 days)	41.1	43.2	41.8	>41.1	>43.2	>41.8	>41.1	>43.2	>41.8	53.3	52.1	52.7
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	27.8	41.1	32.9	>27.8	>41.1	>32.9	>27.8	>41.1	>32.9	23.9	30.5	26.8
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	43.7	47.3	45.1	>43.7	>47.3	>45.1	>43.7	>47.3	>45.1	72.9	67.8	70.7
Food Consumption Score / Percentage of households with borderline Food Consumption Score	43.7	43.2	43.5	<43.7	<43.2	<43.5	<43.7	<43.2	<43.5	25.2	29.9	27.2

Outcome indicator	Baseline value 2017			CSP end target			Target value 2019			Actual value 2019		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Food Consumption Score / Percentage of households with poor Food Consumption Score	12.6	9.5	11.4	<12.6	<9.5	<11.4	<12.6	<9.5	<11.4	1.9	2.3	2.1
Food Expenditure Share	61.2	55.56	58.38	<61.2	<55.56	<58.38	<61.2	<55.56	<58.38	77.8	77.3	77.5
Minimum Dietary Diversity – Women			19.6			>19.6			>19.6			32.9
Activity 2. Provide unconditional cash and/or food transfers and livelihood support for refugees in camps										Target achievement		
										79%	57%	60%
Consumption-based Coping Strategy Index (average)	18.06	20.8	19.43	<18.08	<20.8	<19.43	<18.08	<20.8	<19.43	15.9	18.8	16.9
Food Consumption Score – Nutrition / Percentage of households that consumed hem iron rich food daily (in the last 7 days)	2.3	3.6	2.9	>2.3	>3.6	>2.9	>2.3	>3.6	>2.9	7.8	8.7	8.1
Food Consumption Score – Nutrition / Percentage of households that consumed vit A rich food daily (in the last 7 days)	50.4	50.0	50.2	>50.4	>50	>50.2	>50.4	>50	>50.2	68.7	62.3	66.5
Food Consumption Score – Nutrition / Percentage of households that consumed protein rich food daily (in the last 7 days)	37.2	38.1	37.6	>37.2	>38.1	>37.6	>37.2	>38.1	>37.6	48.4	47.8	48.2
Food Consumption Score – Nutrition / Percentage of households that never consumed hem iron rich food (in the last 7 days)	66.7	46.4	57.3	<66.7	<46.4	<57.3	<66.7	<46.4	<57.3	48.4	60.9	52.8
Food Consumption Score – Nutrition / Percentage of households that never consumed protein rich food (in the last 7 days)	19.4	15.5	17.6	<19.4	<15.5	<17.6	<19.4	<15.5	<17.6	14.9	20.3	16.8
Food Consumption Score – Nutrition / Percentage of households that never consumed vit A rich food (in the last 7 days)	14.7	9.1	12.1	≤14.7	≤9.1	≤12.1	≤14.7	≤9.1	≤12.1	1.6	4.4	2.5
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed hem iron rich food (in the last 7 days)	31.0	50.0	39.8	>31	>50	>39.2	>31	>50	>39.2	43.8	30.4	39.1
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed protein rich food (in the last 7 days)	43.4	46.4	44.8	>43.4	>46.4	>44.8	>43.4	>46.4	>44.8	36.7	31.9	35.0
Food Consumption Score – Nutrition / Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	34.9	40.9	37.7	>34.9	>40.9	>37.7	>34.9	>40.9	>37.7	29.7	33.3	31.0
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	69.7	70.0	69.85	>69.7	>70	>69.85	>69.7	>70	>69.85	73.4	71.0	72.6

Outcome indicator	Baseline value 2017			CSP end target			Target value 2019			Actual value 2019		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Food Consumption Score / Percentage of households with borderline Food Consumption Score	25.6	18.2	21.9	<25.6	<16.2	<21.9	<25.6	<16.2	<21.9	25.8	27.5	26.4
Food Consumption Score / Percentage of households with poor Food Consumption Score	4.7	11.8	8.25	<4.7	<11.8	<8.25	<4.7	<11.8	<8.25	0.8	1.4	1,00
Food Expenditure Share	96.18	89.43	93.3	<96.18	<89.43	<93.3	<96.18	<89.43	<93.3	76.3	70.6	73.5
Minimum Dietary Diversity – Women			44.0			>44			>44			23.2
SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025												
Activity 4. Support the Government's nutrition programming at the national and subnational levels										Target achievement		
										33%	33%	25%
Minimum Dietary Diversity – Women			44.6			>70			>70			44.6
Proportion of children 6–23 months of age who receive a minimum acceptable diet	21.6	21.6	21.6	>70	>70	>70	>70	>70	>70	28.6	28.6	28.6
Proportion of eligible population that participates in programme (coverage)	0.0	0.0	0.0	>70	>70	>70	>70	>70	>70	61.5	61.9	61.7
Proportion of target population that participates in an adequate number of distributions (adherence)	0.0	0.0	0.0	>66	>66	>66	>66	>66	>66	100.0	100.0	100.0
SO3: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030												
Activity 5. Support the development of an efficient local food marketing and procurement mechanism										Target achievement		
										NA	NA	0%
Percentage of WFP food procured from smallholder farmer aggregation systems			0.0			>11.3			>11.3			1.75
Value and volume of smallholder sales through WFP-supported aggregation systems / Value (USD)			0.0			351 000			434 869.58			208 483.88
Value and volume of smallholder sales through WFP-supported aggregation systems / Volume (mt)			0.0			900,00			1 003.86			764.78
Activity 6. Enable farmer organizations aggregate and market surplus production										Target achievement		
										NA	NA	0%
Percentage of WFP food procured from smallholder farmer aggregation systems			0.0			>3.8			>3.8			0.13
Value and volume of smallholder sales through WFP-supported aggregation systems / Value (USD)			0.0			117 000			21 661.38			12 474.05
Value and volume of smallholder sales through WFP-supported aggregation systems / Volume (mt)			0.0			300.0			64.93			59.48
SO4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors												
Activity 7. Support the creation and rehabilitation of assets for sustainable food and nutrition security										Target achievement		
										60%	60%	57%

