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Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe January 2018 – June 2021

Decentralized Evaluation Report

DE/ZWCO/2020/025
WFP Zimbabwe

15 January 2022

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Acknowledgements

The evaluation team would like to thank the WFP Country and Field Offices in Zimbabwe for their support and assistance provided during the evaluation. Their guidance, logistical support in the field mission, and provision of documents and data have been of great value for this evaluation. Thank you also to the Evaluation Manager, Jennifer Sakwiya, for her advice and support throughout the evaluation process. The team also extends special thanks to the R4 beneficiaries and community members who gave their time, information, and opinions.

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Cover Image

Lamack Mahohoma facilitating a stakeholder orientation session on village savings and lending for Mutya community members in Masvingo district, Zimbabwe. Photo Credit: ©WFP/Michael Chingosho

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1. Executive Summary

1. This decentralized activity evaluation of the **R4 Rural Resilience Initiative** (“R4 Initiative” or “R4” henceforth) was commissioned by the Zimbabwe Country Office (CO) of the World Food Programme (WFP). It serves the dual purpose of learning and accountability. Primary users of the evaluation comprise the WFP CO and Regional Bureau (RB), and the Swiss Agency for Development and Cooperation (SDC).

2. Low-input, rainfall-dependant agriculture is the main livelihood strategy for about 70 percent of Zimbabwe’s population, making them particularly vulnerable to climatic shocks. Agricultural productivity for smallholder farmers is too low for the typical household to cover its own consumption needs. Food insecurity has become more prevalent in recent years due to successive droughts, economic uncertainty, and the Covid-19 pandemic. Food Consumption Scores in the two districts where WFP is implementing R4 (Masvingo and Rushinga) declined significantly from 2019 to 2020, and less than 20 percent of households in the districts had an ‘acceptable’ level of dietary diversity.

3. In 2018, WFP – with funding of US\$ 2.66 million from SDC – began implementing R4. This evaluation covers the first phase of R4 from its inception (January 2018) until June 2021. By that time, R4 had enrolled 6,000 beneficiary households (in 57 percent of them, the main registered beneficiary was a woman) in eight wards in Masvingo district and four wards in Rushinga district, all covered in this evaluation.

4. R4 involves an integrated risk management (IRM) approach package of activities organized under four synergistic themes: a) risk reduction; b) risk transfer; c) creation of risk reserves; and d) promotion of prudent risk taking. The R4 results framework includes two high-level impacts on beneficiaries: improved or stabilised food security status, and increased livelihood security and resilience. These impact objectives are supported by five associated outcome objectives.

5. The evaluation adopted a theory-based, mixed methods approach – including interviews with key stakeholders at national and local levels (WFP staff, implementing partners (IPs), private sector partners, local government, and R4 group/community leaders), focus group discussions and a phone survey with beneficiaries, visits to field sites and document review to answer the seven main evaluation questions (EQs). A key limitation in primary data collection was the fact that the international team members could not participate in the field mission due to Covid-19 travel restrictions. Other limitations were minimal.

FINDINGS

EQ 1 – Relevance: To what extent were the different components of the R4 Rural Resilience Initiative in line with the needs of women, men, boys and girls from different marginalized groups in the targeted communities?

6. A comprehensive and participatory planning process ensured that actions were relevant to beneficiaries’ context and needs, and to the specific needs and circumstances of women (for example, in terms of facilitating their participation and saving them labour). The promotion of small grains production using mechanised Conservation Agriculture (CA) was relevant to agro-ecological conditions and addressed labour constraints. Provision of crop insurance is, in principle, an appropriate way of mitigating climatic risks. Village Savings and Loan (VSL) groups are relevant for enabling a largely unbanked population to save and take loans.

EQ 2 – Relevance: To what extent were R4 activities aligned to WFP and donors’ strategic mandates, national priorities, and relevant to the political and economic challenges in the implementation period?

7. R4 actions are coherent with WFP’s mandate and Government policies relating to improving food security and building resilience. Opportunities for advocacy were met in terms of providing evidence of the benefits of mechanised CA. The project was also able to pivot in response to emerging economic challenges, for example, by accelerating insurance payouts to mitigate the effects of inflation.

EQ 3 – Effectiveness: To what extent have the outputs and (intended and unintended) outcomes of the R4 Initiative been achieved?

8. R4 appears to have increased household incomes and the range of income sources of beneficiaries (or at least protected income levels and diversification from deteriorating in the wake of shocks), as well as the variety of crops grown. Both farmers' adoption of CA and good rains contributed to particularly high crop yields in the 2021 season. R4 was successful in promoting high levels of VSL membership, regular savings by members, and building VSL capacity. Producer Marketing Groups (PMGs) were only moderately successful in enabling members to achieve higher prices for their produce.

EQ 4 – Effectiveness: How and to what extent was the achievement of results driven (or hindered) by the R4 approach and external factors?

9. After coordination challenges in initial years, project actions are sequenced effectively and worked synergistically with each other. Climate shocks, economic uncertainty, and the Covid-19 pandemic presented challenges to effectiveness. IPs were well placed to deliver R4, although some would benefit from WFP support to build their capacity to mainstream gender.

EQ 5 – Efficiency: Were the R4 activities implemented in a timely, equitable and cost-efficient manner?

10. A fully funded project budget meant that delays in the delivery of inputs were kept to a minimum, and costs per beneficiary for Food Assistance for Assets (FFA) actions – financed by other donors outside the R4 budget but constituting the entry point for other R4 components – compare favourably with other agricultural interventions in Zimbabwe. The short duration of Field Level Agreements with implementing partners, albeit linked to external factors, created additional work and made retaining staff difficult. Built-in quotas (and perceptions that the project was designed more) for women ensured high levels of women participation. In contrast, participation of young people was disproportionately concentrated in asset creation rather than in agriculture.

EQ 6 – Impact: To what degree did the R4 Initiative and its integrated risk management approach contribute to enhanced resilience and food security?

11. Beneficiaries – in particular women – experienced an improvement in Food Consumption Scores, Dietary Diversity Scores and resilience, with improvements seeming to positively correlate with length of participation. Enabling beneficiaries to participate in Lean Season Assistance likely moderated the extent to which household assets were eroded in years of poor harvests. The project did not achieve any structural change in gender dynamics, but rather contributed to a longer-term process of change.

EQ 7 – Sustainability: To what extent are the activities and benefits of the R4 Initiative likely to continue after donor funding/WFP support ceases, and what are the potential opportunities and threats to sustainability?

12. Budgetary and capacity constraints make it unlikely that the Government will take on project activities of R4 in their current form. Farmers are likely to continue to apply CA practices as long as they can access inputs and the mechanization necessary, and assets will remain operational as long as management committees are functional. Farmers appreciate the value of crop insurance in principle, but this is unlikely to translate into widespread willingness to purchase the policies with their own cash until they better understand the payouts process, and the options for purchasing the product become easier. Low productivity and quality remain the main constraints to farmer sales to private sector.

CONCLUSIONS

Conclusion 1: Assets are relevant to beneficiary households, but their sustainability will depend on communities' cohesion and organisational ability; the enforced focus on community built/individually owned assets presents an opportunity for learning and advocacy.

13. A major focus on assets and agricultural practices that improved access to (and conserved) water were highly appropriate to beneficiaries' needs, particularly women, who bear responsibility for collecting water for household needs and irrigation. However, without functional management structures they are unlikely to endure. Community built and individually owned assets, albeit limited by current donor requirements, preclude the need for management structures.

Conclusion 2: Mechanised conservation agriculture could significantly reduce the negative perception of this agricultural approach.

14. Demonstration of mechanised CA have reduced farmers' resistance to CA. Further demonstration of the benefits of CA will be key to uptake and policy support. However, success will depend on the ongoing availability of mechanised services and agricultural inputs.

Conclusion 3: The youth has not been involved, and do not benefit from, the programme to the extent as other beneficiary groups.

15. Participation of young people in agricultural activities of R4 was lower than that to other (older) beneficiaries. Increasing their participation would require the programme to explore income earning opportunities which do not require access to fields – or improve their access to land.

Conclusion 4: Programme benefits take time to materialize.

16. Longitudinal data collected from the various cohorts shows that benefits of involvement in risk reduction (and the programme in general) take time to materialise in a quantifiable way. This would indicate that subsequent actions should aim for a minimum length of engagement with farmers.

Conclusion 5: Farmers show strong demand for climate risk insurance but little willingness to pay for it in cash.

17. Farmers increasingly understand the value of crop insurance, even if they are not willing to pay for it themselves in cash (but only through labour). To wean farmers off this preference, it will be important to continue to demonstrate the 'proof of concept' of the product through subsidies and improve product communication and policy purchase and payout arrangements.

Conclusion 6: VSLs are not geared towards supporting investments in agricultural productivity.

18. VSL groups are not suited to larger investments in field crops. Investment in this area is better served by specialised lending institutions. If farmers' production, income and food security is to increase as a result of access to formal credit, a thorough analysis of the micro credit market in Zimbabwe is required.

Conclusion 7: Value chain linkages of smallholder farmers have been limited.

19. The project was successful in organising beneficiaries into PMGs, but the benefits of membership were not significant, with most produce sold locally. Much work needs to be done to improve farmers' level of productivity, the quality of their produce, and to mitigate the effect of external factors.

Conclusion 8: Integrated risk management is highly relevant to beneficiaries' needs but efficient coordination – at the field and Country Strategic Plan (CSP) level – is key.

20. Strong coordination efforts at the Field Office level eventually resulted in the various IRM activities being implemented with a good degree of synergy, meaning effects were amplified.

Conclusion 9: External coordination with the Department of Agricultural Advisory Services (Agritex) was central to the success of the project but constrained by structural weaknesses.

21. Coordination with Government was fruitful, especially at a field level where Agritex staff played a central role in training farmers in agricultural techniques, but this effectiveness was constrained by systemic institutional weaknesses within the Government.

Reflections on the Theory of Change

22. The R4 Theory of Change was assessed and found to be constrained by insufficient consideration of the validity of underlying assumptions as well as wide range of risks to achieving objectives.

LESSONS

23. In addition to the conclusions, the evaluation has formulated four lessons for wider learning beyond the specific R4 Initiative and related to the following themes:

L1: The long-run role of WFP as safety net provider in Zimbabwe: In the absence of any formal safety net programme in Zimbabwe, WFP projects are often the nearest alternative for farmers in the face of recurring shocks – and will likely continue to be so in the foreseeable future –, with limited prospects for farmers 'graduating' from R4.

L2: Limits of partnerships with the Government: Delivering classical safety net programming in concert with the Government is currently not a viable option. While WFP's resilience actions are strongly aligned to Government policies regarding smallholder agriculture and building resilience, it may be challenging to forge partnerships with district administrations independently of the centre.

L3: Strong coordination role for WFP Field Offices: If stronger linkages with local administrations are to become reality, WFP Field Offices will have to be staffed and resourced appropriately.

L4: Consideration of scale-up, duration of engagement, and monitoring and evaluation (M&E) issues: Piloting of new approaches such as R4 requires careful consideration of scale, duration, incremental roll out and M&E. The small scale of R4 meant that the challenges associated with rapid scale-up were largely avoided. The length of time which beneficiaries are engaged on the programme is correlated to improved outcomes.

RECOMMENDATIONS

24. Eight recommendations are proposed (level of priority given in parentheses).

R1: Investigate the relative utility and sustainability of 'community built / individually owned' and 'community built / community owned' assets under FFA through a study which includes an analysis of sustainability, cost and benefits, and impacts on community cohesion (medium).

R2: Ensure that successes in mechanized CA are widely communicated and form the basis of advocacy to Government for support in this area. This will involve the collection of robust data and clear communication of findings to relevant Government bodies (high).

R3: Strive to provide better opportunities for more young people to participate in the programme. This will include an exploration of actions that do not require access to large areas of land and working with village headmen to facilitate young people's access to unused land, also considering gender aspects (medium).

R4: Continue to 'prime the pump' for reliable supply of appropriate equipment and inputs through the provision of smart subsidies. These subsidies should be designed on a cost recovery basis, and while keeping an overview of the way that supply chains respond to the stimulus to demand (medium).

R5: Subsequent IRM actions should aim for a minimum of five years' engagement with farmers. Building resilience takes time and will include providing support through an array of actions including LSA (where necessary) and R4 over several years. WFP should consider enrolling a new cohort of farmers to R4 from within the existing operational districts every year (medium).

R6: Encourage smallholders' uptake of crop insurance through a range of actions including communication, management and advocacy. This will involve work on several fronts, including working with insurance providers to improve awareness; using locally based agents to process payments and claims; and maintaining a watching brief on the success of 'bundling' insurance with agricultural inputs (high).

R7: Explore the validity of assumptions relating to micro credit which underpin the R4 Theory of Change. The ToC underpinning the new project underplays the difficulties that farmers have in accessing formal credit in Zimbabwe. WFP should seek to better understand the constraints and risks that characterise the micro credit market in Zimbabwe and explore how specialist agencies such as IFAD can contribute to addressing the gaps in provision of micro credit that exist (high).

R8: Strive to ensure smallholder productivity is given the budgetary priority required. Support to agriculture in Zimbabwe is generally geared around provision of inputs rather than technical support. The successes that the R4 project has realised with technology transfer – which is more sustainable than donation of inputs – supports an argument that resources would be better allocated to improving farmers' technical skills rather than distribution of fertilisers (low).

1. Introduction

1.1 EVALUATION FEATURES

1. This decentralized activity evaluation of the **R4 Rural Resilience Initiative** (“R4 Initiative” or “R4” henceforth) was commissioned by the Zimbabwe Country Office (CO) of the World Food Programme (WFP) and carried out by a consortium of Particip (lead company) and Jimat. [Annex 1](#) includes the summary Terms of Reference (ToR) for the evaluation. The R4 Initiative has been implemented in ten (mostly African) countries and uses an **integrated strategy for managing climate-related risk** to enhance the food and nutrition security of farming households.¹ In Zimbabwe, the first phase of the initiative focused on the districts of Masvingo and Rushinga. The evaluation covers all activities in the two districts implemented in the first phase (January 2018 to June 2021).

2. The evaluation serves the dual purpose of learning and accountability (with more weight given to learning) and aims to produce new evidence for operational and strategic decision-making. The evaluation was timed to inform the planning of the second phase of R4. Dimensions of Gender Equality and Women’s Empowerment (GEWE) have been mainstreamed across the evaluation objectives. This report seeks to reduce existing evidence gaps in the studies on the R4 Initiative in Zimbabwe conducted prior to the final evaluation, mainly related to the integrated risk management (IRM) approach and integration of R4 activities with each other and with other WFP activities in Zimbabwe.

3. The primary users of the evaluation report and findings comprise:

- The WFP CO and its partners, especially for decision making related to integrated risk management approaches, as well country strategy and partnerships
- The WFP Regional Bureau (RB) in Johannesburg to provide strategic guidance, programme support, and oversight, as well as the WFP Headquarters (HQ) for wider organizational learning and accountability, including the Office of Evaluation for evaluation syntheses, corporate learning, and annual reporting.
- The Swiss Agency for Development and Cooperation (SDC) to understand to which extent the R4 Initiative has met its objectives and what key challenges it has faced, and to obtain lessons and good practices for future support.

4. The detailed evaluation timeline is presented in [Annex 2](#). Primary data for the evaluation were collected in a hybrid (remote and field-based) mission from 13 to 30 September 2021. The evaluation team included external and in-house experts of Particip and Jimat.

1.2 CONTEXT

5. **Zimbabwe** is located in South-Eastern Africa. It was recognized as a fully independent nation in April 1980, fifteen years after the leadership of the self-governing British colony of Southern Rhodesia declared ‘unilateral independence’. Its current (2020) population is estimated to be 14.9 million (7.8 million women),² about ten million of which live in rural areas and derive their main livelihood from agriculture. Zimbabwe’s recent history has been dominated by the effects of the land redistribution programme that began in 2000 with the aim of reallocating land owned by a minority of white commercial farmers to smallholders. The immediate result of this was a reduction in agricultural production. While it has not reached pre-reform levels of productivity, there has been some recovery in the commercial sector, and the most recent analysis of the Food and Agriculture Organization (FAO)³ finds that agriculture – mainly tobacco, cotton, sugar, horticultural crops, beef, fish, poultry, groundnuts, wheat, and soybeans – contributed 17 percent to the Gross Domestic Product. The bulk of foreign exchange is generated by mining, particularly for precious metals and gemstones.

¹ See Section 1.3 for a full description of the evaluation subject.

² World Bank. 2021a. Open Data.

³ FAO. 2021. Zimbabwe at a Glance.

6. **Smallholder agriculture** is the main livelihood strategy for about 70 percent of population and one third of the formal labour force is found in this sector.⁴ Zimbabwe has five agro-ecological regions or 'Natural Regions' (NR), which are distinguished by annual rainfall, temperature, agricultural productive potential of the soils, and vegetation. The best agricultural land is in NRs one and two (17 percent of the total land area),⁵ which typically receive upwards of 750mm of rainfall per year, making them well suited to intensive crop and livestock production. The two districts where WFP is implementing the R4 programme (Masvingo District (Masvingo Province) and Rushinga District (Mashonaland Central Province)) fall into NRs three and four. These natural regions typically receive between 450 and 800mm of rain per year, making them more suited to the production of sorghum, millet, tobacco and cotton and extensive livestock farming.⁶

7. Climatic shocks have a particularly severe impact on agriculture because of farmers' low adaptive capacity, limited climate knowledge and over-reliance on rain-fed agriculture. In 2019, the Zimbabwean economy shrank by 6.5 percent⁷ in large part because of Cyclone Idai which ravaged parts of the country, as well as the El Nino-induced drought which negatively affected agricultural production.

8. Agricultural productivity for smallholder farmers is typical of the low input / output model prevalent in the region. In the 2019/2020 season, average household maize production was 202.7kg per household, with an additional 17kg of small grains (generally sorghum and millet).⁸ As such, the typical household does not produce enough to cover its own consumption needs, with the deficit being made up through market purchases or humanitarian aid.

9. In recent years the Government has tried to ramp up agricultural productivity through the 'Command Agriculture' programme, which involved the distribution of subsidized agricultural inputs and a guaranteed purchase price for surplus production at a cost of over US\$ 3 billion. However, the scheme has been beset by late payments and has not translated into the expected scale of improvement in productivity.⁹ In 2020, recognising that many small-scale farmers had not been able to benefit from Command Agriculture, the government initiated the *Pfumvudza* programme, which is based on the principles of Conservation Agriculture. The government has credited the scheme with the 'bumper' harvest attained in that year, although higher than average levels of rainfall are likely to have played a significant part.