Outcome indicator	Baseline value 2017			CSP end target			Target value 2019			Actual value 2019		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Consumption-based Coping Strategy Index (Average)	7.1	5.9	6.24	<7.1	<5.9	<6.24	<7.1	<5.9	<6.24	12.2	11.8	12.1
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	49.6	57.8	52.2	>49.6	>57.8	>52.2	>49.6	>57.8	>52.2	67.5	75.3	70.2
Food Consumption Score / Percentage of households with borderline Food Consumption Score	37.1	29.7	34.8	<37.1	<29.7	<34.8	<37.1	<29.7	<34.8	24.1	18.5	22.1
Food Consumption Score / Percentage of households with poor Food Consumption Score	13.3	12.5	13.0	<13.3	<12.5	<13	<13.3	<12.5	<13	8.4	6.2	7.7
Food expenditure share	53.1	52.7	53.1	<53.1	<52.7	<53.1	<53.1	<52.7	<53.1	69.0	78.1	72.4
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base			0,00			≥50			≥25			80.5
Proportion of the population in targeted communities reporting environmental benefits			86.9			>86.9			>86.9			86.9
SO6: Partners in Zimbabwe are reliably supported by world-class, cost-effective and efficient supply chain services												
Activity 13. Provide logistics and procurement expertise and services										Target achievement		
										NA	NA	100%
User satisfaction rate			100.0			100.0			100.0			100.0

Source: CM-L010 Detailed Logframe [Accessed on 28 January 2021]; WFP Zimbabwe ACR 2019. Colour coding: green = annual target achieved; yellow = annual target not achieved, improvement from baseline; orange = annual target not achieved, no change from baseline; red = annual target not achieved, deterioration from baseline.

ANNEX VIII.3: PROGRESS TOWARDS COUNTRY STRATEGIC PLAN OUTPUT INDICATORS

Output indicator	Target value 2017	Actual value 2017	% Achieved 2017
SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025			
Activity 4. Act Support the Government's nutrition programming at the national and subnational levels			
Number of health centres/sites assisted	166	115	69%
SO4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors			
Activity 7. Support the creation and rehabilitation of assets for sustainable food and nutrition security			
Hectares (ha) of agricultural land benefitting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	49	48	97%
Linear meters (m) of flood protection dikes constructed	4 156	8 782	211%
Number of assets built, restored or maintained by targeted communities and individuals	50	47	94%
Number of excavated community water ponds for domestic uses constructed (3000–15,000 cbmt)	25	3	12%
Number of excavated community water ponds for livestock uses constructed (3000–15,000 cbmt)		22	N/A
Number of fishponds constructed	15	14	93%
Number of water springs developed		1	N/A
Number of wood post bridges constructed	1	1	100%
Volume (m ³) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed	603 442	542 882	90%

Source: WFP Zimbabwe ACR 2017. Colour coding: green = annual target achieved; yellow = annual target achievement between 50%–100%; orange = annual target achievement between 0%–50%; red = annual target achievement 0%.

Output indicator	Target value 2018	Actual value 2018	% Achieved 2018
SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025			
Activity 4. Support the Government's nutrition programming at the national and subnational levels			
Number of health centres/sites assisted	190	195	103%
SO 04: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors			
Activity 7. Support the creation and rehabilitation of assets for sustainable food and nutrition security			
Hectares (ha) of agricultural land benefitting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	14	17	128%
Hectares (ha) of community woodlots	1	1	100%
Kilometres (km) of feeder roads maintained	2	2	100%
Kilometres (km) of feeder roads rehabilitated	8	14	175%
Linear meters (m) of flood protection dikes constructed			N/A
Number of assets built, restored or maintained by targeted communities	19	20	105%
Number of cereal banks established	9		0%
Number of excavated community water ponds for domestic uses constructed (3000–15,000 cbmt)			N/A
Number of excavated community water ponds for livestock uses constructed (3000–15,000 cbmt)	16	17	106%
Number of fishponds constructed			N/A
Number of tree seedlings produced	2 000	1 000	50%
Number of wood post bridges constructed			N/A
Quantity of tree seedlings produced provided to individual households			N/A
Volume (m ³) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed	413 290	228 592	55%

Source: WFP Zimbabwe ACR 2018. Colour coding: green = annual target achieved; yellow = annual target achievement between 50%–100%; orange = annual target achievement between 0%–50%; red = annual target achievement 0%.

Output indicator	Target value 2019	Actual value 2019	% Achieved 2019
SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025			
Activity 4. Support the Government's nutrition programming at the national and subnational levels			
Number of health centres/sites assisted – General distribution	54	38	70%
Number of health centres/sites assisted – Prevention of stunting	41	172	420%
SO 04: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors			
Activity 7. Support the creation and rehabilitation of assets for sustainable food and nutrition security			
Hectares (ha) of cultivated land treated with biological stabilization or agroforestry techniques only (including multi-storey gardening, green fences, and various tree belts)	1 665	2 490	150%
Hectares (ha) of cultivated land treated with both physical soil and water conservation measures and biological stabilization or agroforestry techniques	7 020	6 344	90%
Number of water springs developed	2	0	0%
Volume (m ³) of compost produced/prepared	4 549	12 758	280%
Volume (m ³) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed	18 028	1 618	9%
Volume (m ³) of debris/mud from flooded/disaster-stricken settlements removed (roads, channels, schools, etc.)	6 050	0	0%
Hectares (ha) of degraded hillsides and marginal areas rehabilitated with physical and biological soil and water conservation measures, planted with trees and protected (e.g. closure, etc)	1 827	3 320	182%
Linear meters (m) of flood protection dikes constructed	40	0	0%
Volume (m ³) of sand/sub-surface dams constructed	62 000	62 000	100%
Volume (m ³) of rock catchments constructed	7 100	450	6%
Volume (m ³) of soil excavated from newly constructed waterways and drainage lines (not including irrigation canals)	302	355	118%
Volume (m ³) of soil excavated from rehabilitated waterways and drainage lines (not including irrigation canals)	100	100	100%
Volume (m ³) of water-harvesting systems constructed	150	384	256%
Kilometres (km) of drinking water supply line rehabilitated	0	0	0%
Hectares (ha) of sand dunes established	60	0	0%
Kilometres (km) of irrigation canals rehabilitated	0	0	0%
Hectares (ha) of fodder banks established	305	3	1%
Metres (m) of concrete/masonry dam/dike/water reservoir constructed	221	171	77%
Metres (m) of concrete/masonry dam/dike/water reservoir rehabilitated	38	35	92%
Number of boreholes for agriculture or livestock created	23	20	87%
Number of community water ponds for irrigation/livestock use constructed (8000–15000 cbmt)	5	3	60%
Number of community water ponds for irrigation/livestock use rehabilitated/maintained (8000–15000 cbmt)	9	12	133%
Number of water tanks/tower constructed for irrigation/livestock/domestic use (0– 5000cbmt)	15	5	33%
Number of water tanks/tower constructed for irrigation/livestock/domestic use (>5000 cbmt)	27	26	96%
Hectares (ha) of community woodlots/forest planted, maintained or protected	95	20	21%
Number of fish fingerlings distributed	51 500	5 500	11%

Kilometres (km) of feeder roads maintained	54	62	115%
Volume (m ³) of water retained by sand/sub-surface dams rehabilitated	30	30	100%
Volume (m ³) of water-harvesting systems rehabilitated	6 000	7 490	125%
Number of feed storage facilities constructed	4	4	100%
Number of animal dip tanks rehabilitated	3	1	33%
Number of new animal dip tanks constructed	3	3	100%
Number of animal handling (cattle crush) facilities established	5	4	80%
Number of concrete bridges constructed	2	0	0%
Number of concrete bridges rehabilitated	2	0	0%
Hectares (ha) of land under orchards established	308	8	3%
Number of 90kg sacks harvested	30	0	0%
Number of community water ponds for domestic use rehabilitated/maintained (8000–15000 cbmt)	1	1	100%
Number of community water ponds for domestic use constructed (<3000 cbmt)	3	3	100%
Number of non-food items distributed (tools, milling machines, pumps, etc.)	7 659	2 159	28%
Hectares (ha) of gully land reclaimed as a result of check dams and gully rehabilitation structures	1 607	442	28%
Hectares (ha) of land cleared	42	35	83%
Hectares (ha) of land plated with forage seeds	57	44	77%
Hectares (ha) of gardens created	41	44	107%
Hectares (ha) of micro watersheds rehabilitated	18 338	13 508	74%
Hectares (ha) of orchards improved/maintained	304	3	1%
Hectares (ha) of zai and/or planting pit systems established	1 717	522	30%
Kilometres (km) of drinking water supply line constructed	13	13	102%
Kilometres (km) of live fencing created	43	24	57%
Kilometres (km) of firewall cultivated	6	10	162%
Kilometres (km) of live fencing maintained	1	1	92%
Kilometres (km) of feeder roads built	26	20	77%
Kilometres (km) of feeder roads rehabilitated	12	19	166%
Kilometres (km) of gullies reclaimed	95	147	155%
Hectares (ha) of agricultural land benefitting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	1 118	23	2%
Kilometres (km) of footpaths, tracks or trails constructed	8	7	88%
Kilometres (km) of footpaths, tracks or trails rehabilitated	1	1	100%
Linear metres (m) of soil/stones bunds or small dikes rehabilitated	195	5372	2755%
Linear metres (m) of soil/stones bunds or small dikes created	5 571	15 526	279%
Number of assets built, restored or maintained by targeted communities	82	71	87%
Number of bales of hay produced	822	6	1%
Hectares (ha) of agricultural land benefitting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)	66	0	0%

Number of community post-harvest structures built	914	9	1%
Number of culverts and drainage systems built (between 4–6m in width)	16	6	38%
Number of culverts and drainage systems repaired (between 4–6m in width)	3	3	100%
Hectares (ha) of land protected with shelterbelts and windbreaks	1 523	153	10%
Linear meters (m) of diversion weirs, embankments built		0	N/A
Square metres (m ²) of existing nurseries supported	1 040	1 000	96%
Number of fishponds constructed	9	3	33%
Hectares (ha) of community woodlots	64	32	50%
Number of hives distributed	200	130	65%
Number of fuel-efficient stoves distributed	120	0	0%
Number of latrines constructed	36	30	83%
Number of latrines rehabilitated	4	4	100%
Hectares (ha) of land under crops	5 277	3 019	57%
Number of chicken houses constructed	37	37	100%
Square metres (m ²) of new nurseries established	7 340	9 080	124%
Hectares (ha) of prosopis trees cleared	12	2	17%
Hectares (ha) of cultivated land treated and conserved with physical soil and water conservation measures only	3 127	1 016	32%
Number of tree seedlings produced/provided	7 4860	42 523	57%

Source: WFP Zimbabwe ACR 2019. Colour coding: green = annual target achieved; yellow = annual target achievement between 50%–100%; orange = annual target achievement between 0%–50%; red = annual target achievement 0%.

ANNEX VIII.4: PROGRESS TOWARDS COUNTRY STRATEGIC PLAN CROSS-CUTTING INDICATORS

Cross-cutting indicator	Activity	Disaggregation category	Gender	Baseline value 2018	CSP end target	Target value 2019	Actual value 2019
Progress towards gender equality							
Improved gender equality and women's empowerment among WFP-assisted population							Target achievement
							33%
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Act 01: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	men				
			women				
			overall	38.95	>38.95	>38.95	50.1
		Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men	men				
			women				
			overall	4.47	<4.47	<4.47	6.1
	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women	men					
		women					
		overall	56.57	>56.57	>56.57	43.8	
	Act 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	men				
			women				
			overall	38.95	>38.95	>38.95	53.6
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men		men					
		women					
		overall	4.47	<4.47	<4.47	24	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers,		men					
		women					
	overall	56.57	>56.57	>56.57	22.2		

Cross-cutting indicator	Activity	Disaggregation category	Gender	Baseline value 2018	CSP end target	Target value 2019	Actual value 2019	
		disaggregated by transfer modality / Decisions made by women						
	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	men					
			women					
			overall	38.95	>38.95	>38.95	79.2	
		Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men	men					
			women					
			overall	4.47	<4.47	<4.47	4.8	
		Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women	men					
			women					
			overall	56.57	>56.57	>56.57	16	
Protection								
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity							Target achievement	
							90%	
Proportion of targeted people accessing assistance without protection challenges	Act 01. 02. 07		men	99.33	≥90	≥90	98.70	
			women	99.43	≥90	≥90	98.80	
			overall	99.4	≥90	≥90	98.70	
Proportion of targeted people having unhindered access to WFP programmes (new)	Act 01: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages		men	97.8	100	100	97.8	
			women	97.3	100	100	97.3	
			overall	97.6	100	100	97.6	
	Act 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps		men	100.0	100	100	100.0	
			women	100.0	100	100	100.0	
			overall	100.0	100	100	100.0	
			men	98.6	≥98.60	≥98.60	98.6	