10. **Poverty and inequality** rates in Zimbabwe are deteriorating. In 2011, 74 percent of the population were living on less than US\$ 5.50 per day, but this had increased to 82 percent in 2019.¹⁰ The prevalence of poverty is more widespread in rural areas, with the rural individual poverty increasing from 84 percent in 2011/2012 to 86 percent in 2017.¹¹ Mashonaland Central Province (where R4 is implemented) has the highest individual poverty rate of 87.9 percent.¹² Poverty rates are driven by repeated climatic shocks, and more recently by the Covid-19 pandemic. The World Bank estimates that extreme poverty has risen from 42 percent in 2019 to 49 percent in 2020.¹³

11. **Provision** of and access to formal social safety nets is limited – the 2019 Labour Force and Child Labour Survey estimates that just 2 percent of the population, were receiving in-kind of social security payments – meaning that remittances from family members working in urban areas or abroad are a particularly important form of assistance. In 2020, Zimbabwe's Human Development Index score (0.571) ranked it as 150 out of 189 countries.

12. **Food insecurity** has become more prevalent in recent years due to successive droughts, the Fall Army Worm outbreak, economic uncertainty which includes a highly unstable currency and the Covid-19

⁴ ZimStat. 2019a. Zimbabwe Smallholder Agricultural Productivity Survey 2017 Report.

⁵ Ibid.

⁶ Ibid.

⁷ UNDP. 2020. Zimbabwe Progress Review Report of Sustainable Development Goals.

⁸ ZIMVAC. 2020. Rural Livelihoods Assessment Report.

⁹ World Bank and Government of Zimbabwe. 2019. Zimbabwe Public Expenditure Review with a Focus on Agriculture.

¹⁰ World Bank. 2021a. Open Data.

¹¹ UNDP. 2020. Zimbabwe Progress Review Report of Sustainable Development Goals.

¹² Ibid.

¹³ World Bank. 2021b. Poverty and Equity Brief for Zimbabwe.

pandemic. The Zimbabwe Humanitarian Response Plan of April 2020 found that seven million people in urban and rural areas were in urgent need of humanitarian assistance, compared to 5.5 million in August 2019, and the Zimbabwe Vulnerability Assessment Committee (ZIMVAC) projected that by the first quarter of 2020, an estimated 7.7 million people (5.5 million in the rural areas and 2.2 million in the urban areas) would be food insecure. In Masvingo and Rushinga Districts respectively, ZIMVAC estimated that 54 and 61 percent of the population would face food insecurity in the lean season in 2020.¹⁴ The percentage of households found to have an acceptable Food Consumption Score in both the provinces where the R4 Initiative operates declined significantly from 2019 to 2020.¹⁵

13. **Nutrition** indicators for Zimbabwe are mixed. There has been a reduction in stunting in children under five from 27 percent in 2015 to 23.5 percent in 2019, although wasting rates for the same period remain constant at about 3 percent.¹⁶ Stunting and wasting rates are lower for girls than boys.¹⁷ The 2020 ZIMVAC report finds dietary diversity levels in the two target districts to be poor, with just 13.9 percent of households in Mashonaland Central and 18.5 percent of households in Masvingo recording 'acceptable dietary diversity'.¹⁸ Drought and economic factors meant that the percentage of people with an acceptable Dietary Diversity Score deteriorated both nationally and in the two R4 programme districts from 2019 to 2020.¹⁹

14. **Gender equality** has advanced in as much as the laws and policies to promote gender equality have been gazetted over the last decade. Zimbabwe has a National Gender Policy (updated in 2017), which emphasizes gender equality and equity, and aims to increase gender responsiveness of climate change adaptation and mitigation strategies. In 2008, the country had a score of 1.5 on policies for social inclusion/equity which increased to 3.7 (out of a total possible score of 6) in 2018.²⁰ Furthermore, representation of women in the Senate increased from 23.2 percent in 2012 to 43.8 percent in 2019 and from 16 percent in 2012 to 31.9 percent in 2019 in the National Assembly.

15. However, the 2020 Human Development Report of the United Nations Development Programme (UNDP) finds that Zimbabwe has a Gender Inequality Index score of 0.527, ranking it 129 out of 162 countries and above the average (0.570) for Sub Saharan Africa. While households headed by men were somewhat poorer than households headed by women in Zimbabwe (61.3 vs. 58.9) before the Covid-19 pandemic, households headed by widows and divorced women were poorer than those head by men with the same marital status.²¹ The main causes of inequality are entrenched social norms and differential decision-making authority over access and ownership of assets. In general, men in Zimbabwe control the majority of resources and services for productive activities, such as land, farming inputs, agricultural training and information, and livestock. They have the final say in decisions about these resources and their benefits. Women, in contrast, control 'reproductive resources', for example household utensils and kitchenware, and they are primarily responsible for 'reproductive activities', such as fetching water and fuel, laundry, preparing food, taking care of children and other family members.²² Frequently, this results in a double burden of household chores/family care and work for women. Gender-based violence is also still common, with the ZIMVAC survey finding that, in 2020, 13 percent of respondents had experienced spousal violence at some point.

¹⁴ ZIMVAC. 2020. Rural Livelihoods Assessment Report.

¹⁵ Ibid. Percent with acceptable Food Consumption Score: Mashonaland Central = 53 percent in 2019, and 32 percent 2020; Masvingo = 48 percent in 2019 and 30 percent in 2020.

¹⁶ UNDP. 2020. Zimbabwe Progress Review Report of Sustainable Development Goals.

¹⁷ Ibid. Stunting: 26.7 percent for boys and 20.4 percent for girls. Wasting: 3 percent for boys and 2.8 percent for girls (2019).

¹⁸ ZIMVAC. 2020. Rural Livelihoods Assessment Report.

¹⁹ Ibid. Percent with acceptable DDS: Mashonaland Central = 23.4 percent in 2019, and 13.9 percent 2020; Masvingo = 27.3 percent in 2019 and 18.5 percent in 2020.

²⁰ World Bank. 2019. Country Policy and Institutional Assessment for Zimbabwe.

²¹ ZimStat. 2019b. Zimbabwe Poverty Report 2017.

²² FAO. 2017. National Gender Profile of Agriculture and Rural Livelihoods in Zimbabwe.

16. Key government policies related to SDG 2 (Zero Hunger) include, inter alia:
- Food and Nutrition Security Policy (2012),²³ which seeks to “promote and ensure adequate food and nutrition security for all people at all times in Zimbabwe, particularly amongst the most vulnerable”.
 - The Zero Hunger Strategic Review (2015),²⁴ which “aims to refocus attention on the critical issues needed to accelerate the attainment of zero hunger in Zimbabwe”.
 - The National Agricultural Policy Framework (2018-2030),²⁵ which has the overall objective “to provide policy guidance and direction on how to promote and support the sustainable flow of investments to transform the agricultural sector through increased and sustained agricultural production, productivity and competitiveness”.
17. In addition, the Government has developed several policies related to climate change, such as the National Climate Change Response Strategy (2015) and the Zimbabwe Drought Risk Management Strategy and Action Plan (2017). By setting the policy framework for mitigating the impacts of climate change and shocks on food production and rural livelihoods, these documents are relevant for SDG 2 as well, albeit only indirectly.
18. **Economic policy**, and attainment of SDGs, is guided by a number of policy documents including the Zimbabwe Agenda for Sustainable Economic Transformation (2013-2018); the Transitional Stabilisation Programme (2018-2020); and the current National Development Strategy 1 (2021-2025), as well as ‘Vision 2030’, which comprises five strategic clusters namely: governance; macro-economic stability and re-engagement; inclusive growth; social/human capital development; and infrastructure and utilities. However, progress within these areas is constrained by budget constraints. One of the main challenges since the reintroduction of the Zimbabwean ‘bond’ in place of the US\$ as the main currency, has been keeping inflation in check, although the recent²⁶ introduction of a floating exchange rate and a foreign currency auction slowed inflation from a peak of 838 percent in July 2020, to 50 percent in August 2021.²⁷
19. **WFP’s actions** in Zimbabwe are guided by its 2017-2021 Country Strategic Plan (CSP)²⁸ which guides actions aimed at the achievement of six Strategic Outcomes (SOs):
- SO1: Food-insecure people are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions.
 - SO2: Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025.
 - SO3: Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030.
 - SO4: Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors.
 - SO5: The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year round.
 - SO6: Partners in Zimbabwe are reliably supported by world-class, cost-effective, and efficient supply chain services.
20. In terms of SDG 17 (Partnerships for the Goals), WFP’s primary partner is the Government of Zimbabwe, and other partners are the Food and Agriculture Organization of the United Nations (UN), the United Nations Development Programme, the Joint United Nations Programme on HIV and AIDS, the United Nations Children’s Fund, the United Nations Population Fund, the World Health Organization, the Scaling Up Nutrition Initiative, and the World Bank.

²³ Government of Zimbabwe. 2012. The Food and Nutrition Policy for Zimbabwe.

²⁴ Women’s University of Africa. 2015. Zimbabwe Zero Hunger Strategic Review.

²⁵ Ministry of Lands, Agriculture and Rural Resettlement. 2018. National Agriculture Policy Framework (2018-2030).

²⁶ June 2020.

²⁷ World Bank. 2021c. The World Bank in Zimbabwe – Overview as per 15 November 2021.

²⁸ WFP. 2017a. Zimbabwe Country Strategic Plan (2017-2021).

21. Unprecedented developments – such as a prolonged drought and the Covid-19 pandemic resulted in eight budget revisions to the WFP Country Strategic Plan (2017-2021) having to be made, as WFP had to scale up various activities, particularly lean season support to people in both urban and rural areas.

22. Other actions focusing on food security objectives include WFP's Lean Season Assistance (LSA) Programme, the Zambuko Livelihoods Initiative financed by the United States Agency for International Development (USAID) and launched in 2020 in all R4 wards of the Masvingo district, and the Livelihoods and Food Security Programme (funded by the Foreign, Commonwealth and Development Office and implemented by FAO), which operates in Masvingo district.

1.3 SUBJECT EVALUATED

23. The R4 Rural Resilience Initiative involves a package of activities for managing climate-related risks. The initiative aims to contribute to SOs 3 to 5 of the current WFP CSP. It is organized under **four synergistic themes (risk reduction, risk transfer, risk reserves, and prudent risk taking)** which, when delivered together, have been proven in other countries (e.g., Ethiopia, Malawi, Senegal and Zambia) to be successful in improving resilience.

24. **Risk reduction** is addressed in several ways in Zimbabwe. Creating community assets – typically linked to soil and water conservation, watershed management, or livestock/fish production – under Food Assistance for Assets (FFA) schemes can lessen the impact of climatic shocks when they occur. A specific factor in the design of R4 in Zimbabwe was the promotion of appropriate agriculture seeds and cultivars to accommodate households whose livelihoods primarily depend on rain fed agriculture. Transferring knowledge on good agricultural practices and climate smart agriculture (especially conservation agriculture) also helps farmers to better prepare for dry spells or floods. Moreover, providing farmers with information about price trends for crops helps them to decide what to plant and when to take crops to the market. Implementation partners (IPs) of the risk reduction component include Aquaculture Zimbabwe (AQZ), the Community Technology Development Trust/Organization (CTDO), and the Mwenezi Development Training Centre (MDTC, training provider), which provide food transfers and training under the FFA scheme; as well as the International Maize and Wheat Improvement Centre (CIMMYT) and Agritex²⁹ as providers of seed varieties and training on agricultural practices.

25. Under the Zimbabwe R4 programme, **risk transfer** involves a weather index insurance under which insurance holders (farmers) receive payouts based on satellite data relating to the level of rainfall over a particular period. The premium is paid by farmers through work done on the FFA scheme and partial cash contributions that are expected to gradually increase (up to 100 percent after the end of the project). In principle insurance can provide an incentive to farmers to invest more in their farm plots, as well as provide payouts to recover from a harvest loss (that occur as a result of drought, or prolonged dry spell conditions). The risk transfer component is implemented by the insurance provider Old Mutual in collaboration with Blue Marble Microinsurance (advisory on insurance design) and the Netherlands Development Organization (SNV, insurance training for beneficiaries).

26. The third and fourth pillars of R4 are both achieved through Village Savings and Loan (VSL) schemes. By training farmers in the management of VSLs – which may eventually establish links with formal credit institutions –, and encouraging farmers to participate in these groups, they are able to both save money to **create 'risk reserves'** and borrow money (**prudent risk taking**) to make productive investments for livelihoods diversification. The 'prudent risk taking' pillar also involves stimulating farmers' access to markets, in particular by linking them with buyers under the WFP Smallholder Agricultural Market Support (SAMS) programme and other private off-takers in various value chains (crop and small livestock). Both the VSL and market access components are implemented by SNV and involve training sessions on financial literacy, aggregation, value addition, etc. (the latter are supported by Agritex). Moreover, SNV works closely with the Ministry of Women Affairs, Community, Small and Medium Enterprises Development.³⁰

²⁹ Department of Agricultural Advisory Services of the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement.

³⁰ The Ministry supports the training of cluster facilitators, provides guidance to VSL groups to mature into Savings and Credit Cooperatives (SACCOs), supports learning visits and overall roll out of trainings on financial education.

27. R4 bundles the four previous strategies into an **integrated risk management (IRM) approach** that builds resilience in a more comprehensive way than implementing the components separately would do. The IRM approach seeks to coordinate the four risk management strategies more efficiently and exploit synergies between them.

28. [Annex 3](#) and [Annex 4](#) present the detailed Theory of Change (ToC), as well as the impact and outcome indicators (part of the results framework) respectively. The ToC was developed before the programme was rolled out in the country. The main R4 activities are reflected in the outputs, which are expected to ultimately enhance food security and livelihoods resilience through six impact pathways – one associated with each R4 pillar, plus improved agricultural practices and market linkages, which are presented separately in the ToC diagram although they fall under the ‘risk reduction’ and ‘prudent risk taking’ components, respectively. Detailed observations of the evaluation team on the ToC, based on the evaluation findings and conclusions, are presented in Section 3.1.

29. The results framework includes two high-level impacts and five outcomes for the target population (the corresponding R4 components of each outcome are indicated in parenthesis). No targets were defined for impact and outcome indicators, but their actual values have been monitored throughout 2018 to 2021.

Impact 1: The targeted population have improved or stabilised their food security status

Impact 2: The targeted population have increased their livelihood security and resilience

Outcome 1: Households have stable diversified income (risk reduction)

Outcome 2: Improved agricultural production and diversification (risk reduction)

Outcome 3: Improved investment capacity by accessing financial services (risk reserves, prudent risk taking, and risk transfer)

Outcome 4: Increased access to markets (prudent risk taking)

Outcome 5: Improved natural resource management and capacity to manage climate shocks by farmers (including climate services) (risk reduction)

30. The overall design of the R4 Initiative in Zimbabwe has not changed much since its inception in 2018, except for the considerable expansion of its geographic coverage (see Table 1 further below). Other **changes in R4 design and core activities** include:

- A new ‘Nexus Project’ that links Lean Season Assistance (LSA) to R4 – see paragraph 35 below – with the intention to enhance integration of humanitarian and resilience activities.
- Risk reduction: introduction of a small-scale mechanization pilot in 2020 to supplement promotion of conservation agriculture techniques with increasing power supply to boost production.
- Prudent risk taking: Digital information platforms for farmers in response to closure of local markets in 2020; provision of in-kind loans (sorghum seeds) to VSL members from the Zimbabwe Women’s Microfinance Bank since 2020 (to hedge loan-takers against high inflation rates).

31. In Zimbabwe, the **first phase of the R4 Initiative** – financed by SDC – ran until June 2021. Its planned budget was US\$ 2.66 million,³¹ and actual expenditure totalled US\$ 2.44 million³² (this does not include the asset creation part of R4, which was funded by other donors).

32. R4 covered eight wards in the Masvingo district (which joined the initiative between 2018 and 2020) and four wards in the Rushinga district (since 2020). The location of these 12 wards within the two districts is shown on the maps in [Annex 5](#). Until the end of the first phase in Q2/2021, R4 had enrolled 6,000 beneficiaries (500 in each ward; 65 percent of them women).³³ The first 500 beneficiaries joined the R4 Initiative in 2018-2019; another 1,500 were added in 2019-2020, and the remaining 4,000 in 2020-2021 (see the evolution of R4 wards over time in Table 1 below). In all years, all planned beneficiaries were actually reached (no difference between actual and planned).

³¹ WFP. 2017b. R4 Rural Resilience Southern Africa Programme – Phase II: Project Document.

³² WFP. 2021c. Resourcing Tables for Country Portfolio Budget – August 2021.

³³ Sources of information in this paragraph: WFP. 2021e. Terms of Reference for the Final Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe; WFP. 2021f. R4 Beneficiary Lists – August 2021.

33. The **second phase of R4** – which is not part of this evaluation – has been co-financed by SDC and the Green Climate Fund (GCF),³⁴ and started in Q2/2021 by including another 4,000 beneficiaries in four additional wards in each of the two districts.
34. R4 is part of larger set of interventions with integrated approaches to climate risk management implemented by WFP Zimbabwe. While these interventions do not fall in the primary scope of the evaluation, the evaluation is expected to consider their (actual or potential) links with R4 for enhanced IRM. Table 1 below summarizes the coverage of district and wards through the different resilience initiatives (beyond FFA and SAMS) since 2018.

Table 1: Geographic coverage of WFP Zimbabwe resilience initiatives (by year)

District	Wards	2018-2019	2019-2020	2020-2021	From 2021
Rushinga	5, 6, 7, 8			R4 -I	R4 -II
	16, 17, 18, 19				R4 -II
Masvingo	17	R4 - I	R4 -I	R4-I and Zambuko	R4-II and Zambuko
	16, 18, 19		R4 -I	R4-I and Zambuko	R4-II and Zambuko
	12, 13, 15, 25			R4-I, Nexus, Zambuko	R4-II, Nexus, Zambuko
	24, 26, 27, 28				R4-II, Nexus, Zambuko
Mwenezi	6, 10			Zambuko	Zambuko
Bold and shaded: Scope of this evaluation.					
Donors: R4 1 st phase (R4-I) and Nexus = SDC R4 2 nd phase (R4-II) = SDC + GCF Zambuko Initiative = USAID.					

Source: Evaluation team analysis based on: AQZ, CDTO, CIMMYT and SNV. 2018-2021. Series of R4 Progress Reports; WFP. 2019a. Responding to Humanitarian Needs while Building Resilience: Proposal to the Swiss Agency for Development and Cooperation – March 2019; WFP. 2021a. Lessons Learned from the R4-LSA Humanitarian-Development Nexus Project – Final Report.

35. Closely linked to R4, and also co-financed by SDC, is the WFP project at the humanitarian-development nexus of LSA and the R4 Rural Resilience Initiative (“**LSA-R4 Nexus Project**” henceforth). The project started in 2019. Additional funding was received in 2020 to arrive at a total budget of US\$ 1.5 million. It has covered the same wards in the Masvingo district that joined the R4 Initiative from 2020. The project proposal foresaw that 80 percent of the budget would be used to provide humanitarian assistance (cash-based transfers under LSA) to the selected wards while the remainder would finance resilience-oriented trainings (on financial literacy, insurance, market linkages, etc.) to allow participants to eventually transition to the more integrated resilience-building packages, including R4.³⁵

36. Another (livelihoods) resilience programme (outside the primary scope of the evaluation) is the **Zambuko Livelihoods Initiative** financed by USAID, which was launched in 2020 in all R4 wards of the Masvingo district and a few wards of another district (Mwenezi). It has focused on social cohesion of communities, improving smallholder crop and livestock production, improving access to finance and markets, and strengthening post-harvest handling. In the Masvingo district, where both the R4 Resilience and the Zambuko Livelihoods Initiative have been implemented, most IPs have been involved in both initiatives.

37. The R4 Initiative has also been linked to the FFA and SAMS programmes of WFP Zimbabwe. In particular, the FFA component served as a foundation of R4: **all 6,000 planned beneficiary households** of the SDC-financed first phase were **actually enrolled in the FFA component**.³⁶ Each household was

³⁴ In July 2019, GCF committed US\$ 8.86 million to four years of the second phase of R4 in Zimbabwe. Source: WFP. 2020a. R4 Rural Resilience Initiative: Annual Report January–December 2019.

³⁵ WFP. 2019b. Addressing the Humanitarian-Resilience Nexus: Proposal to the Swiss Agency for Development and Cooperation – October 2019; WFP. 2021a. Lessons Learned from the R4-LSA Humanitarian-Development Nexus Project – Final Report.

³⁶ The subsequent figures have been taken from: WFP. 2021g. R4 Zimbabwe Progress Report Q2/2021.

enrolled in FFA through one selected household member (57 percent of them were women).³⁷ The subsequent text thus uses the terms “beneficiary household” and “beneficiary” interchangeably, and “women” and “men” beneficiary refers to the person officially enrolled in the FFA component, who is often – but not always – the head of the household.³⁸ Almost all beneficiary households (5,984) also signed up for the weather index insurance while a smaller proportion also participated in other R4 components and activities. For example, 2,413 beneficiaries (79 percent of them women) were organized in 274 savings groups at the end of the first phase.³⁹

38. No formal **gender analysis** was carried out before the start of the R4 Initiative in Zimbabwe. A detailed gender analysis study with recommendations was undertaken in 2020. It identified positive effects and opportunities for the economic empowerment of women, in particular through VSL groups (supporting livelihoods diversification) and FFA schemes (helping women to gain skills in traditionally male domains), but also highlighted remaining challenges (for example, increased time poverty and burden of work, and little gender transformation beyond the R4 project).

39. **Past reviews of R4** include the regional mid-term review (MTR, 2019),⁴⁰ gender analysis (2020),⁴¹ lessons learned report (2021),⁴² and sustainability strategy (2021).⁴³ The MTR highlighted several unsolved issues, including the conclusion that R4 still needed to demonstrate value addition and cost efficiency regarding long-term results; and sustainability concerns related to the limited engagement of government institutions, weak coordination mechanisms, and the lack of business strategies for long-term engagement of the private sector. The recent R4 sustainability strategy identified two key pathways for sustainability: inclusive market systems and shock-responsive social protection systems.

1.4 EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

40. The evaluation adopted a **theory-based, mixed methods approach** to answer the **main evaluation questions (EQs) and sub-questions**. In the inception phase, the evaluation team reformulated the original sub-questions (without changing the expected content of the evaluation) and grouped them under seven high-level EQs linked to the different evaluation criteria:⁴⁴

- EQ 1 – Relevance:** To what extent were the different components of the R4 Rural Resilience Initiative in line with the needs of women, men, boys and girls from different marginalized groups in the targeted communities?
- EQ 2 – Relevance:** To what extent were R4 activities aligned to WFP and donors’ strategic mandates, national priorities, and relevant to the political and economic challenges in the implementation period?
- EQ 3 – Effectiveness:** To what extent have the outputs and (intended and unintended) outcomes of the R4 Initiative been achieved?
- EQ 4 – Effectiveness:** How and to what extent was the achievement of results driven (or hindered) by the R4 approach and external factors?

³⁷ WFP 2021. R4 Beneficiary Lists – August 2021.

³⁸ In the phone survey with beneficiaries conducted for this evaluation, 57 percent of the registered beneficiaries in the survey sample were women (the same as in the total beneficiary population) but only 40 percent of the households were headed by women. About three quarter of the registered beneficiaries were the heads of their households.

³⁹ The FFA and insurance beneficiary lists have been made available to the evaluation team. The detailed lists of the beneficiaries who also participated in the other R4 components/activities is not centrally available (but only the total numbers for some activities from output and outcome monitoring).

⁴⁰ SDC and WFP. 2019. R4 Rural Resilience Initiative in Southern Africa (Phase II): Mid-term Review 2019 – Final Report.

⁴¹ WFP. 2020c. R4 Rural Resilience Initiative in Zimbabwe: Gender Analysis and Mainstreaming Strategy – Final Report.

⁴² WFP. 2020e. R4 Rural Resilience Initiative Zimbabwe: Lessons Learned Report.

⁴³ WFP and TetraTech. 2021. Sustainability Strategy for the World Food Programme R4 Rural Resilience Initiative in Zimbabwe – Draft Report July 2021.

⁴⁴ In line with the ToR, emphasis was placed on the criteria of relevance, efficiency, and sustainability.

- EQ 5 – Efficiency:** Were the R4 activities implemented in a timely, equitable and cost-efficient manner?
- EQ 6 – Impact:** To what degree did the R4 Initiative and its integrated risk management approach contribute to enhanced resilience and food security?
- EQ 7 – Sustainability:** To what extent are the activities and benefits of the R4 Initiative likely to continue after donor funding / WFP support ceases, and what are the potential opportunities and threats to sustainability?

41. The **detailed evaluation matrix** is presented in [Annex 6](#). It constituted the main framework for data collection and analysis to answer the overarching question: *“To what extent the R4 Initiative as part of the IRM interventions was effective in enhancing food security and building resilience of beneficiary households and their communities”*.

42. The evaluation matrix and approach were informed through an evaluability assessment at the inception phase. That assessment did not identify any major data gaps once the data collection would be finalised, but it contributed to focusing the primary data collection strategy on issues only partially covered in the secondary data, such as sustainability issues, implementation challenges, and beneficiary perceptions. In the current report, any remaining (usually minor) data collection gaps have been flagged in the responses to the EQs. The results of the evaluability assessment also supported the choice of a contribution analysis approach for the effectiveness and impact questions, rather than rigorous attribution analysis (due to limited baseline and control group data) or qualitative comparative analysis (too few data points to construct a broad set of case configurations required for this approach).

43. Contribution analysis does not provide a definitive proof of the main attribution problem (whether R4 was effective in enhancing food security and resilience), but evidence and a line of reasoning that plausibly explain that R4 has made an important contribution to the documented results. This evaluation has used a ‘light’ contribution analysis⁴⁵ compatible with the given timeframe, resource, and data constraints. For this purpose, the evaluation team followed the standard six-step approach:

- a) Formulation of the main attribution problem (EQs 3, 4 and 6) – Step 1
- b) Adoption of the existing Theory of Change (ToC) in [Annex 3](#) – Step 2
- c) Compilation of secondary data on the ToC (mainly output, outcome, and impact indicator data from beneficiary surveys conducted by WFP and/or reported by IPs) – Step 3
- d) Development of ‘contribution’ or ‘performance stories’ along the ToC (reflected in the output-outcome-impact results chain studied in EQs 3, 4, and 6, and the review of ToC assumptions and risks for the result chain and contribution stories, see Table 4 in Section 3.1 below) – Step 4
- e) Integration of additional evidence, especially from the context analysis, stakeholder perceptions, and other primary data collected remotely and in the field – Step 5
- f) Revision and strengthening of the contribution story (for example, consideration of contextual factors and capacity of IPs – see EQ 4 in particular).

44. The methodology applied qualitative and quantitative methods of primary data collection and reviewed existing information sources. The **mix of data collection methods** including their format is summarized in Table 2, which also links the data collection methods to the EQs. The specific **data sources** used for each sub-question of the evaluation matrix are indicated in [Annex 6](#).

45. Table 2 and the list of interviews and focus groups conducted in [Annex 7](#) show that the primary data collection involved stakeholders at all levels (national, district, ward, village), and of different types (WFP and donor staff, the private sector, IPs, leaders of R4 activity committees, different types of beneficiaries, etc.).

⁴⁵ ‘Light’ refers to the fact that EQ 3, 4 and 6 focus on the main impact pathways in the ToC (rather than all possible links) and that the validation of ‘contribution’ stories did not pass through multiple iterations as in evaluations with longer timelines and full-fledged data collection in the field (which was not possible in this evaluation due to Covid-19).

Table 2: Overview of qualitative (QLI) and quantitative (QTI) data collection methods by EQ

Method			Data collection format		Evaluation questions						
			Remote/ desk-based	Field/ in person	1	2	3	4	5	6	7
		Relevance			Effectiveness		Efficiency	Impact	Sustainability		
QLI	Primary data	Document review	•								
		KIIs with national-level stakeholders	•								
		IDIs with local-level stakeholders		•							
		FGDs with beneficiaries		•							
		Direct observation		•							
QTI		Phone survey with beneficiaries	•								
		Review of M&E and financial data	•								
<i>KII = Key informant interview IDI = In-depth interview</i> <i>FGD = Focus group discussion</i>						Main source		Complementary			

Source: Evaluation team.

Analysis of existing documents and data

46. The evaluation team compiled (with support of the CO) and reviewed the **documents** listed in [Annex 12](#) which include R4 and nexus project documents and proposals, progress reports of WFP and IPs, various reviews (mid-term, gender, sustainability lessons learned), broader strategy and policy documents of WFP, the Government of Zimbabwe, and donors, WFP CSP documents and Annual Country Reports (ACRs). Part of the document review was done using the text analysis software Atlas.ti and the word processor Scrivener. The evaluation team also compiled and reviewed **quantitative M&E data** (mainly output and outcome monitoring dashboards and surveys, and beneficiary lists), as well as budget and expenditure data for the different R4 components.

Primary data collection - remote methods

47. Remote primary data collection included 18 key informant interviews (KIIs) and a phone survey with 384 beneficiaries.

48. **KIIs** refer to interviews with experts in specific thematic, policy or institutional fields about issues within the experts' fields of competence and relevant for the study. In this evaluation, most of the key informants work in the **national offices of stakeholder organizations**. Remote KIIs were conducted by the international team members. The list of KIIs is shown in [Annex 7](#). The interview guides for KIIs with internal and external stakeholders are included in Table 10 of [Annex 8](#).

49. The **phone survey** collected large-scale, statistically representative data from **R4 beneficiaries**. To avoid duplication with existing M&E data, the phone survey focused on new information (e. g. beneficiary perceptions) that had not been captured yet in the outcome monitoring surveys conducted by WFP in 2019 and 2021. Box 1 describes the setup (sampling strategy and other key parameters) of the phone survey. The phone questionnaire is displayed in Table 12 of [Annex 8](#), and the detailed survey results are presented in [Annex 9](#). The raw data of the survey were cleaned and analysed in Stata, including statistical tests (t-tests) for gender differences in all variables.

Box 1: Sampling strategy and setup of the phone survey with R4 beneficiaries

Sampling frame: WFP lists of R4 beneficiaries (4,000 in Masvingo and 2,000 in Rushinga district), limited to those with phone numbers (\approx 70% in Masvingo and 25% in Rushinga).

Sample size: 384 respondents from all 12 wards (which yielded an error margin of <5% at a confidence level of 95% for the population of 6,000 beneficiaries).

Sampling strategy: Stratified random sampling by ward and gender, so that each ward and gender had the same weight in the overall sample as in the population of 6000 beneficiaries. * Within each ward-gender stratum, all contacts with phone numbers were listed in random order, and enumerators continued calling contacts in this order until they completed the target number of questionnaires in the stratum:

District and ward	Female	Male	Total
Masvingo Ward 12	20	12	32
Masvingo Ward 13	21	11	32
Masvingo Ward 15	19	13	32
Masvingo Ward 16	18	14	32
Masvingo Ward 17	14	18	32
Masvingo Ward 18	17	15	32
Masvingo Ward 19	18	14	32
Masvingo Ward 25	19	13	32
Rushinga Ward 5	17	15	32
Rushinga Ward 6	22	10	32
Rushinga Ward 7	14	18	32
Rushinga Ward 8	18	14	32
Total	217	167	384

Interview length: Approximately 30 minutes on average.

Language: Written questionnaire in English, orally applied in Shona.

Time period: 5 days of data collection (14-18 September), 2 days of supervisor and enumerator training, and piloting (10 and 13 September 2021).

Survey team: 7 women and 5 men enumerators, 2 supervisors (Jimat), 1 survey manager (Particip).

* Since all 12 wards have the same number of beneficiaries (500), the total sample size is the same for each ward, but the shares of women and men respondents within each ward vary.

Primary data collection – field-based methods

50. The two-week field mission followed the schedule presented in [Annex 10](#) and comprised 17 in-depth interviews (IDIs) with local stakeholders, 16 focus group discussions (FGDs) with beneficiaries, and direct observation of R4 assets and activities. Given time, resource and logistic constraints, the field mission was limited to six selected wards, and R4 sites and activities within wards. Since all R4 components are implemented in all 12 wards, which are adjacent within districts (and hence show little variation in context), a sample of six wards was considered geographically representative. The selected wards reflect sufficient variation in (i) R4 phases/start years and (ii) combinations of other resilience WFP initiatives; see Table 1 in Section 1.3. Fieldwork took place in the following wards:

- Masvingo wards 12 and 13 (since 2020; R4, Nexus and Zambuko), 17 (since 2018, R4 and Zambuko), and 18 (since 2019; R4 and Zambuko)
- Rushinga wards 6 and 7 (since 2020; only R4).

51. **IDIs** covered a wider range of issues with interviewees who, unlikely key informants, are usually not unique 'experts' in a specific field but have been involved in/affected by the R4 Initiative in multiple ways; mainly at the **district and ward level**. The list of IDIs is presented in [Annex 7](#), and the interview guides for IDIs with IP staff and community members are included in Table 10 of [Annex 8](#).

52. **FGDs**, together with the phone survey, constituted the main primary data source at beneficiary level. Unlike the survey, FGDs also included beneficiaries who do not own a phone. The composition of the focus groups was homogeneous in terms of gender and beneficiary type (three types: general R4 beneficiaries – FFA participants and insurance holders –, members of VSL groups, and members of Producer Marketing Groups (PMGs)). Participants were selected with the support of WFP Field Offices and FFA committees, VSL groups and PMGs. An FGD usually included 10-12 participants. FGDs with women were usually conducted by the female national expert and FGDs with men by the male national team member. The list of FGDs is included [Annex 7](#), and the topic guide is presented in Table 11 of [Annex 8](#).

53. Until one week before the start of the data collection, WFP and the evaluation team considered three **alternative data collection scenarios** in function of Covid-19 restrictions, specifically the inter-provincial travel ban (for all experts) and quarantine requirements on entry in Zimbabwe (for international experts) in place at the beginning of the inception phase. The inter-provincial travel ban was lifted shortly before the data collection mission and allowed the national team members to conduct fieldwork in both districts while the international team members participated remotely in the data collection. The data collection period (13-30 September) comprised a one-week remote mission (KIIs with national-level stakeholders and phone survey with beneficiaries) and two weeks of field mission (IDIs with local-level stakeholders, FGDs with beneficiaries, direct observation).

54. Qualitative information and qualitative data were analysed through different approaches (see the last column of the evaluation matrix in [Annex 6](#)), including but not limited to:

- Context analysis (relevant for all EQs, in particular for the contribution analysis in EQs 3, 4 and 6): Analysis of the national and local context to identify external key determinants (such as economy, policy framework, baseline context, development challenges, GEWE issues, etc.) and separate their influence on R4 outcomes from the contribution of the intervention itself.
- Policy and strategy analysis (mainly for EQ 2): Assessment to what extent the intervention aligns with/supports relevant policies and strategies of WFP, the donor, and the Government.
- Efficiency analysis (used in EQ 5): Qualitative (implementation efficiency) and basic quantitative efficiency analysis (costs per beneficiary comparison) of the intervention.
- Statistical analysis (of phone survey data): Logical tests for consistency checks of raw data, calculations of means and distribution of survey responses, t-tests for gender differences in means.

55. After the analysis by data type/source, the evaluation team **systematically triangulated** the data. The last column in the evaluation matrix ([Annex 6](#)) shows the triangulation strategy for each sub-question, which involved comparing one or more of the following: (i) data collected by different evaluation team members, (ii) qualitative and quantitative data on the same questions; (iii) primary and secondary data on the same questions; (iv) views of different stakeholder types on the same questions (v) data from different individuals of the same stakeholder type.

56. **GEWE and other equity issues** were considered and reflected in different aspects of the evaluation approach. The evaluation matrix includes gender and equity issues directly, for example, in sub-questions 1.3 (gender mainstreaming), 5.3 (equity), and 6.3 (gender impacts), as well as in other sub-questions that build on gender-disaggregated beneficiary data from existing M&E systems or primary sources (phone survey and focus groups). Neither the evaluation team nor the 2020 gender analysis identified any important gender-related gaps in the results framework and monitoring data. Most indicators and existing data are fully disaggregated by gender, and the results framework contains two cross-cutting indicators on GEWE. Gender and equity issues are also considered in the conclusions and recommendations of this evaluation.

57. **Ethical considerations** were adequately considered in the evaluation, acknowledging that WFP decentralized evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations were responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This included, but was not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and

ensuring that the evaluation would result in no harm to participants or their communities. The main safeguards included the following:

- *Protecting privacy, confidentiality and anonymity of participants:* All participants in interviews, FGDs and the phone survey were assured that their participation was voluntary and anonymous, and that they could withdraw from the interviews any time without negative consequences (informed consent – see the phone survey questionnaire in [Annex 8](#), for example).
- *Ensuring fair recruitment of participants:* The phone survey drew a random and balanced sample of women and men. All R4 beneficiaries with phone number had the same chance of being selected for the survey. FGDs had a homogenous composition. Potential participants were contacted by IPs, and the national evaluators randomly selected 12 of those who had shown up.
- *Ensuring no harm to participants or communities in times of Covid-19.* The Covid-19 crisis has put additional strain on the population, especially the most vulnerable women and farmers involved in subsistence production. The team minimized the disruption in their lives by limiting interview times, and all data collection adhered to Covid-19 protocols.