Cross-cutting indicator	Activity	Disaggregation category	Gender	Baseline value 2018	CSP end target	Target value 2019	Actual value 2019
	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security		women	98.2	≥98.20	≥98.20	98.2
			overall	98.5	≥98.50	≥98.50	98.5
Proportion of targeted people receiving assistance without safety challenges (new)	Act 01: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages		men	100.0	≥90	≥90	100.0
			women	100.0	≥90	≥90	100.0
			overall	100.0	≥90	≥90	100.0
	Act 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps		men	96.9	≥90	≥90	96.9
			women	97.2	≥90	≥90	97.2
			overall	97.0	≥90	≥90	97.0
	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security		men	99.4	≥90	≥90	99.4
			women	98.8	≥90	≥90	98.8
			overall	99.0	≥90	≥90	99.0
Proportion of targeted people who report that WFP programmes are dignified (new)	Act 01: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages		men	96.5	≥90	≥90	96.5
			women	95.5	≥90	≥90	95.5
			overall	96.0	≥90	≥90	96.0
	Act 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps		men	96.2	≥90	≥90	96.2
			women	95.8	≥90	≥90	95.8
			overall	96.2	≥90	≥90	96.2
	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security		men	99.8	≥90	≥90	99.8
			women	99.8	≥90	≥90	99.8
			overall	99.0	≥90	≥90	99.1
Accountability to affected populations							
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences							Target achievement

Cross-cutting indicator	Activity	Disaggregation category	Gender	Baseline value 2018	CSP end target	Target value 2019	Actual value 2019
							11%
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Act 01: Provide cash and or food transfers to the most vulnerable households affected by seasonal food shortages		men	94.34	>94.34	>94.34	87
			women	94.85	>94.85	>94.85	90
			overall	94.49	>94.49	>94.49	88
	Act 02: Provide unconditional cash and/or food transfers and livelihood support for refugees in camps		men	94.34	>94.34	>94.34	49.7
			women	94.85	>94.85	>94.85	43.1
			overall	94.49	>94.49	>94.49	47.3
	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security		men	94.34	>94.34	>94.34	90.5
			women	94.85	>94.85	>94.85	95.5
			overall	94.49	>94.49	>94.49	92.2
Environment							
Targeted communities benefit from WFP programmes in a manner that does not harm the environment							Target achievement
							100%
Cross-cutting indicator: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Act 07: Support the creation and rehabilitation of assets for sustainable food and nutrition security		men				
			women				
			overall	0	100	100	100

Source: WFP Zimbabwe ACR 2019. Colour coding: green = annual target achieved; yellow = annual target not achieved, improvement from baseline; orange = annual target not achieved, no change from baseline; red = annual target not achieved, deterioration from baseline

Annex IX: Findings –Conclusions –Recommendations Mapping

Recommendations	Supporting conclusions	Supporting findings
<p>Recommendation 1: WFP should refine its strategic focus on the core areas of its comparative advantages in Zimbabwe. The new CSP should improve and simplify the organization of strategic outcomes and activities around these focal areas</p>	<p>Conclusion 1: WFP maintains a strong comparative advantage as the leading provider of humanitarian assistance in Zimbabwe. WFP proved agile in adapting to a very fluid context and scaled-up its emergency assistance rapidly and effectively. Improvements in the management of food assistance were evident, notably the inclusion of urban beneficiaries</p> <p>Conclusion 2: The CSP provided the basis for improved programmatic coherence and integration across the humanitarian-development nexus, consolidating WFP programmes within one strategic document. In the specific context of Zimbabwe, WFP contributed effectively to the nexus through building synergies between its crisis response and resilience-building activities, while other agencies had comparative advantages in addressing root causes of food and nutrition insecurity</p>	<p>Finding 2: Alignment with national policies and priorities was balanced with other strategic considerations in framing the CSP, including the policies and priorities of donors and WFP</p> <p>Finding 4: The CSP plan appropriately focused on addressing the needs of the main food- and nutrition-insecure populations and other highly vulnerable groups including women</p> <p>Finding 13: The CSP appropriately reflected the comparative advantages of WFP in leading the delivery of humanitarian assistance</p> <p>Finding 14: The food assistance provided by WFP was associated with improved food and nutrition security for LSA beneficiaries</p> <p>Finding 15: Given the absence of sustainable livelihood options, food assistance continued to be required to maintain the food security of refugees</p> <p>Finding 16: WFP support to nutrition interventions contributed to improved health outcomes but nutrition outcomes were either not achieved or not monitored</p> <p>Finding 19: Local procurement sourced from local traders supported the WFP supply chain, but there was no direct evidence of improved food security amongst small-scale producers</p> <p>Finding 24: WFP continued to provide excellent logistics and supply chain services to the humanitarian community and to the Government</p> <p>Finding 43: Donors have met a high proportion of the total CSP budget. However, the resources were heavily earmarked towards crisis response</p>

Recommendations	Supporting conclusions	Supporting findings
<p>Recommendation 2: WFP should develop an enhanced strategy to reduce the reliance on humanitarian assistance through supporting the Government to deliver on its responsibilities for the provision of social assistance and increasing community resilience</p>	<p>Conclusion 5: While the CSP is closely aligned to national policies and priorities, it lacked sufficiently comprehensive plans for strengthening the capacity of national institutions. Furthermore, progress has been heavily constrained by contextual factors including a limited appetite amongst some development partners to support capacity strengthening</p>	<p>Finding 1: Under the CSP there has been an improved alignment with national policies, plans and priorities</p> <p>Finding 2: Alignment with national policies and priorities was balanced with other strategic considerations in framing the CSP, including the policies and priorities of donors and WFP</p> <p>Finding 3: The CSP did not articulate a comprehensive strategy for capacity strengthening that simultaneously addressed the enabling environment and institutional and individual capacities</p> <p>Finding 5: There was a lack of consensus in the assessed levels of national food insecurity and needs</p> <p>Finding 11: WFP formed a wide range of partnerships with United Nations agencies to implement the CSP. However, there were important opportunities to strengthen strategic collaboration in key areas</p> <p>Finding 21: Contributions to strengthening the capacity of the national social protection system were limited to discrete technical inputs that did not generate system-level improvements</p> <p>Finding 28: The strategy for transitioning responsibility for activities from WFP to the Government was inadequately developed</p> <p>Finding 29: Major factors constraining progress towards transition included the Government’s budget constraints, the positions of donors and the rapid turnover of government staff</p> <p>Finding 31: WFP actively sought to work across the humanitarian-development nexus by improving collaboration and synergies among activities in the CSP. There was less progress on creating synergies between WFP crisis response activities and the development actions of other partners</p>