58. The main **limitation of the evaluation approach** concerned the primary data collection in the field. The international team members could not join the mission in Zimbabwe due to Covid-19 travel restrictions, which reduced the volume, depth and triangulation possibilities of primary data. However, this was partially mitigated through the rich set of existing studies and data, as well as remote interviews and the phone survey.⁴⁶

59. Other limitations are mainly related to the availability of baseline and control group data. Outcome data for the different groups of wards were collected through baseline and follow-up surveys in 2018, 2019 and 2021, and output data were regularly reported by IPs. The 2021 survey included the baseline for the eight wards that joined the R4 Initiative in 2020-2021. Therefore, the quantitative effectiveness and impact analysis in this report is largely based on Masvingo (wards 16 to 19) while the primary data collected by the evaluation team (phone survey and FGDs) cover both districts. In contrast to the 2018 and 2019 baseline and outcome monitoring surveys, WFP also collected qualitative data in 2021. However, the 2021 outcome monitoring report with the qualitative results was not available to the evaluation team until the finalisation of this evaluation report.⁴⁷

60. Moreover, the control group data for Masvingo only comprise one ward. Neither the validity of the control group nor the statistical significance of observed differences in programme and control group outcome data could be rigorously tested with the available data. Likewise, the outcome monitoring results made available to the evaluation team do not allow for testing the statistical significance of observed gender differences.⁴⁸ Therefore, it is not always clear whether sample differences in outcome and impact indicators reflect systematic group differences in the beneficiary population or random sample variation. The analysis based on this data thus only reports 'large' differences between programme and control groups, and between women and men, that are likely to be statistically significant.

61. Despite these limitations, the outcome monitoring surveys are the most comprehensive and systematic source of quantitative results data available, and they are intensively used in EQs 3 (effectiveness) and 6 (impact), albeit not for a rigorous attribution analysis. To mitigate the attribution issue, the analysis complements the outcome monitoring data in a contribution analysis with contextual information, data from FGDs, narratives of progress reports, other R4 studies, etc.

⁴⁶ Phone numbers were available for approximately 75 percent of all beneficiaries in Masvingo but only for 25 percent of the beneficiaries in Rushinga. If phone ownership is positively correlated with wealth, the Rushinga survey data may be affected by some sample selection bias. The focus groups, in contrast, included a more random set of beneficiaries (including the most vulnerable).

⁴⁷ The evaluation team had access to the 2018 and 2019 baseline and outcome monitoring reports, and the 2021 outcome monitoring dashboard and dataset.

⁴⁸ The outcome monitoring dashboard only report the means but not the standard deviations of the variables.

2. Evaluation findings

2.1 EQ 1 – RELEVANCE: TO WHAT EXTENT WERE THE DIFFERENT COMPONENTS OF THE R4 RURAL RESILIENCE INITIATIVE IN LINE WITH THE NEEDS OF WOMEN, MEN, BOYS AND GIRLS FROM DIFFERENT MARGINALIZED GROUPS IN THE TARGETED COMMUNITIES?

Sub-question 1.1: To what extent were the integrated risk management approach and its individual components relevant and appropriate for the resilience and food security needs of (and designed with participation) of beneficiaries and their communities?

62. The R4 approach is to incorporate the four main facets of resilience building into a unified project that incorporates risk reduction, risk transfer, accumulation of reserves and prudent risk taking. WFP's Food Assistance for Assets (FFA) set of activities is the main vehicle for risk reduction. It is also the platform on which all the other actions are based. WFP has long standing experience in the design and delivery of FFA globally and Zimbabwe, and the evaluation finds that this knowledge was applied consistently in R4. Selection of sites was first based on Integrated Context Analysis which identified Masvingo and Rushinga as districts that receive insufficient rainfall for maize production and are characterized by high levels of food insecurity. Indeed, a baseline survey conducted in Masvingo in 2018 found that 33.4 percent of surveyed households were food insecure, two thirds of the households were engaging in negative livelihood coping strategies and 28 percent of households were spending more than 75 percent of their income on food.⁴⁹ This is driven by an array of issues including poor water availability, low agricultural productivity (due to insufficient or excess rain), livestock mortality, poor market access and insufficient access to credit, which can only be addressed by a range of integrated actions.

63. At the sub-district level, Seasonal Livelihood Programming was carried out to assess operating context and map stakeholders, and this was followed by the third stage of the planning process – Community Based Participatory Planning (CBPP). Beneficiaries were targeted through community selection who considered two factors – the household was not labour constrained and was food insecure.

64. Interviews with beneficiaries in both the project sites were more or less unanimous in their view that the CBPP process was effective in engaging a wide range of stakeholders – including women and the vulnerable – in the identification of an integrated package of assets and activities that were relevant to addressing the array of challenges they faced. With water for both agriculture and consumption purposes being identified as a priority in both districts (but particularly Rushinga), assets constructed typically focused on large scale water catchment and land management interventions such as dam construction or watershed improvement, although a vast range of activities⁵⁰ were delivered under FFA, particularly when the Covid-19 pandemic prevented people meeting in large groups. Survey results show that beneficiaries perceived the assets created as particularly useful for protection against extreme weather event and for enhancing food security.

65. Improving agricultural productivity and incomes was the second strategy for reducing beneficiaries' risk. Farmers were trained in a range of agricultural practices including vegetable and small livestock, although the emphasis was on growing small grain crops using conservation agriculture (CA). While better suited than maize to the low rainfall experienced in the districts, millet and sorghum are not as popular as staple food, nor do the grains serve as kind of default currency in Zimbabwe's cash constrained economy in the same way maize does. They also require more labour for processing than maize. Furthermore, in Zimbabwe CA has a reputation for involving backbreaking work⁵¹ for limited return. Nevertheless, over 90 percent of households surveyed by phone for this evaluation reported that the techniques learned

⁴⁹ WFP. 2018. R4 Rural Resilience Initiative: Zimbabwe Baseline Report – Masvingo District.

⁵⁰ Including keyhole gardens, tree nurseries, fuel efficient stoves, poultry and goat housing, cattle kraals, as well as training on gender, marketing, post-harvest crop handling, etc. (WFP ACR 2020).

⁵¹ Often referred to in Shona as *dhiga ufe* or 'dig until you die'. Zimbabwe Zero Hunger Strategy Review, 2015.

improved their yields and reduced post-harvest losses, indicating a high degree of relevance to the context and the training approaches used.

66. To make small grains more appealing, WFP attempted to link farmers to markets for small grains, ground nuts and vegetables (in many cases through the SAMS programme), and in one ward in Masvingo, CIMMYT provided a number of farmers with a 2-wheel tractor, a trailer, a sheller and a double row direct seeder on a lease to own basis.⁵² In addition to the facilitation work undertaken through SAMS, IPs also linked farmers up with prospective buyers through agricultural shows and seed fairs – when Covid-19 lockdowns permitted.

67. Risk transfer was addressed through the provision of index-based crop insurance, the premiums for which were paid for by WFP in return for beneficiaries conducting work on the aforementioned assets. Unlike the risk reduction components, which were generally in accordance with needs identified by farmers at the CBPP stage, the insurance was new to farmers. Given Zimbabwe's recent experience of having investments and savings being wiped out by currency devaluation, it is arguable that they would not have suggested insurance as a feature of the intervention – and interviews conducted in the field found that some only engaged in insurance because it was an integral part of the FFA package. While the evaluation team finds that risk transfer through insurance is, in principle, relevant, farmers mentioned two main factors that they felt reduced the product's utility. The first is that maize is not covered,⁵³ and the second that crops were only insured against drought, not excess rainfall, although this latter issue has now been addressed.

68. The two remaining 'Rs' – accumulation of reserves and 'prudent risk taking' – were tackled through VSL groups, training for which was provided by SNV. These were either built from scratch on the back of the groups assembled for FFA, or capacitating existing groups with guidance on management, constitutions etc. Evidence collected by the evaluation team in the field supports WFP's own findings that these institutions are extremely relevant to beneficiaries, particularly women who constitute the majority of membership, as they helped them save money and identify and finance viable business opportunities. Over 80 percent of beneficiaries interviewed for this evaluation ($N = 383$)⁵⁴ reported that they were a member of a VSL (74 percent of men and 84 percent of women interviewed).

Sub-question 1.2: Did R4 participants understand the purpose, approaches and functioning of the different components and activities, as well as the integrated risk management approach as a whole?

69. Overall, FGDs suggested that beneficiaries understood the overall logic of R4, and the relevance of the activities and the integrated and sequential nature of the outputs to their livelihoods. CA has long been promoted in Zimbabwe, and more recently has become mainstream under the Government's *Pfumvudza* programme; mechanisation of components of this in order to save labour represents a logical next step. Similarly, savings and credit groups – often created autonomously at the community level – have existed in some form for years, so the strengthening of these institutions with constitutions and training on management is also logical. Nevertheless, the evaluation found that while beneficiaries understood the overall logic of R4, and the relevance of the activities and outputs to their livelihoods, there were gaps in their comprehension of three components.

70. Firstly, many held the notion that the food transfers in payment for FFA were supposed to cover the entirety of their food needs rather than complement them (source: FGDs). This is possibly related to beneficiaries making comparisons with the transfers they received under LSA if they were enrolled on that project.

71. The second was the project's focus on small grains rather than maize, and why the latter was not covered by the crop insurance (interviews with WFP stakeholders and insurers). Maize is culturally very important: it is the staple food in Zimbabwe and, also serves as the main instrument of barter – a method of exchange that is particularly important in Zimbabwe under the current economic circumstances – and it

⁵² Involving an initial payment of US\$ 500 and the balance of US\$ 1,500 being paid over 20 months.

⁵³ The reason for this being that the sub-optimal conditions would make the premium too expensive.

⁵⁴ Throughout the report, N is the number of responses to the given survey question. For example, $N = 383$ indicates that one of the 384 survey respondents did not answer the question. Survey questions with N considerably below 384 were only applied conditional on specific responses to previous questions in the questionnaire.

is understandable that farmers would seek to protect this important crop. This desire was not limited to farmers: a CIMMYT stakeholder interviewed for this evaluation suggested that the insurance package should be expanded to cover maize, although this could reflect the fact that the organisation is working with slightly better off farmers who would have better capacity for crop management /irrigation. The notion that the insurance premiums would become more expensive (because growing maize⁵⁵ in Masvingo, and particularly Rushinga, is riskier than cultivating small grains) was not fully understood by farmers.

72. Of greater importance is the finding that many farmers did not understand the way that insurance payouts were triggered and paid out. Post distribution monitoring (PDM) conducted in Masvingo after a payout was triggered by a dry spell in late 2019 / early 2020 found that farmers expected to receive their payments within a month of the trigger – rather than within a month of the closure of the policy (February 2020) per the terms of the policy. The first batch of payments were made in March 2020, two months after the trigger and well within the month after the closure of the policy, but only 58 percent of the farmers surveyed were satisfied with the timeliness of the payout.⁵⁶

73. Another insurance related issue is the way that payments are made to farmers. The insurance policy was pegged to the US\$ and stipulated that payouts would be made in Zimbabwean dollar based on the prevailing interbank rate at the time of the trigger. Many farmers did not understand the way that their pay-out was calculated, and some expected to be paid in dollars.⁵⁷

74. All these issues point to gaps in the way that the terms and conditions of the policy were communicated to farmers. They were issued with printed policy terms sheets during enrolment, but in-person explanation of the product was insufficient,⁵⁸ a factor seriously exacerbated by the restrictions placed on meetings and movement during the Covid-19 pandemic.

Sub-question 1.3: To what extent was the design and implementation of the intervention guided by GEWE objectives and mainstreaming principles, and premised upon (and adjusted following) a thorough gender analysis that identified the main gender dimensions and strategies for addressing gender inequalities?

75. Women in general, and households headed by women, are more exposed to the effects of climate change than men because of the increased burden of collecting water, searching for food, and replanting after dry spells. The evaluation team found strong evidence – from the field and internal monitoring – to support the finding that R4 recognizes this disparity and made considerable efforts to mainstream GEWE objectives – for example, after soil management interventions, nutrition gardens and water management infrastructure were the most common assets constructed.⁵⁹ WFP monitoring systems also disaggregate data by sex, although this level of granularity is not always presented in reports, with overall figures being presented instead.

76. The participation of women was high: a report on the issue⁶⁰ found that although the average ratio of women to men in all project activities was 70:30,⁶¹ although it also mentioned 'significant levels of gender inequality within R4 project remained' but that 'programmatic steps were being taken to promote

⁵⁵ Which requires 500 - 800mm of rainfall annually. Source: FAO. 1991. A Manual for the Design and Construction of Water Harvesting Schemes for Plant Production.

⁵⁶ WFP. 2020b. R4 Rural Resilience Initiative: Weather Index Insurance Post Distribution Monitoring (PDM) Report – Masvingo District.

⁵⁷ Ibid.

⁵⁸ For example, an informant in Ward 18 in Masvingo said that they had received just one training session on the insurance product. The WFP 2020 PDM report also revealed some beneficiaries' poor understanding of the insurance policy provisions.

⁵⁹ See Figure 14 in [Annex 9](#).

⁶⁰ WFP. 2020c. R4 - Rural Resilience Initiative in Zimbabwe: Gender Analysis and Mainstreaming Strategy – Final Report. While only 57 percent of the 6,000 registered beneficiaries are women (source: WFP. 2021f. R4 Beneficiary Lists – August 2021), the phone survey showed that even in some households in which the registered beneficiary is a man, it is a female household member who actually participates in the R4 activities. This is consistent with the observation in the WFP Gender Analysis and Mainstreaming Strategy that 70 percent of actual participants are women.

⁶¹ Related to higher levels of rural-urban migration by men, and a prevailing attitude that participation in development projects was women's' business.

gender equality'. Nevertheless, data collected through FGDs in the field indicates that women's participation in decision making processes about project related matters was high, and their views were respected by men.

77. At a field level, examples of GEWE being mainstreamed include the use of quota systems to ensure the participation of women on committees,⁶² establishment of crèches at FFA work sites to enable women to participate in the work, and a focus on the construction of assets that reduced the burden of collecting water (dams) and firewood (fuel saving stoves) – indeed, a WFP survey conducted in May 2020⁶³ found that over ninety percent of household interviewed reported that their day to day hardship had decreased as a result of the assets constructed.

78. The gender study made over 20 recommendations for improving R4's impact on GEWE objectives, and while it is beyond the scope of this evaluation to assess the extent to which all of these have been actioned, one is noteworthy because they have not been followed up but are of particular importance to the functioning and management of the project.

79. Some IPs conducted their own gender analysis (e.g., CTDO in Rushinga) which identified areas where the project had made progress, and where more support was needed, one of these being the regular support from a WFP gender focal person in the same way they get support from engineers and other technical staff. The Gender Analysis recommended that WFP support IPs in this area, but it does not appear to have been delivered to the extent that the IPs hoped for.

Box 2: EQ 1 Main findings

- Comprehensive and participatory planning process ensured that actions were relevant to beneficiaries' context and needs.
- Promotion of CA and small grains was appropriate, especially the mechanised approaches that saved labour.
- Cultural factors mean maize remains of high importance to farmers, but demonstrations of the yields possible for small grains – plus linkages to off-takers – has resulted in increased uptake of sorghum and millet cultivation.
- Provision of crop insurance is relevant for transfers of climatic risk, but this was not a need identified by farmers at the planning stage. More work is required to ensure farmers fully understand how the product works and to ease purchase and payout arrangements, which are complicated by the economic context and distrust of financial institutions.
- VSLs are a highly relevant mechanism for savings and credit for a largely unbanked population.
- Actions were relevant to women both in terms of saving them labour (focus on water) and their ability to participate (attention to timing of activities and childcare arrangements).

2.2 EQ 2 – RELEVANCE: TO WHAT EXTENT WERE R4 ACTIVITIES ALIGNED TO WFP AND DONORS' STRATEGIC MANDATES, NATIONAL PRIORITIES, AND RELEVANT TO THE POLITICAL AND ECONOMIC CHALLENGES IN THE IMPLEMENTATION PERIOD?

Sub-question 2.1: To what extent were the R4 Initiative, and its humanitarian-development nexus design and implementation modalities, appropriate for WFP and the donor's strategic mandate?

80. R4 is fully coherent with WFP's Country Strategic Programme, which commits to supporting the Government to "ensure that food insecure people... in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions". It contributes to

⁶² It was reported that in the initial stages of the project quotas were simply imposed without explanation, but now they are preceded by training and awareness building on the need for such systems.

⁶³ WFP. 2020d. Asset Benefit Indicator M&E Update May 2020.

Strategic Outcomes three,⁶⁴ four⁶⁵ and five⁶⁶, and a recent evaluation of the CSP found that it is aligned with and supports the UN's 'Delivering as One' approach articulated in the Zimbabwe United Nations Development Assistance Framework (ZUNDAF). ZUNDAF, in turn, supports Zimbabwe's over-arching development strategy 'ZimASSET'⁶⁷ which has a strong focus on building resilience to climate change.

81. A comparison of R4 design documents with WFP's Policy on Building Resilience for Food Security and Nutrition⁶⁸ shows that R4 is aligned with five of the six guiding principles; the sixth only partially addressed principle being a commitment to put national governments at the centre of resilience programming. A similar side-by-side analysis finds that it also supports the four objectives articulated in the WFP Gender Policy,⁶⁹ ensuring that the food assistance modality was adapted to the needs of women and girls, women were able to participate equally, their decision-making abilities were empowered, and that the assistance provided did no harm.

82. Unsurprisingly, considering R4⁷⁰ is funded by the Swiss Development Cooperation (SDC), the evaluation team found that the project is fully aligned with the donor's objectives. SDC's Regional Cooperation Strategy for Southern Africa⁷¹ recognizes that Southern Africa is prone to repeated climate-change induced hazards adversely affecting its population, and under Outcome 2 commits to supporting "the dissemination of comprehensive and locally adapted disaster risk reduction instruments (e.g. micro-insurances) complemented by innovative approaches that enhance communities' adaptive capacities to better cope with slow onset events (e.g. droughts) and long-term shifts (e.g. rain patterns) induced by climate change".

83. The project – by overlapping with Lean Season Assistance (LSA) actions in Masvingo and Rushinga – is also consistent with SDC's nexus objectives and its commitment to support people affected by disasters such as drought, floods and pests through emergency response as well as longer-term resilience building interventions.

84. As with all farmers involved in WFP FFA, attempts were made to link R4 farmers to the WFP Smallholder Agricultural Market Support (SAMS) Programme and other off-takers. The evaluation team found some anecdotal evidence of the latter: at a country level (R4 and other FFA groups) the volume of maize grain sourced by WFP traders from smallholder aggregation system in 2020 was reported as 2,602 metric tons worth US\$ 908,575.⁷² There was little evidence of R4 farmers selling to SAMS, with sales in 2020 being zero against a target of over 3.8 percent.⁷³ These results are unsurprising considering the low levels of productivity experienced by farmers in 2019 and 2020.

Sub-question 2.2: To what extent was the R4 Initiative aligned with key priorities and policies of the national government and considered the specific political and economic challenges in its design?

85. Comparison of R4's objectives with those of important Government policies finds a strong level of alignment. ZimASSET, the Food and Nutrition Security Policy, the Zimbabwe Zero Hunger strategy (2015) all variously support linking farmers to off-takers and the provision of smart subsidies, the National Social Protection Policy Framework (2016) which aims to enable households to manage stress and shocks, create sustainable livelihoods and build resilience through micro-finance, micro-credit, productive public works programmes and skills training, and the National Development Strategy 2021-2025, which promotes food

⁶⁴ Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030.

⁶⁵ Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors.

⁶⁶ The social protection system ensures that chronically vulnerable populations throughout the country are able to meet their basic needs all year around.

⁶⁷ Government of Zimbabwe. 2013. Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset): Towards an Empowered Society and a Growing Economy (October 2013-December 2018).

⁶⁸ WFP. 2015a. WFP Policy on Building Resilience for Food Security and Nutrition.

⁶⁹ WFP. 2015b. WFP Gender Policy 2015-2020.

⁷⁰ And other WFP-implemented resilience projects with an index-based crop insurance component in Malawi and Zambia.

⁷¹ SDC. 2018. Regional Cooperation Strategy for Southern Africa 2018-2022.

⁷² WFP. 2021h. Zimbabwe Annual Country Report 2020 for the Country Strategic Plan 2017-2021.

⁷³ Ibid.

security and nutrition, human capital development and environmental protection, climate resilience and natural resources management.

86. The evaluation team found evidence that the project had made efforts to adapt to the challenging economic climate that prevails in Zimbabwe. Regarding insurance payouts, for example, WFP expedited the payment so that farmers could receive their payments early (after the trigger but before the policy had ended) in order to reduce the risk of losses due to inflation.

Sub-question 2.3: Were opportunities for advocacy and policy influence identified and acted on?

87. Advocacy on issues such as malnutrition, food loss through poor post-harvest handling, and poor marketing systems is identified as a priority in the CSP. While R4 does not directly engage in advocacy at an activity level or identify policy change as an outcome, it supports the Country Office's wider agenda on this issue by generating evidence through its strong M&E processes which capture the effects of the wide range of interventions implemented and processes used.

88. Two examples serve to illustrate where R4 has supported advocacy. The first is the CIMMYT-implemented CA pilot in Masvingo. The pilot is subject to a very high standard of monitoring which delivers strong evidence of the benefits⁷⁴ of mechanized CA and post-harvest processing (for example mechanised grain / groundnut shelling). The lessons from this pilot are directly relevant to the Government's ongoing promotion of CA under the *Pfumvudza* programme and responds to the criticism made in the mid-term review of the regional R4 programme⁷⁵ that the actions were not generating sufficient evidence to support the adoption of the approach.

89. A second example is the ongoing use of the SCOPE beneficiary registration system. While this is not unique to R4 (it is used by WFP for all actions), the fact that R4 is able to demonstrate the system's utility in tracking the reach and effectiveness of FFA activities at a beneficiary level will buttress the CO's overall aim of supporting the Government in the establishment of a central information system for social protection programmes⁷⁶ in the same way that WFP Somalia has done with that country's Baxnaano social safety net programme.

Box 3: EQ 2 Main findings

- R4 actions are highly coherent with WFP's mandate and Government of Zimbabwe policies.
- Opportunities for advocacy were met in terms of providing evidence of benefits of mechanised CA and the use of a central registration system but advocacy with the Government remains challenging.

2.3 EQ 3 – EFFECTIVENESS: TO WHAT EXTENT HAVE THE OUTPUTS AND (INTENDED AND UNINTENDED) OUTCOMES OF THE R4 INITIATIVE BEEN ACHIEVED?

Sub-question 3.1: To what extent were the intended outputs and outcomes of the R4 Initiative achieved (in the expected sequence)?

90. The evidence in this section discusses the achievement of the five R4 outcomes listed in Section 1.3, as well as of some key outputs that likely contributed to these outcomes. The main data sources for EQ 3 include existing outcome monitoring surveys (baseline and follow-up) conducted by WFP and the phone survey with beneficiaries conducted by the evaluation team. The WFP outcome monitoring surveys trace different groups of wards over time: the three batches of wards in Masvingo that joined the programme in different years (batch 1 / since 2018-2019 = ward 17; batch 2 / since 2019-2020 = wards 16, 18, 19; batch 3 / since 2020-2021 = wards 12, 13, 15, 25); a control group in Masvingo (ward 20); and programme wards 5, 6, 7, 8 (since 2020-2021) plus a control group in Rushinga. The most recent survey conducted by WFP (in April 2021) thus includes post-intervention data for Masvingo batches 1 and 2 and the Masvingo control group

⁷⁴ Notably increased yields.

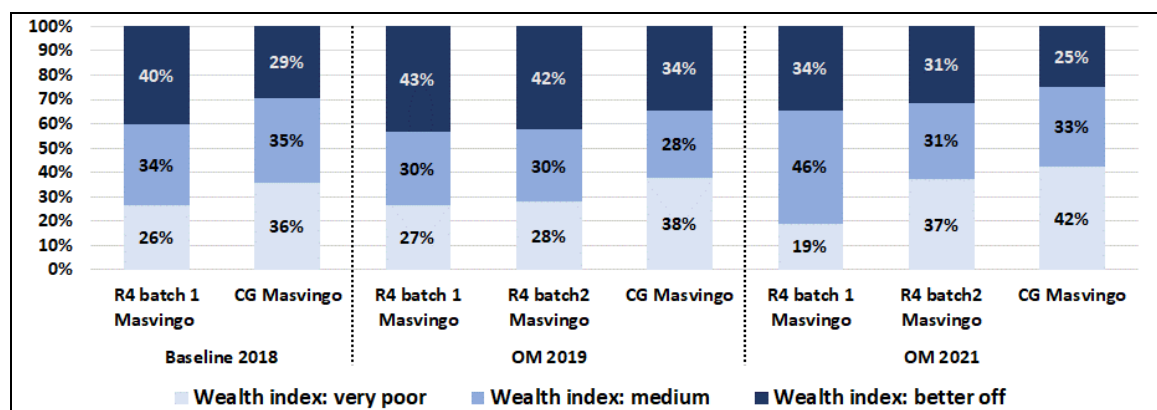
⁷⁵ SDC and WFP. 2019. R4 Rural Resilience Initiative in Southern Africa (Phase II): Mid-term Review 2019 – Final Report.

⁷⁶ CSP Activity 11.

but only baseline data for Masvingo batch 3 and the Rushinga district. Therefore, the latter are not included in the quantitative analysis of outcome monitoring data for effectiveness (EQ 3) and impact (EQ 6).

91. Data collected by phone survey found a strong perception⁷⁷ that FFA **improved and diversified household income (Outcome 1)**. This finding is supported to a degree by WFP outcome monitoring (Figure 1) which found that between baseline in 2018 and the latest survey in 2021, the proportion of households from the first batch in Masvingo who are classified in the poorest group declined from 26 percent to 19 percent. However, households who entered the programme in 2019 were more likely to be classified in the poorest group in 2021 than they were when they joined. Interviews with project stakeholders indicated that this is likely a reflection of the precarious economic and climatic conditions experienced over the period in question, as well as the impacts of the Covid-19 pandemic.

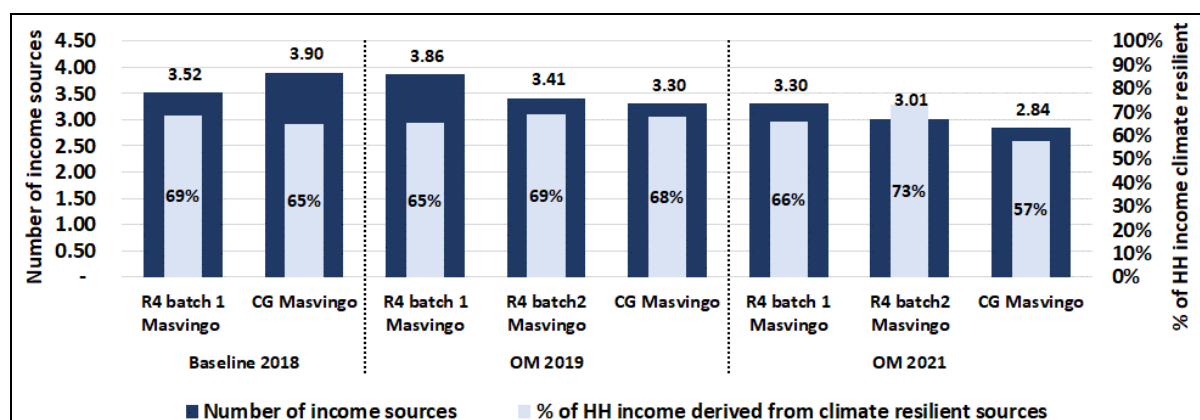
Figure 1: Change in wealth categories



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

92. WFP outcome monitoring data indicates that R4 appears to have been unsuccessful in increasing the number of income sources available to households (Figure 2, Output 1.1), with households who entered the project in 2018 having, on average 3.30 livelihood sources in 2021 compared to 3.52 when they started. The decline is more evident in the control group however (3.90 in 2018 and 2.84 in 2021), indicating that participation in the project may have slowed the level of decline over two difficult years. WFP data also shows that the proportion of income sources derived from climate resilient sources has changed very little, remaining between 65 and 68 percent for the duration of the project. Perceptual data collected for this evaluation (rather than only counting the number of income sources) depict a more positive picture: a high proportion of respondents to the phone survey agreed that the project had improved income earning opportunities.

Figure 2: Number of income sources and share of income from climate resilient sources



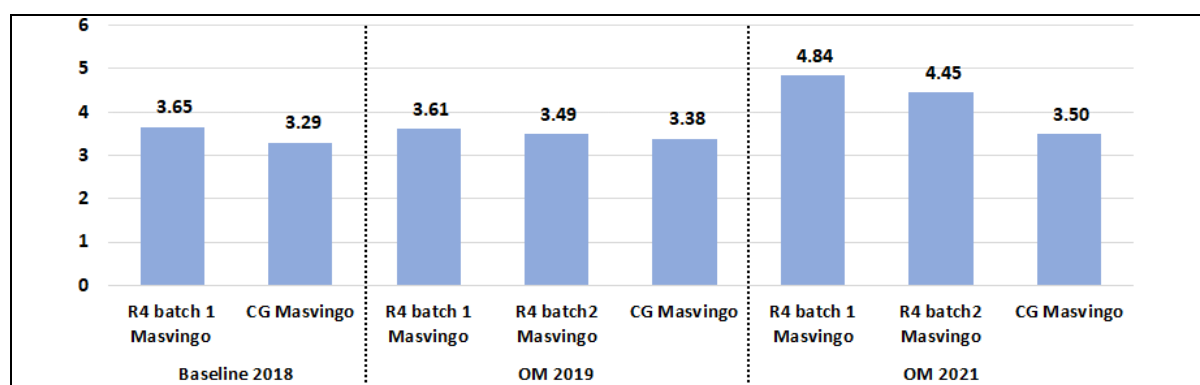
Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

⁷⁷ Average score of 1.47 on a Likert scale where 1 = best and 4 = worst (N = 382).

93. Outcome monitoring indicates that Masvingo batch 1 households increased the proportion of their income derived from crop sales from 10 percent in 2018 to 20 percent in 2021, but the same trend was seen within the control group, indicating that the increase was due more to external factors rather than a result of project activities – only 35 percent of respondents to the phone survey believed that membership of a Producer Marketing Group resulted in more predictable income.

94. R4 achieved very high levels of coverage with training which aimed to **increase agricultural production and diversification (Outcome 2)**. Over 98 percent of beneficiaries interviewed for this evaluation reported that they had received training on soil fertility management and compost making, and similarly high numbers had attended training on livestock management and post-harvest crop handling and storage. This training appears to have resulted in significant increase in crop diversity for batch 1 and 2 beneficiary farmers, with the average number of crops grown increasing from 3.65 in 2018 to 4.84 in 2021 for batch 1 farmers, and from 3.49 to 4.45 for batch 2 farmers (Figure 3). The increases were recognised by both men and women farmers: at baseline Masvingo batch 1 men farmers grew an average of 3.51 crops, and women farmers an average of 3.02; by 2021 the average number had increased to 4.84 and 4.78 respectively, also reducing the gender gap in crop diversification.

Figure 3: Average number of crops grown



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

95. Project participants in Masvingo (batch 1) also performed better than the control group counterparts with regard to other outcome indicators on agricultural production and diversification. In the 2020/2021 season, WFP data show that (control group data in parentheses):

- 80 percent used improved seeds (control group: 61 percent)
- 80 percent of farmers reported using chemical fertiliser (46 percent)
- Men and women farmers owned over 10.5 agricultural tools (8.9)
- Beneficiaries owned an average of 1.47 Tropical Livestock Units (1.34).

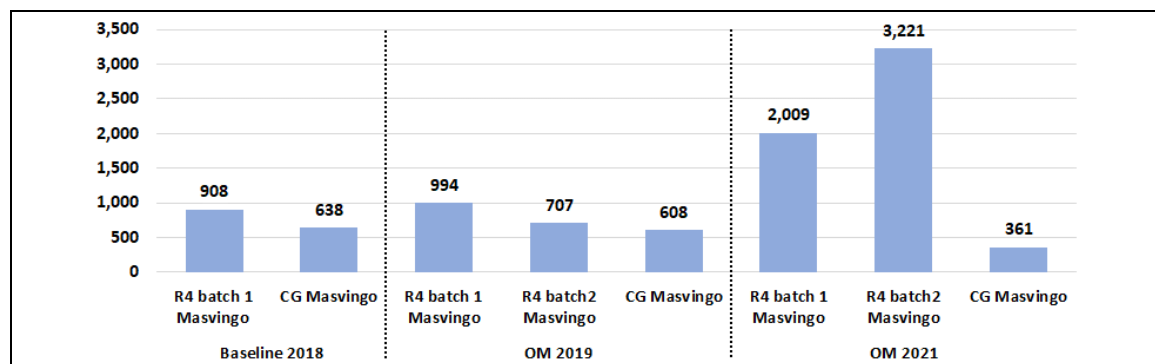
96. The 2020/2021 crop season was extremely favourable, with the Government’s Second Round Crop Assessment reporting that the season was “characterized by above normal rain across the country which was well distributed”.⁷⁸ Maize production for the season is estimated to be 2.7 million metric tons (triple the 2019/2020 total), and traditional grains production estimated at 0.35 million metric tons – more than double that of the previous year. The Government credits CA – including its *Pfumvudza* programme – for increasing production from 1.2 tons per hectare to 5.3 tons per hectare.

97. WFP data for beneficiary households reflects the impressive production increases experienced in the most recent season increases (Figure 4): batches 1 and 2 in Masvingo more than doubled their 2019-2020 production, a finding which is backed up by interviews in the field. Production figures for batch 3 (not displayed) and the control group in Masvingo are remarkably low (below 400 kg) for such a favourable season, although it was noted that soils in Masvingo are poor and prone to leaching under high rainfall conditions. Women farmers were significantly more productive than men farmers, with batch 1 Masvingo

⁷⁸ Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement. 2021. Second Round Crop and Livestock Assessment Report, 2020/2021 Season.

men having an overall production of 1,179 kg in 2021, compared to 3,204 kg for women. This finding is potentially linked to higher levels of engagement in the project, but deserves more investigation by WFP field staff, as it runs counter to the normal pattern of men farmers achieving higher levels of productivity than women.

Figure 4: Average annual crop production (kg)

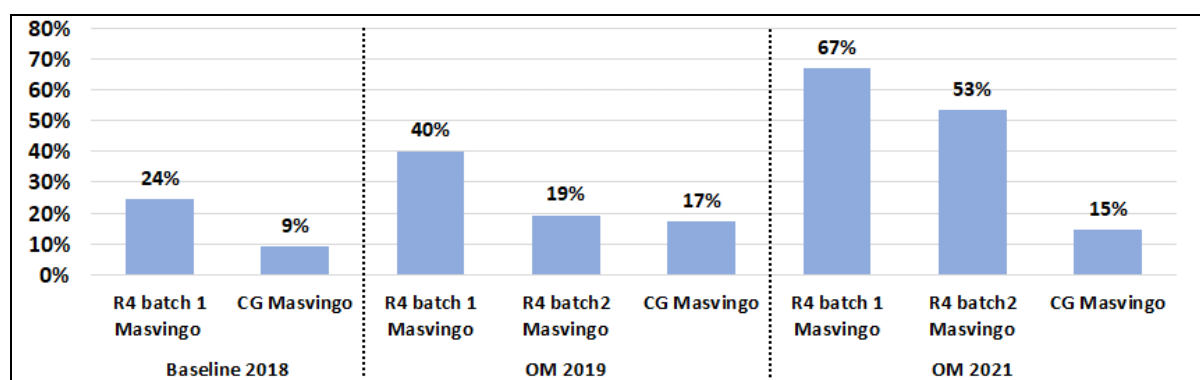


Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

98. Data provided by WFP on **Outcome 3 (improved investment capacity by accessing financial services)** – specifically, the proportion of households who saved money – are depicted in Figure 5. The percentage of batch 1 Masvingo households who were able to save money (Output 3.2) increased by around 20 percent every year as the project progressed, indicating the value of the VSLs. According to the phone survey, only 29 percent of the beneficiaries invested the loans received (or would invest once they receive a loan) in agricultural business.⁷⁹ The usefulness of VSL groups was nevertheless highlighted by the phone survey, which found a high degree of satisfaction with training provided for VSLs, and farming as a business. Training on insurance was also provided, but its usefulness was scored slightly lower than the other modules by respondents to the phone survey.⁸⁰

99. Provision of insurance (Output 3.4) went to plan. WFP records show that, in 2019, index-linked insurance worth US\$ 165,000 was offered to 1,651 participants in four wards in Masvingo, and by the end of the first phase 5,984 of the 6,000 targeted farmers were registered for insurance.⁸¹

Figure 5: Percentage of households who save



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

100. **Increasing beneficiaries' access to markets (Outcome 4)** was attempted by providing training on post-harvest handling and business skills and organizing beneficiaries into Producer Marketing Groups (PMGs). As WFP data presented in Figure 6 shows, R4 was successful in increasing the number of farmers selling through PMGs and/or contract farming. For example, the percentage of Masvingo batch 1 beneficiaries reporting sales through PMGs increased from two percent in 2019, to 22 percent and

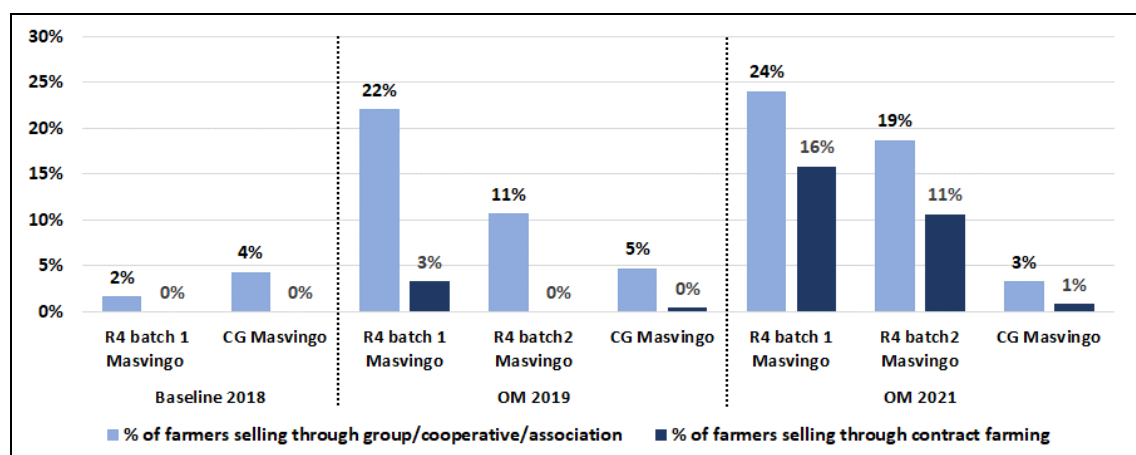
⁷⁹ See Figure 15 in [Annex 9](#).