Recommendations	Supporting conclusions	Supporting findings
		<p>Finding 38: FFA activities covered a small fraction of the potential caseload. The actual number of FFA beneficiaries, and the amount of transfers distributed, fell short of targets due to funding shortages</p> <p>Finding 43: Donors have met a high proportion of the total CSP budget. However, the resources were heavily earmarked towards crisis response</p> <p>Finding 46: The shift to the CSP has encouraged stronger partnership with the Government in the implementation of activities</p>
<p>Recommendation 3: WFP should invest in building the necessary capacities, skills and attitudes to create, access, retain and share knowledge generated under the CSP to achieve zero hunger. This knowledge should be used both internally – to improve performance – and externally – to advocate to partners (including the Government and its development partners) to replicate and scale up successful innovations</p>	<p>Conclusion 3: WFP is developing the internal capacities and partnerships to deliver against its revised strategic outcomes. The need for new skillsets has been recognized and work is in progress to improve organizational capacities in key areas. However, moving from the role of “deliverer” to “enabler” will require much greater attention to learning and knowledge management. Equally, WFP needs to complement the expertise of other agencies and forge deeper and stronger strategic and implementation partnerships</p>	<p>Finding 1: Under the CSP there has been an improved alignment with national policies, plans and priorities</p> <p>Finding 7: The targeting of urban food assistance beneficiaries was highly challenging and remained a process under development</p> <p>Finding 18: There was preliminary evidence that the assets created under FFA activities contributed positively to longer-term food security</p> <p>Finding 20: The piloting of index insurance under R4 resulted in valuable learning on required refinements. However, evidence on how activities can be best integrated to build resilience has yet to emerge</p> <p>Finding 32: The CSP addressed the principle of “doing no harm” but did not design activities to contribute directly towards peace building</p> <p>Finding 50: Knowledge-management systems were inadequately developed to support results-based management.</p> <p>Finding 52: In general, the CSP benefitted from strong human resources in the CO. However, the skills profile of staff at country and regional level has yet to be fully adapted to reflect and support changing priorities under the CSP</p>
<p>Recommendation 4: WFP should deepen its strategic and operational partnerships</p>	<p>Conclusion 3: WFP is developing the internal capacities and partnerships to deliver against its revised strategic outcomes. The need for new skill sets has been recognized and work is in progress to improve</p>	<p>Finding 10: Inter-agency cooperation has improved with increased emphasis on joint working, collaboration and complementarity. However, better analysis and consensus building were needed to</p>

Recommendations	Supporting conclusions	Supporting findings
<p>with a range of actors to plan and deliver the CSP</p>	<p>organizational capacities in key areas. However, moving from the role of “deliverer” to “enabler” will require much greater attention to learning and knowledge management. Equally, WFP needs to complement the expertise of other agencies and forge deeper and stronger strategic and implementation partnerships</p> <p>Conclusion 5: While the CSP is closely aligned to national policies and priorities, it lacked sufficiently comprehensive plans for strengthening the capacity of national institutions. Furthermore, progress has been heavily constrained by contextual factors including a limited appetite amongst some development partners to support capacity strengthening</p>	<p>identify and prioritize development challenges and shape collective action</p> <p>Finding 11: WFP formed a wide range of partnerships with United Nations agencies to implement the CSP. However, there were important opportunities to strengthen strategic collaboration in key areas</p> <p>Finding 30: Communities, academia and the private sector have directly sustained elements of the CSP</p> <p>Finding 47: Partnerships with NGOs have been fundamental to the success of the CSP. While the quality of relationships has generally improved under the CSP, opportunities to strengthen partnerships remain</p> <p>Finding 48: The CSP has encouraged increased diversity of partnerships, including partnerships with Zimbabwean academia and the private sector. This provided additional technical expertise and new pathways for sustained impact</p>
<p>Recommendation 5: WFP should support and encourage results-based management with improved monitoring, evaluation and accountabilities. This should contribute to improved internal management and enhance transparency and accountability to donors</p>	<p>Conclusion 4: The introduction of the CSP has not yet led to the anticipated “step-change” in effectiveness and efficiency. The CRF is not yet fully fit for purpose and a result-based management approach is not embedded in management arrangements and responsibilities</p>	<p>Finding 16: WFP support to nutrition interventions contributed to improved health outcomes but nutrition outcomes were either not achieved or not monitored</p> <p>Finding 22: WFP collaborated extensively with the Government on various assessments. These assessments supported the implementation of CSP activities, but there was limited progress towards institutionalization of these assessment capacities</p> <p>Finding 26: Significant efforts were made to adapt food assistance to the needs of women, ensure equal participation and involve women in decision making. However, WFP was perceived as focused on numbers rather than changing social norms</p> <p>Finding 40: A number of specific examples were found of efforts to control costs and improve economy. However, strategic attention to</p>

Recommendations	Supporting conclusions	Supporting findings
		<p>cost efficiency and cost effectiveness was not mainstreamed into the management of the CSP</p> <p>Finding 50: The monitoring framework continued to evolve and develop over the CSP period meaning that there was insufficient information on performance to support programme adaptations</p>

Source: Evaluation team.

Annex X: Bibliography, Datasets and e-Library

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ANNEX X.2 – DATASETS

Dataset description	Dataset name	Author	Year
Annual Beneficiaries	CM-R001b Annual Country Beneficiaries (CSP)	WFP	2017–2019
Annual Beneficiaries by Strategic Outcome, Activity and Modality	CM-R002b Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP)	WFP	2017–2019
CO Partners by Activity	List of Partners by Activity [CO document]	WFP	2017–2020
CRF log frame for Zimbabwe (versions 1-3)	CM-L010 Detailed Logframe	WFP	2017–2019
CSP Resource Situation	CSP Resource Situation	WFP	2021
CPB Grant Balances Report	CPB Grant Balances Report	WFP	2021
Cumulative approved CPB budget	WINGS CPB Cumulative by Cost Element and Activity	WFP	2020
HR data CO Zimbabwe	Zimbabwe CO staffing in 2015-16-17-18-19-20	WFP	2015–2020
Global Balances Report	RMBP – Global Balances Report ZW v1.04	WFP	2021
IRM Resourcing Detail Report	IRM Resourcing Detail Report	WFP	2017–2020
Monthly Beneficiaries	CM-A003 Actual Beneficiaries Detailed (monthly)	WFP	2017–2020
PRRO 200453 Resource situation	PRRO 200453 Resource situation	WFP	2017
PRRO 200944 Resource situation	PRRO 200944 Resource situation	WFP	2017
Staff statistics CO Zimbabwe	Staff statistics by gender - 2016-2020 (CO document)	WFP	2016–2020
Zimbabwe Historical Funding Overview	Zimbabwe Historical Funding Overview	WFP	2021