⁸⁰ See Figure 18 in [Annex 9](#).

⁸¹ WFP. 2021f. R4 Beneficiary Lists – August 2021.

24 percent in 2019 and 2021 respectively. Contract farming arrangements also significantly increased year on year. However, it is likely that higher sales in 2021 would have happened without R4 because of the higher levels of production after good rainfall in the 2020/2021 season.

Figure 6: Percentage of farmers who sell through PMGs and contract farming



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

101. Around half of the beneficiaries called through the phone survey ($N = 384$) reported that they were a member of a PMG, with horticulture, poultry, sorghum and groundnuts being the most commonly sold produce.⁸² However, PMG membership does not appear to have always translated into concrete benefits. A quarter of PMGs had not sold any produce, and two thirds of sales made were to local markets rather than commercial off-takers. Just 16 percent of respondents ($N = 197$) to the phone survey reported that PMG membership resulted in higher prices, and 28 percent thought it enabled higher sales volumes. The main benefit of membership appears to be better knowledge of the market (51 percent perceived that their knowledge had improved as a result of membership of a group).⁸³

102. **Improving beneficiaries' capacity for the management of natural resources and climate shocks (Outcome 5)** was largely aimed for through the construction of assets meant to increase resilience and provide income opportunities, and conservation agriculture. Beneficiaries interviewed for this evaluation reported high levels of satisfaction with the utility of this information for improving resilience and food security, and, to a lesser extent, income. The phone survey and FGDs conducted as part of the evaluation found high levels of participation in and satisfaction with training on themes like soil management, nutrition gardens and good agricultural practices. However, WFP's outcome monitoring data show that CA techniques are widely practiced by both beneficiaries and non-beneficiaries – probably as a result of the Government's promotion of *Pfumvudza* in recent years.

Sub-question 3.2: What were the unintended (positive/negative) results of the R4 Initiative at the level of households and communities?

103. Considering the wide ambition of the R4 project, and the way it was linked into nexus objectives, the evaluation team found it difficult to identify positive outcomes which were not already covered by one of the over 90 project-specific or CSP indicators. However, arguably the most significant unintended positive outcome is the significant incidence of secondary adoption of CA techniques by non-beneficiary farmers after observing the results in R4 farmers' fields.

104. A couple of unintended negative results were identified, however. First, there were anecdotal reports from the field mission that a dam that was not built to standard in Masvingo and collapsed after heavy rain damaging crops. This is likely related to insufficient oversight by qualified technical personnel – either WFP or District Government – during the construction phase. Secondly, some women in Rushinga

⁸² See Figure 16 in [Annex 9](#).

⁸³ See Figure 17 in [Annex 9](#).

reported in FGDs that the most lucrative VSL investment was to buy and sell high strength alcoholic drinks to men in the neighbourhood. It is possible that this has had a negative effect on the men's health.

Box 4: EQ 3 Main findings

- R4 appears to have increased household incomes and the number of income sources of beneficiaries – or at least protected income levels and diversification from deteriorating in the wake of the precarious economic situation and poor harvests in 2019 and 2020.
- Beneficiaries' range of crops grown increased more than that of non-beneficiaries while the income share derived from crop sales increased for both groups (likely due to the bumper yields).
- Crop production in 2021 increased sharply across all groups due to good rains, but more for beneficiaries than for non-beneficiaries, and production by women was higher than that of men.
- VSL membership is high, and most members make regular if small contributions.
- Half the beneficiaries reported being a member of a PMG although the benefits of membership with regard to achieving higher prices appear to be quite limited.
- Some aspects of CA are widely practiced, and there is evidence that some practices are being adopted by non-beneficiaries after observing their neighbours' fields.

2.4 EQ 4 – EFFECTIVENESS: HOW AND TO WHAT EXTENT WAS THE ACHIEVEMENT OF RESULTS DRIVEN (OR HINDERED) BY THE R4 APPROACH AND EXTERNAL FACTORS?

Sub-question 4.1: To what extent were the R4 components (including those at the humanitarian-development nexus) effectively sequenced and integrated into the project, and how effective was the integrated risk management approach founded on FFA?

105. As mentioned in EQ 5 below, the project did experience some issues integrating beneficiaries who were enrolled on the LSA when that programme continued to overlap with the start of FFA: beneficiaries were reluctant to work for food when they could get the same (or more) for free. However, using FFA as the basis for targeting people for IRM actions is appropriate as, by default, beneficiaries who are able to work on FFA are capable of engaging in other IRM activities and the FFA process incorporates the community-level planning component that is essential to ensuring that assets created are relevant to beneficiaries' circumstances. Basing the IRM approach on FFA (rather than other components such as VSLs) is logical, as most beneficiaries have the resources (land and labour) necessary for selection. The FFA process also created the bonds of social cohesion which are a prerequisite for effective functioning of VSLs.

106. Furthermore, applying a multi-year approach to FFA, under which the same set of beneficiaries⁸⁴ work on a series of assets over a three-year period, has greatly increased the utility of the assets created. One IP respondent mentioned that the previous short-term FFA arrangement, where the asset was constructed over a few months, "resulted in a lot of white elephants". Retaining the same group over multiple years allows them to be trained on livelihood actions that utilize the assets.

107. Sequencing of actions was found to be generally satisfactory, although, this seems to have been a result of better planning after IPs planned activities without the knowledge of others in the early years of the programme. WFP Field Offices played an important role in improving coordination.

108. However, it was noted by IP informants interviewed that the non-FFA activities do not generate social cohesion in the same way that FFA does, and that there is a tendency for the different implementing partners to prioritise their own agendas irrespective of the priorities that emerge from the CBPP process. For example, a dam that was constructed in response to a pressing need for water may sit idle while beneficiaries go off and get training on financial literacy or CA. It was suggested that, rather than the current model where different interventions are delivered by separate IPs depending on their area of

⁸⁴ As long as they are still present in the area and willing to work.

expertise, organising IPs into a consortium under one budget may result in better synergies and sequencing of activities.

109. Conclusively answering the question of the value of R4's integrated approach relative to that of the constituent components (VSL, FFA, etc.) is constrained by the agreed scope (and budget) of the evaluation, which only covered R4 households (who, by default engaged in all R4 actions). However, anecdotal reports gathered through interviews and FGDs with project beneficiaries support the finding that the integrated nature of the action did result in synergies and outcomes greater than those that could have been achieved through one action alone. Examples included beneficiaries using income from VSL investments to fund small purchases for their farms, and assets built under the FFA component (e.g. livestock housing) resulting in income streams that could be used to make VSL contributions or cover food consumption needs.

Sub-question 4.2: How did the capacity of implementing partners and official support from other partners affect results?

110. It should be noted that, because WFP does not attempt to build IP's capacity in areas other than those critical to project administration,⁸⁵ WFP does not assess IPs' or Government capacity in a standardized or quantitative way which allows analysis of improvement or deterioration over time, so any assessment of the effect that their capacity has on results is based purely on weighting and triangulation of subjective evidence collected by the evaluation team.

111. The IPs in Masvingo and Rushinga have a long history of implementing development projects in those districts, and unsurprisingly, see themselves as part of working towards a common long term development goal, rather than simply acting as delivery agents for WFP. However, several mentioned that they would like more technical support from WFP, with gender being a particular example. Indeed, the R4 Gender Analysis (2020) found that all partners apart from one were of the view that they needed capacity development – ideally through regular interaction with a WFP gender focal point – in this particular area.

112. CIMMYT has added value in providing strong evidence on the viability of mechanised CA through its 'mother and child' pilot and linking farmers to suppliers of tools and appropriate seeds.

113. The Mid-term Review of the R4 Programme (2019) noted the deleterious effect that weak Government capacity has on results, and this continues to be an issue, in part because it is beyond WFP's capacity to build or incentivize better performance. Interviews with R4 stakeholders confirmed what is already clearly articulated in various internal documents:⁸⁶ at a field level Government staff (e.g. extension officers, etc.) lack motivation and often transport assets like functional motorbikes or bicycles. As a result, some agricultural training sites lack oversight, which, according to CIMMYT,⁸⁷ reduced the effectiveness and impact of the intervention.

114. To their credit, IPs have put various systems in place to both encourage better participation by Agritex staff and mitigate the impact that their limited attendance has on results. In the first instance, IPs help government extension workers to meet their monthly performance targets by assembling groups and providing them with training materials and personal protective equipment during the pandemic; in the second, most IPs now facilitate the use of locally based lead farmers and 'Village Based Agents' to carry out some of the agricultural training, although, according to some beneficiaries interviewed, not all accepted to be trained by their peers.

Sub-question 4.3: What were the major external factors and challenges affecting the achievement of results, especially regarding the economic climate in Zimbabwe and the Covid-19 pandemic?

115. The economic climate in Zimbabwe has been challenging for several years – characterized by high inflation, high interest rates, low levels of liquidity, and general uncertainty about economic policy.

116. Within R4, managing the insurance component in the context the economic climate was particularly challenging. First, many beneficiaries were wary of financial service companies and products,

⁸⁵ E.g. Training of trainer sessions on targeting of beneficiaries, use of the SCOPE beneficiary management system, financial reporting, and use of monitoring tools.

⁸⁶ CIMMYT Annual Report 2019, in: AQZ, CDTO, CIMMYT and SNV. 2018-2021. Series of R4 Progress Reports; WFP. 2020e. R4 Rural Resilience Initiative Zimbabwe: Lessons Learned Report.

⁸⁷ CIMMYT Annual Report 2019, in: AQZ, CDTO, CIMMYT and SNV. 2018-2021. Series of R4 Progress Reports.

having had savings wiped out by hyperinflation. A second factor was the Government 'Statutory Instrument'⁸⁸ that made it impossible to buy a policy through the EcoCash mobile money platform, resulting in time consuming manual registration of farmers by WFP. Thirdly, while the crop insurance contracts were priced in US\$, pay-outs were made in Zimbabwe Dollars, and, as such, the real value depreciated⁸⁹ between the time that the policy triggered and when payments were made to farmers. Unsurprisingly when farmers in Masvingo did get their insurance pay-outs in 2020, 84 percent spent it within three weeks.⁹⁰

117. The unpredictable economic climate also dissuaded the insurance providers from rolling out another agricultural insurance product⁹¹ (which may, under other circumstances, have been more suitable/ accessible to the R4 farmer), made it very difficult for farmers to access loans from financial institutions.

118. Zimbabwe was affected by particularly severe dry spells in the 2018/2019 and 2019/2020 seasons. Maize yields for the 2018/2019 season in communal farming areas averaged 0.27 metric ton/hectare – 50 percent below the previous year's average yield.⁹² The 2019/2020 dry spell triggered an insurance pay-out, but also caused WFP to ramp up its LSA programming significantly. As mentioned previously, for some people, receiving unconditional food was a disincentive to joining conditional food transfer projects like FFA.

119. A third and, arguably more challenging, blow came in the form of the Covid-19 pandemic in early 2020. Restrictions on inter-district movement and imposition of a limit of 15 people meeting in one place stayed in place periodically from the end of March 2020 until mid-2021, affecting the construction of assets, delivery of training and technical oversight of project activities, and farmers access to markets (although SNV were able to support some farmers with exemption letters which enabled them to travel).

120. WFP and IP staff in Zimbabwe are used to adapting to the financial uncertainties which have affected the country for over a decade, and to their credit, they found innovative ways of continuing to deliver R4, albeit in a different form, during Covid-19 restrictions: FFA work took place in shifts using smaller groups, or focused on assets that could be built at a homestead level, such as poultry runs, goat housing, solar dryers, and key-hole gardens. IPs developed training content that could be distributed through WhatsApp, and further expanded the use of their community agents for training delivery.

Box 5: EQ 4 Main findings

- Using FFA as platform for other R4 components is appropriate, logical, and effective.
- Project actions are now sequenced effectively after some initial teething problems. They also complement each other.
- IPs have long history of delivering development in their respective areas, but some have requested WFP for more support in mainstreaming gender.
- Government staff lack motivation and resources although this was mitigated by the fact that working with R4 helped them achieve their performance targets.
- The Covid-19 pandemic and the economic context affected project implementation – stopping meetings and complicating purchase of insurance and pay-outs.

⁸⁸ Government of Zimbabwe. 2019. Statutory Instrument 142.

⁸⁹ The difference between the standard interbank exchange rate and the informal exchange rate was 2-3 times worse in the formal market.

⁹⁰ WFP. 2020b. R4 Rural Resilience Initiative: Weather Index Insurance Post Distribution Monitoring (PDM) Report – Masvingo District.

⁹¹ The product bundled weather index insurance with a bag of seeds, and would be sold from K2 and Seed Co dealerships (WFP and TetraTech. 2021. Sustainability Strategy for the World Food Programme R4 Rural Resilience Initiative in Zimbabwe – Draft Report July 2021).

⁹² Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement. 2019. Second Round Crop and Livestock Assessment Report, 2018/2019 Season.

2.5 EQ 5 – EFFICIENCY: WERE THE R4 ACTIVITIES IMPLEMENTED IN A TIMELY, EQUITABLE AND COST-EFFICIENT MANNER?

Sub-question 5.1: Were resources for individual R4 components allocated and used in a timely and cost-efficient manner by WFP and IPs, and what challenges have affected cost and implementation efficiency?

121. Resources to establish assets such as boreholes and dams were provided by USAID and Japan and (total: approximately US\$ 42 million for all ten FFA Districts)⁹³ and represented the biggest cost driver of R4. The cost of the insurance – provided by SDC – was US\$ 6.8 million (Table 3). The annual cost of insurance per household range between US\$ 16 and 76⁹⁴, depending on the assumption regarding the distribution of one-time costs over time and the share of IP costs attributed to the insurance.⁹⁵ Interviews with IP staff indicated that funds allocated to these budget lines were sufficient, and as Table 3 shows, most budget lines are underspent.

Table 3: R4/FFA budget allocation and expenditure

Item	Resourced (US\$)	Expenditure to date (US\$)	Commitments and pre-commitments (US\$)	Actuals plus commitments (US\$)	% of resourced budget spent or committed (US\$)	Available balance (US\$)
Implementation*	3 987 558	2 347 106	1 308 489	3 655 594	91%	1 640 453
Cash based transfer value*	128 701	128 701	0	128 701	100%	0
Cash based transfer cost*	310 452	310 452	0	310 452	100%	0
Capacity strengthening*	4 180 224	2 548 168	1 301 880	3 850 049	92%	1 632 057
Activity 5: Support the development of an efficient local food marketing and procurement mechanism**	177 470	159 515	6 576	166 082	94%	11 388
Activity 6: Enable farmer organisations 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 & nutrition security**	41 817 172	33 018 229	4 267 253	37 285 482	89%	4 531 690
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

* R4 Programme only – two districts (Source: WFP. 2021c. Resourcing Tables for Country Portfolio Budget – August 2021).

** Relevant FFA activities – ten districts (Source: WFP. 2021d. Republic of Zimbabwe: An Evaluation of WFP Country Strategic Plan (2017–2020) – Draft Report June 2021).

⁹³ Two R4 districts plus eight under the wider FFA programme.

⁹⁴ The draft evaluation report of the Zimbabwe CSP (WFP. 2021d. Republic of Zimbabwe: An Evaluation of WFP Country Strategic Plan (2017–2020) – Draft Report June 2021) estimated the costs per beneficiary to be significantly higher but also notes that “the relatively high costs per beneficiary associated with Activity 10 reflect the small-scale pilot nature of the activity”. The final version of the CSPE report was not yet available at the time of writing of this (R4) evaluation report, and it was not clear whether these cost estimates would be confirmed in the final version of the CSP evaluation report.

⁹⁵ The main costs associated with insurance are the premium (on average US\$ 16 per household and season), one-time index design cost of Blue Marble (US\$ 33,536 for 6,000 HHs) and financial education by SNV (the 2020/2021 FLA with SNV had a total budget of US\$ 421,988 but only an unknown share of it can be attributed to the insurance, and at least some of these costs do not repeat in every year but should be distributed over the time).

122. Some IP staff reported to the evaluation team that funding allocated to Information and Communication Technologies (ICT) fell short of what was needed, and that the short length of Field Level Agreements (FLAs) was problematic. Indeed, the duration of FLAs is an issue that reoccurs in WFP evaluations, with IPs often complaining of that frequent renegotiation creates additional work, and uncertainty makes it difficult to retain staff. In Zimbabwe, the Government prescribes that drought mitigation activities such as FFA must be conducted in the period April to September so as not to clash with rain fed crop production. This limits the length of time that IPs involved in FFA can be engaged, although the project was successful in stretching FFA cycles to December each year. This allowed a certain amount of scope to change budgets to reflect changes on the ground, but it still resulted in the requirement to produce and negotiate annual proposals for what is a multi-year action, and staff uncertainty about long term employment.

123. Although FFA activities were funded by other donors outside the R4 budget, a cost comparison of FFA – which constitute the platform for other R4 activities – with similar interventions provides some insight into the cost efficiency of R4. At US\$ 200 and US\$ 144 in 2018 and 2019 respectively, costs per beneficiary for FFA actions compare well with other agricultural interventions in Zimbabwe.⁹⁶ For example, the cost per beneficiary for a UNWOMEN project which drilled boreholes and installed irrigation for vegetable gardens averaged US\$ 510 per beneficiary, and an ILO skills transfer project spent US\$ 145 per beneficiary.

124. Possibly reflecting R4's fully committed funding pipeline, the evaluation team surface very few incidences of late delivery of activities. In Masvingo, there were reported problems with late payment of insurance premiums by WFP to Old Mutual, although these were accommodated and did not affect the policies that were purchased.⁹⁷ The Covid-19 pandemic resulted in some challenges with delivering training sessions, particularly those that required staff to come from outside the district or required the attendance of Government staff.

Sub-question 5.2: Was efficiency enhanced through synergies between individual R4 components (relative to alternative approaches)?

125. The evaluation team finds that there are clear synergies between the individual components of the project, although some respondents from IPs felt that the FFA component (which is the entry point and platform for the entire intervention) was under-funded relative to the other components. From a beneficiary point of view – most of whom participated in all four components of the project –, the synergistic nature of the IRM activities were appreciated, with respondents in all wards visited able to articulate the benefits of layering the interventions rather than implementing them individually.

126. Despite the synergistic nature of the design, interviews with stakeholders from WFP and IPs corroborate the findings of the R4 Lessons Learned Report⁹⁸ and SDC 'Back to Office' Reports⁹⁹ that R4 experienced particular coordination challenges during the start-up phase in 2018, and that, although the situation has improved over time (largely a result of the efforts of WFP staff in Masvingo and Rushinga Field Offices), in some instances, coordination issues endure.

127. It was also observed that, in some cases, lack of communication between IPs implementing different components of R4 (agricultural training, FFA activities and financial literacy) resulted trainings being scheduled at the same time, and beneficiaries choosing which ever they thought would provide better incentives (e.g., refreshments).

128. In some instances, the different components of the project were found to contradict the underlying principles of IRM. For example, a field visit by a donor found that while deforestation is strongly

⁹⁶ WFP. 2021d. Republic of Zimbabwe: An Evaluation of WFP Country Strategic Plan (2017–2020) – Draft Report June 2021.

⁹⁷ Although WFP paid farmers' insurance premiums in full in the first year of their engagement in the project, the arrangements for farmers paying part of the premium in subsequent years, and collecting payouts if and when they happened, were problematic. Government regulations meant that farmers had to pay their premiums directly to the insurer (Old Mutual) rather than through an intermediary's EcoCash account, and, particularly in the case of the first payout in 2019, a sizeable number experienced delays in receiving their cash. This combined with currency devaluation prompted many farmers to request that pay-out were made in kind. This option was investigated, but determined to be impractical because of supply-side constraints i.e. no stock guarantee, no forward contract to lock in price, etc.

⁹⁸ WFP. 2020e. R4 Rural Resilience Initiative Zimbabwe: Lessons Learned Report.

⁹⁹ Shared with the evaluation team for the purpose of this evaluation.

discouraged, it was not always considered when constructing assets, and it was suggested that, while quarterly meetings of R4 partners are useful, better mainstreaming of these kinds of issues at a programme level would be more likely if more senior staff who have holistic oversight were in attendance.

129. Nevertheless, once coordination challenges were overcome in the latter years of the project it would appear that efficiencies did materialise. The fact that training from different providers could be delivered to groups formed for the purpose of R4 precluded the need to go through a selection process again, and the evaluation team found some anecdotal evidence that income from increased production was used to make VSL payments and that loans from VSL groups were used to fund purchases of productive assets such as tools. Enabling farmers to pay for crop insurance through FFA work served the dual purpose of risk reduction and risk transfer.

Sub-question 5.3: To what extent did women, youth, and other vulnerable groups (elderly, disabled, and/or ultra-poor)¹⁰⁰ participate in the management and implementation of R4 resources and activities in an equitable manner?

130. For reasons including predominantly male rural-urban migration, and men's notion that participation in development activities is 'women's business', as well as design features that enable women's participation (as outlined in the section on relevance), 57 percent of registered R4 beneficiaries are women.¹⁰¹ Project data, anecdotal reports for stakeholders, and interviews with beneficiaries themselves show that women also play a significant role in project management at a field level – holding chair or treasurer roles in VSLs and key roles in Asset Management Committees more frequently than men VSL members (phone survey). However, the survey found that men are more likely to hold management positions in PMGs¹⁰², and the 2020 Gender Analysis study found that in Rushinga women's representation on management committees was lower than in Masvingo, largely because women are reluctant to vote other women into leadership positions.

131. A survey conducted after the insurance pay-out in Masvingo in 2020 found that when it came to deciding how the pay-out was spent, 47 percent reported that the women took the decision alone, while in 49 percent of households the choice was made by the husband and wife. In only 4 percent of cases was the decision made by men alone.

132. Arguably these results are in part due to WFP's longstanding prioritisation of gender equality: gender mainstreaming has been a central tenet of WFP's programming for over a decade, and strong efforts are made to ensure its own actions and actions of its IPs¹⁰³ are aligned with its Gender Policies, the latest of which covered the period 2015 to 2020. Furthermore, R4 has commissioned its own project wide gender analysis, and a large portion of output and outcome data is disaggregated by gender. Given this, it is a somewhat surprising finding that several IP stakeholders interviewed mentioned that they needed more support on gender, and that there was no dedicated gender support from WFP in the same way that there is for dam construction, for example.

133. As is common with many projects in the region which combine FFA with efforts to improve agricultural productivity,¹⁰⁴ young people's involvement is disproportionately concentrated in the work on constructing assets, with much lower levels of participation in the agricultural training sessions and VSLs. Field staff cite the main reason for this phenomenon being young people's lack of interest in agriculture, preferring petty trading or illegal gold mining, which give a quicker return. While there is some truth in this, the phenomenon is also driven by this group's poor access to productive land. With parents living longer,¹⁰⁵ population growth, productive land becoming less viable because of climate change, and poor access to credit, opportunities to take up farming are, for many, only happening after a period of 'waithood'.

134. Although non-field crop-based activities such as poultry production were promoted in some locations, and SNV promoted youth participation in VSL groups, the evaluation team found no evidence of

¹⁰⁰ The sub-groups have not been analysed separately, mainly due to the lack of disaggregated data.

¹⁰¹ WFP 2021. R4 Beneficiary Lists – August 2021.

¹⁰² Not only because women (men) have a higher probability of being a member of a VSL group (PMG), but also because women (men) members have a higher chance of taking managing/lead roles in VSL groups (PMGs).

¹⁰³ E.g. WFP's Gender Policy was adopted by AQZ, an IP operating in Masvingo.

¹⁰⁴ E.g. WFP's Integrated Risk Management Programme in Malawi.

¹⁰⁵ Meaning they have to wait longer to inherit their farms.

the issue of youth participation in the non-FFA aspects of the project being encouraged with the same attention that is paid to ensuring that actions are relevant and accessible to women. In some ways this is understandable: one of the categories for participation in R4 is access to suitable land, per FFA targeting criteria. However, this requirement precludes young people's participation for the reasons mentioned above, and it is suggested that more could be done to identify productive activities that do not require land if the R4 is serious about youth participation.

Box 6: EQ 5 Main findings

- Asset construction (financed by USAID and Japan outside the R4 budget) is the most expensive R4-related activity in absolute terms, although its costs per beneficiary compare favourably with other agricultural interventions in Zimbabwe.
- The project budget is generally sufficient, although there were perceptions that allocations to ICT and FFA were insufficient. A strong funding pipeline meant delays in delivery of inputs and transfers were kept to a minimum.
- Short duration of FLAs, partly due to government restrictions on FFA work, create additional work and make retaining staff difficult.
- Initial coordination problems have been largely overcome, and the IRM approach has created implementation synergies (e.g. using groups established through R4 as training platforms, strengthening of VSL groups through income from other R4 components).
- Built-in quotas for women participation, as well as perception in communities that the project was designed more for women ensured high levels of women participation. Youth participation, in contrast, was limited because of their limited access to land and interest in other income-earning opportunities.

2.6 EQ 6 – IMPACT: TO WHAT DEGREE DID THE R4 INITIATIVE AND ITS INTEGRATED RISK MANAGEMENT APPROACH CONTRIBUTE TO ENHANCED RESILIENCE AND FOOD SECURITY?

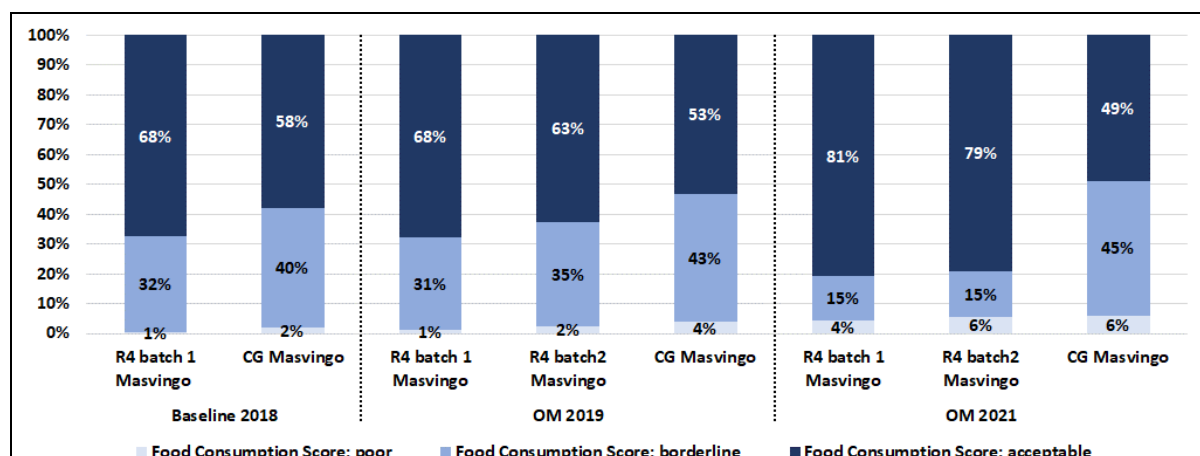
Sub-question 6.1: What were the impacts of the R4 Initiative on climate and livelihoods resilience, and food security, of communities and beneficiary households (and the contribution to CSP Strategic Outcomes 3-5)?

135. **The targeted population have improved and stabilised their food security status (Impact 1).** WFP Food Consumption Score and Dietary Diversity Score data collected over the course of the project¹⁰⁶ (Figure 7 and Figure 8) indicate that the action has been successful in improving beneficiaries' food security.

136. The percentage of Masvingo batch 1 and 2 beneficiaries with an 'acceptable' Food Consumption Score has increased since 2018 – rising from 68 percent in 2018 to 81 percent in 2021 for batch 1 households, and from 58 percent to 79 percent for batch 2 households over the same period. The results were particularly impressive for women farmers, with the percentage recording an acceptable Food Consumption Score rising from 58 percent in 2018 to 84 percent in 2021 (making them more food secure than farmer households headed by men, of which 79 percent fell into the 'acceptable' Food Consumption Score category in 2021). Control group households, on the other hand, experienced a deterioration in their Food Consumption Scores, with those in the 'acceptable' category declining from 58 percent in 2018 to 49 percent in 2021.

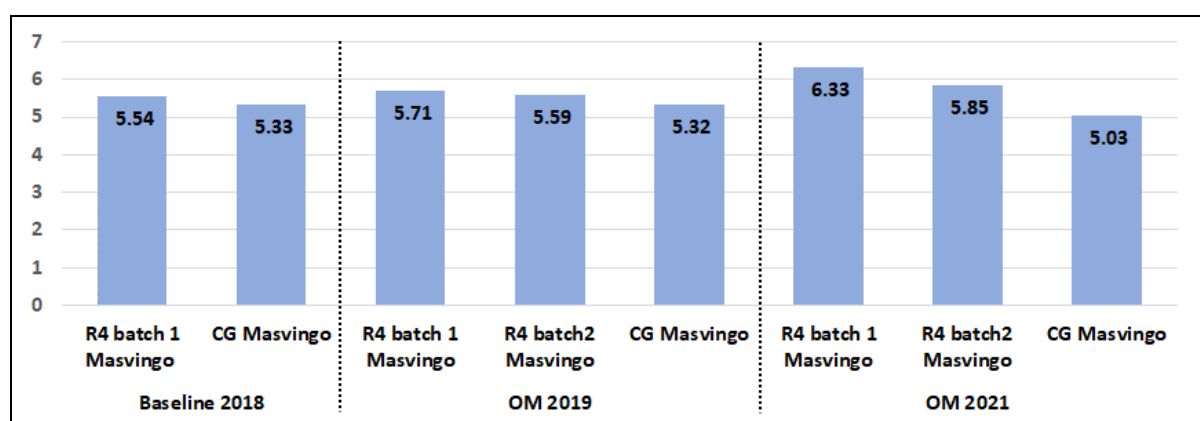
¹⁰⁶ 2018, 2019 and 2021. Data was not collected in 2020 because of the Covid-19 pandemic.

Figure 7: Food Consumption Scores



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

Figure 8: Dietary Diversity Scores



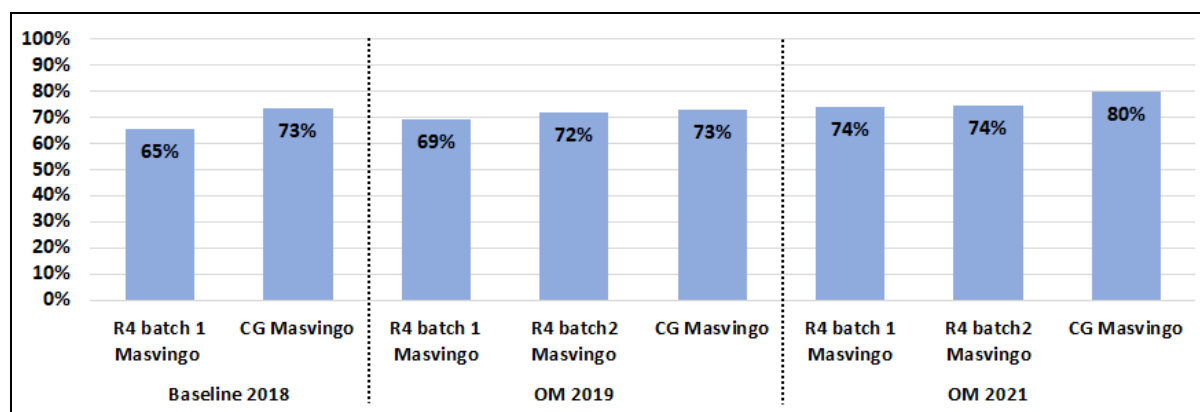
Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

137. Dietary Diversity Scores for batch 1 beneficiaries increased from 5.54 in 2018 (5.65 and 5.23 for households headed by men and households headed by women, respectively) to 6.33 in 2021, also eliminating the gender gap (men: 6.31, women: 6.35), while those for batch 2 households increased from 5.33 to 5.85 over the same period. In contrast, Dietary Diversity Scores for control group households fell from 5.33 to 5.03 over the same three-year period with persistent gender differences (from 5.49 to 5.21 for households headed by men and from 5.13 to 4.95 for households headed by women).

138. Food Expenditure Share (which reflect the proportion of household income that is spent on food) (Figure 9) increased for all groups between 2018 and 2021, reflecting the doubling or tripling of staple food prices over the last two years.¹⁰⁷ Differences between households headed by men and households headed by women were small and likely not statistically significant. However, control group households spent a greater proportion of their incomes on food than beneficiary households, suggesting that households that participated in the project are able to cover more of their consumption needs from their own production.

¹⁰⁷ Famine Early Warning Systems Network. 2021. Zimbabwe Price Bulletin August 2021.

Figure 9: Food Expenditure Share

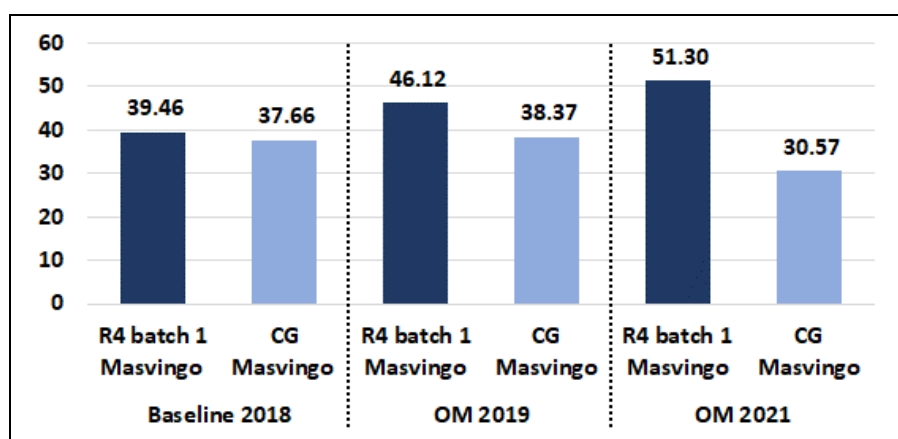


Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

139. The **targeted population have also increased their livelihood security and resilience (Impact 2)**. Resilience Index Measurement and Analysis (RIMA) scores,¹⁰⁸ also point to R4’s success in delivering WFP Strategic Outcomes. As Figure 10 shows, scores for batch 1 beneficiaries in Masvingo have tracked an improvement since the start of the project, rising from 39.46 in 2018 to 51.30 in 2021, while those for the control group have deteriorated from 37.66 to 30.57 over the same period. Again, by this measure, women farmers appear to have fared particularly well (or at least their score deteriorated less than that of men): Masvingo batch 1 beneficiary households headed by women had a score of 14.04 in 2018 (compared to 8.71 for beneficiary households headed by men), but in 2021 their score was 16.21, compared to men 16.43.

140. Data collected by WFP and through the phone survey indicates that the assets created under the FFA component of R4 contributed to increased resilience;¹⁰⁹ 89.2% of households surveyed for the WFP Asset Benefit Indicator assessment in 2020 reported that the assets that were built or rehabilitated in their community were better protecting their household, its belongings and its production capacities from floods, drought and other related natural disasters, and people interviewed (N = 383) for the phone survey (using Likert scale scoring) largely agreed that the assets created improved protection against extreme weather, provided income earning opportunities, and enhanced food security.

Figure 10: Resilience Index Measurement and Analysis Scores



Source: WFP. 2021b. R4 Outcome Monitoring Dashboard – July 2021.

¹⁰⁸ Resilience Index Measurement and Analysis, based on an assessment of six variables: food and income access, access to basic services, assets, adaptive capacity, access to social safety nets, and sensitivity to shocks.

¹⁰⁹ Survey respondents were asked to assess the usefulness of FFA for different outcomes, including protection against extreme weather. On a Likert scale of 1/2/3/4 = very/quite/somewhat/not useful, the average score was 1.178 (somewhat higher for men than for women).

141. Livelihood Coping Strategy Index scores depict a picture where beneficiaries fare better than the control group – with 15 percent registering no coping strategies in 2021 compared to just 4 percent in the control group. However, recourse to coping strategies appears to have increased over the last two years. In 2019, 35 percent of Masvingo batch 1 and 40 percent of control group households did not use any coping strategies. This deterioration could be linked to the severe increase in food prices over the same period.

Sub-question 6.2: To what extent were the integrated risk management approach and nexus objectives achieved and added value for the achievement of food security and resilience objectives?

142. The CSP evaluation found a lack of progress on creating synergies between activities in the CSP and with those of other humanitarian/development actors. However, at the project level, the same evaluation found a good degree of alignment between the different components of the IRM approach and with the LSA programme. These synergies supported the food security and resilience outcomes for beneficiaries, with the LSA mitigating adoption of severe coping strategies which would have depleted gains achieved through R4 actions. The CSP evaluation found that, as planned, FFA acted as an entry point for other integrated risk management tools, including index-based insurance and village savings and lending schemes, and this was corroborated by field interviews, where beneficiaries spoke of their appreciation of the synergistic nature of the IRM activities, particularly those focusing on asset creation, agricultural productivity, and savings. For example, women in Rushinga reported in FGDs that cash they earned from groundnut production was used to pay their VSL contributions.