ANNEX X.3 – E-LIBRARY

1 WFP policy and strategic documents

1.1 WFP Strategic Plan (2014-2017) and related docs		
Fit-for-Purpose Organizational Design	WFP	2012
WFP Strategic Plan (2014-2017)	WFP	2013
SRF 2014-2017 Indicator Compendium	WFP	2015
Evaluability Assessment of SP (2014-2017)	WFP	2016
Mid-Term Review WFP Strategic Plan (2014-2017)	WFP	2016
WFP's Contribution to Improving the Prospects for Peace	SIPRI	2019
Management Results Framework (2014-2017)	WFP	
Strategic Results Framework (2014-2017)	WFP	
1.2 WFP Strategic Plan (2017-2021) (IRM) and related docs		
Corporate Results Framework (2017-2021) and Revision	WFP	2016, 2018
CSP Guidance	WFP	2016
Financial Framework Review (2017-2021)	WFP	2016
Policy on Country Strategic Plans	WFP	2016
WFP Advocacy Framework	WFP	2016
WFP Strategic Plan (2017-2021)	WFP	2016
IRM CO Organizational Readiness toolkit	WFP	2017
CRF Indicator Compendium and Revision	WFP	2018, 2019
Review of methodologies for linking resources to results	WFP	2019
WFP's Contribution to Improving the Prospects for Peace	SIPRI	2019
IRM Narrative	WFP	2016
IRM Summary	WFP	2016
IRM Talk Track	WFP	2016
Understanding IRM	WFP	2016
IRM in brief	WFP	2017
Understanding IRM details	WFP	2017
Strategic Evaluation of the Pilot CSPs (evaluation report and management response)	WFP	2018
Examples of CSP	WFP	
1.3 WFP management plans		
WFP Management Plan 2016-2018, 2017-2019, 2018-2020, 2019-2021	WFP	2015- 2018
1.4 Annual performance reports		
Annual Performance Report	WFP	2015- 2018
1.5 Monitoring & third-party monitoring		
Guidance Note on Beneficiary Definition and Counting, Guidance Note on Estimating and Counting Beneficiaries	WFP	2002, 2019
SOPs for M&E Final	WFP	2013
Third Party Monitoring Guidelines	WFP	2014
Corporate Monitoring Strategy 2015-2017, 2017-2021	WFP	2015, 2018
Minimum Monitoring Requirements	WFP	2016

Beneficiaries Targeting and Distribution Guidance	WFP	
Beneficiary counting in COMET	WFP	
Comet and Integrated Road Map Notes	WFP	
Comet and Integrated Road Map PPT	WFP	
COMET Design Modules - log frames design & results	WFP	
COMET Map and integration with other systems	WFP	
Monitoring and Evaluation Guidance	WFP	
COVID-19 Guidance Monitoring	WFP	2020
1.6 Nutrition		
Policy Evaluation WFP Nutrition Policy (report, summary report and management response)	WFP	2014
Evaluation of REACH Initiative 2011-2015 (SER and management response)	WFP	2015
Food and Nutrition Handbook	WFP	2005
Guidelines for selective feeding	WFP	2011
Programming for nutrition-specific interventions 2012	WFP	2012
Measuring Nutrition Indicators in the SRF	WFP	2014
Fill the Nutrient Gap Tool	WFP	2016
Guidance for nutrition-sensitive programming	WFP	2017
Increasing the nutrition sensitivity of FFA programmes	WFP	2017
Moderate Acute Malnutrition - A Decision Tool for Emergencies	WFP	2017
Nutrition-Sensitive short presentation	WFP	2017
Food and Nutrition Handbook	WFP	2018
Acute Malnutrition Exploring Simplified Protocols	WFP	2019
Guidance Substitution of SNF in situations of temporary commodity shortfalls	WFP	2019
Nutrition Monitoring and Evaluation Guidance	WFP	
Overview of key nutrition supplements	WFP	
Technical workshop on nutrition	WFP	
Follow-Up to WFP Nutrition Policy	WFP	2012
Nutrition Policy	WFP	2012
Update on the Nutrition Policy	WFP	2013, 2016, 2017
Nutrition Policy	WFP	2017
Implementation Plan of the Nutrition Policy	WFP	2017
Update on the Implementation Plan of the Nutrition Policy	WFP	2017
COVID-19 Nutrition Guidance	WFP	2020
1.7 Country capacity strengthening (CCS)		
Building Country and Regional Capacities (Capacity Development Policy)	WFP	2004
Capacity Development Policy - An Update on Implementation	WFP	2009
Operational Guide to Strengthen Capacity of Nations to Reduce Hunger	WFP	2010
National Capacity Index	WFP	2014
Abilities and Readiness Index	WFP	2015

Guidelines on Technical Assistance and Capacity Development	WFP	2015
Capacity Enhancement Catalogue Supply Chain Capacity Enhancement	WFP	2016
CCS Framework and Toolkit	WFP	2017
Capacity Development Policy Evaluation (report, annexes and management response)	WFP	2017
Guidance on Capacity Strengthening of Civil Society	WFP	2017
M&E for CCS - Indicator listing	WFP	2018
Strengthening CCS Strategy Basic Steps	WFP	2019
COVID-19: PD Immediate Guidance CCS	WFP	2020
1.8 Vulnerability analysis and mapping (VAM)		
Comprehensive Food Security & Vulnerability Analysis Guidelines	WFP	2009
VAM factsheet	WFP	2011-11
Market Analysis Framework Tools and Applications for Food Security (FS) Analysis and Decision Making	WFP	2011
VAM Presentation Food Security Assessment Team	WFP	2016
1.9 Access & principles		
WFP Humanitarian Principles	WFP	2004
OSZ Advisory Group on Access ToR	WFP	2015
COVID-19 Guidance	WFP, OCHA	2020
1.10 Emergencies and transition		
WFP's role in Peacebuilding in Transition Settings Policy	WFP	2013
1.11 Protection & accountability to affected populations		
Accountability to Affected Populations (brief)	WFP	2011
WFP Humanitarian Protection Policy	WFP	2012
Fact Sheet on PSEA	WFP	2014
Update on WFP Humanitarian Protection Policy	WFP	2014
Accountability to Affected Populations Theory of Change	WFP	2015
Guide to Personal Data Protection and Privacy	WFP	2015
Minimum Standards for Implementing a CFM	WFP	2015
OSZPH AAP - WFP Baseline Survey (full report)	WFP	2015
OSZPH Protection Guidance Manual	WFP	2016
WFP's AAP Strategy (brief)	WFP	2016
OSZPH AAP Guidance Manual	WFP	2017
COVID-19 Guidance Protection & AAP	WFP	2020
1.12 Gender		
Gender Transformation Programme	WFP	2017
WFP Gender Toolkit	WFP	
WFP Gender policy	WFP	2015
GBV Manual	WFP	2016
Gender Action Plan and Revision	WFP	2016, 2017
"I Know Gender" Competition winners	WFP	2016
EB Update on Gender Policy	WFP	2017

WFP Gender Tip Sheet	WFP	2018
COVID-19 PD Immediate Guidance Gender	WFP	2020
1.13 Anti-fraud and anti-corruption		
WFP anti-fraud and anti-corruption policy	WFP	2015
1.14 Cash & voucher		
Cash and Food Transfers - A Primer	WFP	2007
Vouchers and Cash Transfers as Food Assistance (Cash and Voucher Policy)	WFP	2008
Accounting Procedures on the Use of Vouchers and Cash Transfers	WFP	2009
WFP C&V Manual Edition 1, Edition 2	WFP	2009, 2014
Update on the Implementation of C&V Policy	WFP	2011
WFP Cash for Change Initiative Distribution Models	WFP	2012
Policy Evaluation of Cash and Voucher Policy (evaluation report)	WFP	2014
Guide to Personal Data Protection and Privacy	WFP	2016
Interim Guidance for CBT Reconciliation & Transaction Monitoring	WFP	2017
COVID-19 CBT Guidance	WFP	2020
1.15 Partnerships		
How to Work with WFP Handbook	WFP	2005
Field-Level Agreements Guidance	WFP	2012
Partnerships Yearly Key facts and figures	WFP	2010- 2015
COVID-19 Guidance Partnerships and Governments	WFP	2020
1.16 Risk management		
Circular on Corporate Risk register	WFP	2012
Paper Linking Risk Register and EPR	WFP	2012
Enterprise Risk Management Policy	WFP	2015
Risk management definitions	WFP	2015
Circular Critical Incident & Crisis management	WFP	2016
Corporate WFP Risk register	WFP	2016
EB Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Risk appetite statement	WFP	2016
Corporate Risk Register	WFP	2017
EB Informal Consultation on Oversight Matters	WFP	2017
1.17 Security		
Guidelines for Security Reporting	WFP	2011
UN Security Risk Management Manual	WFP	2015
Brief - WFP Field Security	WFP	2016
EB Report - WFP Field Security	WFP	2017
1.18 Resilience & safety net		
WFP's Social Net Policy - the Role of Food Assistance in Social Protection Update	WFP	2012
WFP Policy on Building Resilience for Food Security & Nutrition	WFP	2015

Food Assistance for Asset Guidance Manual (and annexes)	WFP	2016
Lessons on Better Connecting Humanitarian Assistance and Social Protection	WFP	2018
1.19 Audit		
Internal Audit of WFP's Country Capacity Strengthening, Desk Review of the Implementation of Agreed Actions from the 2016 Internal Audit	WFP	2016, 2018
Internal Audit of the IRM Pilot Phase (report and management comments)	WFP	2018
Internal Audit of Food procurement in WFP	WFP	2019
1.20 School feeding		
School Feeding Policy	WFP	2009
Revised School Feeding Policy	WFP	2013
School Feeding Handbook	WFP	2017
School Feeding Strategy (1st draft)	WFP	2019
School Feeding Strategy (final draft for external comments)	WFP	2019
COVID-19 Guidance School Feeding	WFP	2020
2 WFP operations in Zimbabwe		
2.1 Operations and country strategic plan		
DEV 200945	WFP	
DEV 200946	WFP	
EMOP 200908	WFP	
EMOP 200979	WFP	
PRRO 200453	WFP	
PRRO 200944	WFP	
SO 200993	WFP	
TRCA 201037	WFP	
ZW01	WFP	
Consolidated approval for Reduction in time Budget Revisions Wave 1a	WFP	2017
2.2 Vulnerability analysis and monitoring & assessment reports		
FNS WG Updates	WFP	2015-2017
Monthly Food Price Updates	WFP	2016-2019
mVAM Bulletins	WFP	2016-2017
WFP Vulnerability Analysis Monitoring and Evaluation Strategy 2014-2015	WFP	2014
ZimVAC Urban Livelihoods Assessment Report	FNC SIRDC	2016
ZimVAC Rural Livelihoods Assessment Report	FNC SIRDC	2017, 2019
Joint Assessment Mission Report Tongogora Refugee Camp	UNHCR, WFP	2014-07
Baseline Report Mutasa Prevention of Stunting Pilot	WFP	2014-10
Integrated Context Analysis Zimbabwe	WFP	2014-10
Zimbabwe Results of Exploratory FNS Analysis	WFP	2014-10
VAM Smart Investment to End HIV AIDS in Zimbabwe	WFP	2015-01
Implications of El Nino in Southern Africa from a Food and Nutrition Security Perspective	WFP	2016-02

Zimbabwe Monthly Food Security Monitoring Report	WFP	2016-08
Macro-Economic Market and Procurement Mission Southern Africa	WFP	2016-09
ZimVAC Market Assessment Report	WFP	2016-10
Zimbabwe Monthly Food Security Monitoring Report	WFP	2017-03
Exploring projected outcomes of the FoodSECuRE small grains project	WFP	2017-04
SA 2017-2018 Seasonal Update	WFP	2018-04
SA Seasonal Update	WFP	2019-05
End-of-Season Update for 2018-19 and Overview of the Food Security Situation in 2019-20	WFP	2019-07
ENSO Rainfall and Harvest Patterns	WFP	2019-07
2.3 Country briefs, factsheets, reports		
Country brief	WFP	2015-2019
South-South News Quarterly	WFP	2016-06
Linking WFP expertise on asset creation, microfinance services and smallholder market support	WFP	2017
The potential of FFA to empower women and improve women's nutrition	WFP	2017
China-Zimbabwe Partnership on 'Demonstration in Africa by Africans'	WFP	2018
2.4 Evaluations, reviews, audits		
Zimbabwe: An Evaluation of WFP's Portfolio (2006-2010)	WFP	2012
Operation evaluation Zimbabwe PRRO 200453	WFP	2014
Zimbabwe Country Analysis	WFP	2014
Internal Audit of WFP Operations in Zimbabwe	WFP	2015
Operation Evaluation Regional Synthesis (2013-2017) South Africa Region	WFP	2017
Decentralised Evaluation of WFP's Lean Season Assistance through the PRRO 200453 in Zimbabwe	WFP	2017
Mid-Term Review of the Zimbabwe CSP (2017-2021)	WFP	2019
Synthesis report of WFP's country portfolio evaluations in Africa (2016-2018) and management response	WFP	2019
3 External documents		
3.1 Government of Zimbabwe		
Zimbabwe Interim Poverty Reduction Strategy Paper (2016-2018)	GoZ	2016-09
Zimbabwe Voluntary National Review of SDGs	GoZ	2017
National Nutrition Survey Report	FNC	2018
Zimbabwe Public Expenditure Review with a Focus on Agriculture	GoZ, WB	2019
The National Health Strategy for Zimbabwe (2016-2020)	GoZ	
3.2 United Nations		
ZUNDAF 2007-2010 Final Evaluation Report	UN, GoZ	2011
Independent Evaluation of the 2012-2015 ZUNDAF	ZW, UNCT	2014
Mapping of Selected Hazards Affecting Rural Livelihoods in Zimbabwe	UNDP	2016
National Adolescent Fertility Study	UNFPA, GoZ	2016
Human Development Report	UNDP, GoZ	2017
Final Evaluation of the Project	FAO	2018
Summative Evaluation of UNICEF Support for Education in Zimbabwe	UNICEF	2018

Humanitarian Dashboard (Aug-Sep 2019)	OCHA	2019-10-01
Joint Needs Assessment for Zimbabwe Identifying Challenges and Needs	UN, WB	2019
ZUNDAF (2016-2020)		
3.3 Other		
Zimbabwe Zero Hunger Strategic Review	WUA	2015
Macro Poverty Outlook for Zimbabwe	WB	2016
Zimbabwe Economic Update	WB	2017-06
Zimbabwe 2017 Article IV consultation	IMF	2017-07
Cash in crisis	CARE	2017
Southern African Climate Finance Partnership Zimbabwe Country Diagnostic	SSN	2017
Zimbabwe Public Expenditure Review (vol 2, 4, 5)	WB, GoZ	2017
Zimbabwe Smallholder Agricultural Productivity Survey Report	WB	2017
Mid-Term Evaluation Implementation of the Zimbabwe Country Programme	NPA	2018
Contextualizing the SDGs to leave no one behind in health Zimbabwe	ODI	2018
Zimbabwe's Harmonized Social Cash Transfer Programme Endline IE	UNC	2018
Assessment of the Potential Impacts of Climate Variability and Shocks on Zimbabwe's Agricultural Sector	WB	2018
Mainstreaming Disaster Risk Reduction and Climate Change Adaptation (2016-2018)	WB	2018
Zimbabwe Futures 2030 roundtable summary Harare		2019-02
Zimbabwe Futures 2030 roundtable summary Harare, Bulawayo		2019-06
GPE 2020 Country-Level Prospective Evaluations - Zimbabwe	GPE	2019
Analysis of Spatial Patterns of Settlement Internal Migration and Welfare Inequality in Zimbabwe	WB	2019
Zimbabwe Rapid Impact and Needs Assessment	WB	2019
Multiple Indicator Cluster Survey	Zimbabwe Statistics agency	2019

Acronyms

3PA	Three-Pronged Approach
AAP	Accountability to Affected Populations
ACR	Annual Country Report
ADE	Aide à la Décision Economique
ADRA	Adventist Development and Relief Agency International
AIDS	Acquired Immunodeficiency Syndrome
AIMS	Asset Impact Monitoring from Space
APP	Annual Performance Plan
AQZ	Aquaculture Zimbabwe
ART	Antiretroviral Treatment
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> (Federal Ministry for Economic Cooperation and Development)
CBPP	Community-Based Participatory Planning
CBT	Cash-Based Transfer
CCA	Common Country Assessment
CCS	Country Capacity Strengthening
CFM	Complaints and Feedback Mechanism
CIMMYT	International Maize and Wheat improvement Centre
CO	Country Office
COVID-19	Coronavirus disease 2019
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CTDO	Community Technology Development Organization
DCA	Dan Church Aid
DEV	Development Operation
DFID	Department for International Development
DoE	Director of Evaluations
DSC	Direct Support Cost
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
EDA	<i>Eidgenössisches Departement für auswärtige Angelegenheiten</i> (Federal Department of Foreign Affairs)
EM	Evaluation Manager
EMOP	Emergency Operation

EO	Evaluation officer
EQ	Evaluation Question
ET	Evaluation Team
FAO	Food and Agriculture Organization of the United Nations
FCDO	Foreign Commonwealth & Development Office
FDMS	Food Deficit Mitigation Strategy
FEWS NET	Famine Early Warning System Network
FFA	Food For Assets
FLA	Field Level Agreement
FNC	Food and Nutrition Council
FO	Field Office
GBV	Gender Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
HIV	Human Immunodeficiency Virus
HQ	Head Quarter
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRM	Integrated Road Map
ISC	Indirect Support Costs
IYCF	Infant and Young Child Feeding
LSA	Lean Season Assistance
M&E	Monitoring and Evaluation
MAM	Moderate Acute Malnutrition
MEAL	Monitoring, Evaluation, Accountability and Learning
MICS	Multiple Indicator Cluster Surveys
MT	Metric Tonnes
NBP	Needs Based Plan
NGO	Non-Governmental Organisation
NUST	National University of Science and Technology
OCHA	Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
OECD-DAC	Organisation for Economic Co-operation and Development - Development and Assistance Committee

OEV	Office of Evaluation
OPC	Oversight and Policy Commission
ORAP	Organisation of Rural Associations for Progress
OSZPH	Emergencies and Transitions Unit (WFP)
PAC	Productive Asset Creation
PLHIV/TB	People Living with HIV/TB
PLW	Pregnant and Lactating Women
PRRO	Protracted Relief and Recovery Operation
R4	R4 Rural Resilience Initiative
RBJ	Regional Bureau of Johannesburg
RBM	Results-Based Management
RMC	Resource Management Committee
RTGS	Real-Time Gross Settlement
SABER	System Approach for Better Education Results
SAM	Severe Acute Malnutrition
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SIPRI	Stockholm International Peace Research Institute
SLP	Seasonal Livelihood Programming
SNV	<i>Stichting Nederlandse Vrijwilligers</i> (Netherlands Development Organisation)
SO	Strategic Outcome
SOP(s)	Standard Operating Procedures
SSTC	South South and Triangular Cooperation
STA	Seasonal Targeted Assistance
SUN	Scaling Up Nutrition
SUNRAP	Scaling Up Nutrition Research and Academic Platform
TB	Tuberculosis
ToC	Theory of Change
ToR	Terms of Reference
TSP	Transitional Stabilization Programme
UN CERF	United Nations Central Emergency Response Fund
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
USAID	United States Agency for International Development
USD	US dollar
USPEPFAR	United States President's Emergency Plan for AIDS Relief
VAM	Vulnerability Analysis and Mapping
VSL	Village Savings and Loan Association
WFP	World Food Programme
WHO	World Health Organization
WV	World Vision
ZHSR	Zero Hunger Strategic Review
ZimASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZIRP	Zimbabwe Idai Recovery Project
ZRBF	Zimbabwe Resilience Building Fund
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

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