143. A 2021 study¹¹⁰ found that, an effort to support 4,780 farmers in Masvingo with LSA and IRM activities – using LSA as a platform from which to select participants for R4 – “achieved its purpose of contributing to household food security through improving the resilience of households vulnerable to climate risks”. Seventy-two percent of the LSA beneficiaries were trained in the VSL approach, and 81 producer groups were formed.

144. For example, it was reported that in 2020, when food insecurity levels were particularly high and LSA ran for practically the entire year in all rural districts, some IPs had difficulty in encouraging people to participate in FFA activities as the FFA ration was capped at 75 percent of the calorific requirements for a family of five in exchange for 60 hours work per month, while the LSA allocation was 62 percent of each household member’s calorific requirements. The issue was managed to some extent by emphasizing the skills that beneficiaries would acquire by participating in FFA.

145. Primary data collection conducted for this evaluation ([Annex 9](#)) found that 82 percent of those interviewed participated in FFA, almost everyone in insurance and some kind of training, 80 percent in VSLs, and 52 percent in producer groups, meaning that over half benefited from all five main components of the project, and over three quarter benefited from four of the five. The same survey found that over 90 percent of respondents perceived that participation in R4 helped increase their yields, reduced post-harvest losses, and helped them diversify their livelihoods by growing new types of crops.

146. Despite these impressive results at a project level, nexus synergies could have been amplified had coordination been better: the Nexus Lessons Learned Report,¹¹¹ found that there were issues with timing and duration of some of the activities. For example, in some cases training in CA was conducted too late in the season to be put into practice, and too little time was allocated to capacity building. Coordination between the LSA and R4 delivery teams could have been improved, as could that with Government stakeholders, although, in mitigation, the Covid-19 restrictions made this more difficult than normal.

Sub-question 6.3: To what extent, and how, did the R4 Initiative transform power balances and decision-making within communities and households, especially regarding women?

147. The WFP monitoring system does not explicitly track issues around intra and inter household power balances, but a number of proxy indicators and significant body of anecdotal evidence signals that the project is making a positive contribution to these objectives, in part as a result of the project guidance that there should be a women/men ratio of 60:40 in all leadership positions including in Asset Management Committees and Project Implementation Teams (PITs), and trainings on social cohesion and ‘harmony’.

¹¹⁰ WFP. 2021a. Lessons Learned from the R4-LSA Humanitarian-Development Nexus Project – Final Report.

¹¹¹ Ibid.

148. Data from the phone survey ([Annex 9](#)) show that a majority of respondents found that FFA activities were useful in supporting equity and contributed to conflict resolution.¹¹² The same survey found that 84 percent of women are a member of a VSL group (compared to only 74 percent of men), and that 41 percent occupy some kind of management role (compared to 32 percent of men). The R4 Gender Analysis and Mainstreaming Report (2021) found that the R4 Project had “significantly improved the participation and power of women in community development projects and decision-making processes, but that their power at a household level had remained limited”. Interviews conducted in the field for the purposes of this evaluation support this conclusion, with one woman in Masvingo reporting decision making in the home is not yet balanced. As a result, some women do not disclose all income *“We have learned not to borrow money for VSL from husbands because they demand it when they share (the VSL savings)”*.

149. Interestingly, in the case where an insurance payout was made in Masvingo, 49 percent of respondents to a survey conducted after the payout reported that husbands and wives jointly made the decision about how to use the money, and in 47 percent of cases, the women made the decision on their own. In other words, women were involved in decisions about resource usage in over 95 percent of cases in this instance. The above example indicates that, as is the case with many development actions that seek to advance the GEWE agenda, R4 contributed to progress, and probably contributed as much as could be expected given its short time span and the deeply entrenched and structural nature of the inequalities that exist in rural Zimbabwe.

Box 7: EQ 6 Main findings

- Beneficiaries – in particular women – experienced an improvement in Food Consumption and Dietary Diversity Scores over the course of the programme.
- The proportion of income used for food purchases has increased – probably a reflection of ongoing price inflation.
- Beneficiaries’ resilience, as measured through the resilience index measurement and analysis (RIMA), has improved over the project period, especially so for women.
- Livelihood Coping Strategy Index scores have deteriorated, although beneficiaries have lower (better) scores than non-beneficiaries.
- Enabling beneficiaries to participate in LSA served nexus objectives, and the sequencing of and synergies between IRM activities were beneficial.
- The project did not achieve any structural change in gender dynamics, but rather contributed to a longer-term process of change.

2.7 EQ 7 – SUSTAINABILITY: TO WHAT EXTENT ARE THE ACTIVITIES AND BENEFITS OF THE R4 INITIATIVE LIKELY TO CONTINUE AFTER DONOR FUNDING/WFP SUPPORT CEASES, AND WHAT ARE THE POTENTIAL OPPORTUNITIES AND THREATS TO SUSTAINABILITY?

Sub-question 7.1: Do government institutions (including extension officers) and communities have sufficient capacity to take ownership of R4 and support its continuation and scale-up, and what other institutional, economic, social, and environmental factors are likely to affect its sustainability?

150. While it is highly unlikely that the Government or beneficiaries will take over R4 in its current form, given the financial investments required, there are signs that elements of the programme may become common practice at a community level as a result of farmers continuing to apply the lessons they have learned (rather than as a result of continued support by Government bodies).

¹¹² Likert scale mean scores of 1.31 and 1.26, where 1 = best score possible and 4 = worst score possible.

151. The Asset Benefit Indicator Update of May 2020 (WFP) reports that trainings have empowered 74 percent of beneficiary households¹¹³ to manage and maintain assets, and that some asset management committees have funds set aside to pay for ongoing maintenance, signalling that there is a reasonable chance that some of the assets created under the project will endure. However, past experience from other FFA actions¹¹⁴ shows that this is highly dependent on committees remaining effective in collecting funds and managing maintenance works and being able to access the technical support necessary to maintain the more complicated asset like egg incubators. For this reason, it is probably more likely that smaller lower-tech household owned assets such as keyhole gardens and livestock housing remain functional for longer than those that require community input.

152. Strong evidence of the advantages of mechanized conservation agriculture generated by CYMMIT strengthens the chances of these farmers continuing to apply the practices they learned under this component as long as they remain able to access the power tillers, seeds and other necessary inputs at an affordable price and at the right time. This, in turn, depends on the existence of a functional market for these items, something which is far from certain in the current economic climate.

153. In areas where farmers have experienced the benefits of a payout in particular, the notion of the value of crop insurance is likely to endure to a certain extent, but the level of uptake will depend on a range of factors including the extent to which insurance is promoted by the Government (Agritex) and the private sector, the price of the product, ease of purchase and receipt of pay-outs, and farmers' own judgment about the level of rainfall that is likely in the coming season.¹¹⁵

154. Evidence collected by the evaluation team in the field, and supported by interviews with stakeholders, indicates that the feature of the project that is most likely to continue in the manner closest to its R4 form is the VSLs. Many of these existed in a less structured way prior to the project, which strengthened them through training on management and the imposition of constitutions. Their value as a means of saving, and a source of capital and social status, is highly valued by beneficiaries, and the fact that, according to WFP data, average personal monthly contributions increased from US\$ 1.60 to US\$ 3.08 over the project period, and just two percent of groups suspended savings during the first Covid-19 induced lockdown¹¹⁶ indicates that they are highly resilient to economic shocks. Relatively low levels of capitalisation and lack of knowledge about the process, however, mean that it is unlikely that many of these VSL will mature into formal Savings and Credit Cooperatives (SACCOs).¹¹⁷

155. Domestication of the various elements of the R4 project within the Government framework is unlikely. The evaluation team concurs with the findings of the WFP Zimbabwe CSP evaluation (2021), which concluded that the chances of the Government taking up smallholder support activities such as R4 were low because the overall approach to capacity strengthening of national institutions in the CSP lacked strategic ambition and did not include a structured and comprehensive strategy or theory of change to comprehensively articulate how these elements would be taken to scale. In instances where Government staff capacity was improved – for example in the use of Seasonal Livelihood Planning (SLP) and CBPP – these activities were not complemented by actions to build the institutional and enabling environment to allow utilizing these individual skills.

156. Theoretically, the Government could play a role as off-taker through Grain Marketing Board (GMB) purchases, but this system has been beset with problems regarding timely payments in recent years, an issue which has deterred farmers who cannot afford to wait for payment from selling to the GMB.

¹¹³ 77.1 percent of households headed by men and 68.7 percent of households headed by women.

¹¹⁴ Team leader's experience of evaluating other WFP FFA actions, including in Zimbabwe.

¹¹⁵ A decision that is becoming more accurately informed as they increasingly access long-term weather forecast information through radio or other forms of messaging.

¹¹⁶ SNV Rural Resilience Initiative Final Report 2021, in: AQZ, CDTO, CIMMYT and SNV. 2018-2021. Series of R4 Progress Reports.

¹¹⁷ It was reported that, so far, just one VSL (in Ward 18 in Masvingo) has registered as a SACCO.

Sub-question 7.2: Are farmers willing to pay for (and can they afford) insurance on their own, and to what extent are private and potential public insurance providers willing to invest in the R4 target group?

157. Although farmers' appetite for being covered by insurance is very high,¹¹⁸ answers to the question of whether farmers will buy insurance without support from WFP appear to vary depending on who is asking the question and when the question is asked. Face to face interviews with different stakeholders by the evaluation team in Ward 12 in Masvingo found that they were of the opinion that, 'very few' would be willing to purchase insurance on their own, while 91 percent of people ($N = 327$) interviewed over the phone for the purposes of this evaluation reported that they would be willing to pay for insurance themselves. The same survey found that the average amount that farmers reported would be manageable was US\$ 25, which is higher than the share of the insurance premiums charged in Masvingo for the 2019/2020 season which averaged US\$ 16.67.¹¹⁹

158. However, the level of interest seems to diminish when farmers are required to actually make payments. In Ward 17 Masvingo – where farmers had received a pay-out for the 2018/2019 season – those interested in being insured up to a sum of US\$ 100 were asked to make a partial contribution of US\$ 2.50 payable in Zimbabwean dollars. In the event, just 151 of 500 farmers (30 percent) made the payment and were registered for insurance. It would appear that farmers like the idea of the security of insurance but prefer to pay for it through contributing labour rather than hard cash, which is in short supply.

159. Considering that many farmers are able to find around two dollars per month to contribute to VSLs, price (US\$ 2.50) is probably not the main deterrent. Rather farmers considered their experiences of insurance in the 2019/2020 season. In monitoring¹²⁰ conducted after the 30 percent payout (US\$ 30) triggered in early 2020, nearly half of farmers declared that they were unsatisfied with the size of the payout, and many faced delays with receiving their cash – an important issue as they were facing particular food security challenges at the time. Furthermore, the fact that any payout would be made in cash, rather than in kind (as was the preference of over 80 percent of farmers¹²¹), further decreased the appeal of buying the policy.

160. Overall, it would appear that most farmers are interested in crop insurance as long as they can 'buy' the policies with labour rather than hard cash. As the R4 Lessons Learned Report¹²² concludes: "the fact that farmers have their insurance paid through their participation in FFA created a dependency syndrome for some of the farmers resulting in most farmers not making partial insurance contributions".

161. The main partners involved on the supply side – Old Mutual and Blue Marble Microinsurance – have explored ways of making insurance more accessible to farmers by bundling the product into the price of a bag of seeds, for example. However, this approach, which is relatively common in other countries, is yet to be rolled out because of the unpredictability of the Zimbabwean economy.

162. Nevertheless, Old Mutual does insure 9,000 (non-WFP) farmers in contract farming schemes under a weather index model and appears to have an interest in continuing to provide a commercially viable insurance product to farmers in marginal areas in the future. When this will become reality is unclear, but two factors will be important to making it happen. The first is sufficient demand to make the product commercially viable: it was reported that this figure is around 15,000 farmers. The second driver will be tangible support from the Government, particularly in the form of policies that make the purchase of policies as easy as possible.¹²³

163. These factors would have to be accompanied by a greater investment in communicating the product to farmers. Under R4, much of the awareness building on the insurance component was delivered

¹¹⁸ 99.7 percent of farmers interviewed for the stated that they would be willing to be enrolled in insurance the following year (WFP. 2020b. R4 Rural Resilience Initiative: Weather Index Insurance Post Distribution Monitoring (PDM) Report – Masvingo District).

¹¹⁹ Ibid.

¹²⁰ Ibid.

¹²¹ Ibid.

¹²² WFP. 2020e. R4 Rural Resilience Initiative Zimbabwe: Lessons Learned Report.

¹²³ For example allowing merchant-to-merchant transfers on the EcoCash platform. This would enable farmers who do not have an EcoCash account to go to a shop and buy the policy through the trader's account.

by SNV: effectively a subsidy to Old Mutual. As noted in the Sustainability Strategy for the R4 Programme,¹²⁴ “to be successful, insurers need sustainable distribution channels and an adequate number of customers to justify the operational expenses of running the line of business”.

Sub-question 7.3: To what extent, and under what circumstances, are agricultural and financial private sector institutions willing to engage in, and scale up, sustainable business relationships with R4 farmers and VSL group members?

164. WFP’s main vehicle for linking farmers to off takers is the formation of Producer Marketing Groups (PMGs), one objective of which is to link farmers to the SAMS scheme. In 2019 25 farmers – under SNV’s direction – sold a total of 6.5 metric tons of white sorghum to WFP for a total of approximately US\$ 1,400 at the time.¹²⁵ Sales equated to about 250kg per farmer, which tallies with the average amount per farmer reported by WFP stakeholders involved with SAMS. However, other than this report, the evaluation team found little first-hand evidence of farmers benefiting from linkages to SAMS (with WFP sources stating that no sales were made through SAMS).¹²⁶

165. The phone survey conducted for this evaluation found that 52 percent of respondents ($N = 384$) were members of a Producer Marketing Group, indicating reasonable interest in the notion of selling surplus production. Despite the project’s focus on small grains, the most commonly traded products were horticulture and poultry products (34 and 31 percent respectively)¹²⁷ and only a third of respondents reported selling produce to traders through a market agreement rather than through local channels. Of the 197 farmers who responded to the questions about the advantages of group membership, only 16 percent reported higher prices, and 28 percent reported higher sales volumes as benefits.

166. Generally speaking, purchases from farmers by WFP and the private sector have remained depressed because of low levels of productivity,¹²⁸ failure to meet quality expectations, and the requirement to convert prices paid at official exchange rates (after the country adopted the Zimbabwe dollar), and its changes within these areas that must take place if commercial relationships with business entities are to scale up in the future.

167. Productivity will always be affected by climatic conditions, but greater adoption of mechanized CA and appropriate cultivars would go some way to addressing this issue. Quality factors are more within the farmers’ control: increasing the use of hermetically sealed bags or metal grain storage bins, combined with the correct application of insecticides, and ensuring humidity levels are at an acceptable level will all be important in improving the attractiveness of grain crops to traders. Since the most commonly traded products are currently horticulture and poultry, options to improve cold storage and processing would also be worth investigating.

168. Although the evaluation found some evidence of links between VSL groups and financial institutions (FIs),¹²⁹ they appeared to be the exception to the norm due to the unfavourable economic environment which had the effect of FIs only offering products that had high interest rates and short loan tenure periods. These are not suited to the long agricultural production cycles required by farmers. Furthermore, in most cases linkages between farmers and FIs were facilitated by one of the IPs. It is unlikely that there will be a significant uptick in engagement with FIs until the macro-economic climate improves and farmers themselves gain higher levels of financial literacy.

¹²⁴ WFP and TetraTech. 2021. Sustainability Strategy for the World Food Programme R4 Rural Resilience Initiative in Zimbabwe – Draft Report July 2021.

¹²⁵ SNV Annual Report 2019, in: AQZ, CDTO, CIMMYT and SNV. 2018-2021. Series of R4 Progress Reports.

¹²⁶ WFP. 2021h. Zimbabwe Annual Country Report 2020 for the Country Strategic Plan 2017-2021.

¹²⁷ See Figure 16 in [Annex 9](#).

¹²⁸ “Production at FFA gardens has not been enough to allow for effective market linkages... because volumes produced were not sufficient” (WFP. 2020e. R4 Rural Resilience Initiative Zimbabwe: Lessons Learned Report).

¹²⁹ For an example, a linkage between sorghum farmers and the Zimbabwe Women’s Microfinance Bank facilitated by SNV under which the bank disbursed a total of US\$ 4,183 in the form of inputs to 151 farmers, with the idea that the farmers would repay the loan in the form of grain.

Box 8: EQ 7 Main findings

- Lack of budget means it is highly unlikely that the government will take on the activities of R4 in its current form although actions are highly aligned with Government objectives and programmes
- Farmers are likely to continue to apply CA practices as long as they can access inputs and the mechanization necessary.
- Assets will remain operational as long as management committees are functional and are able to collect funds and organise labour necessary for their maintenance. Previous experience shows that privately owned assets are more likely to endure than those owned by the community.
- Farmers like being insured but the majority are unlikely to purchase insurance from their own pocket under current arrangements. There is a strong preference to continue to 'purchase' insurance through FFA.
- Links between R4 and the SAMS scheme are still limited; low productivity and quality assurance is the main constraint to farmer sales to private sector on a commercial basis.

3. Conclusions, lessons and recommendations

169. The conclusions of the evaluation are presented below and grouped into five themes: 1) risk reduction; 2) risk reserves, 3) risk retention; 4) prudent risk taking; and 5) internal and external coordination. In addition, suggestions related to assumptions and risks that should be considered in the R4 ToC are presented. [Annex 11](#) shows how findings from the EQs have been mapped into conclusions and recommendations.

3.1 CONCLUSIONS

RISK REDUCTION

Conclusion 1: Assets are relevant to beneficiary households, but their sustainability will depend on communities' cohesion and organisational ability; the enforced focus on community built/individually owned assets presents an opportunity for learning and advocacy.

170. Asset creation and agricultural training were based on a comprehensive analysis of context and beneficiary needs and capacities. A major focus on assets and agricultural practices that improved access to and conserved water were highly appropriate to beneficiaries' needs, particularly women, who bear responsibility for collecting water for household needs and irrigation.

171. Despite the high value placed on assets created, previous experience of community owned assets¹³⁰ indicates that, without functional management structures that are able to collect funds for maintenance and organise necessary work, the assets are unlikely to endure. The assumption that nascent management committees formed for the purpose of R4 will continue to function without external support seems to be implicit in the ToC contained in the phase 2 proposal. This is an oversight, and the robustness of systems put in place to manage assets requires serious consideration. Paradoxically, the fact that the Covid-19 pandemic resulted in the project having to place a greater emphasis on individually owned assets like livestock housing and keyhole gardens, may result in more sustainable assets than had there been an exclusive focus on community owned structures. Individually owned assets preclude the need for management structures, the failure of which has historically been the reason for poor sustainability of community owned assets.

172. Although donor support for FFA is usually conditioned on community ownership of assets – only allowing WFP to engage in individually owned asset construction in the face of Covid-19 restrictions –, this evaluation found anecdotal evidence that these individually owned assets are useful and sustainable. Furthermore, the fact that they are constructed jointly by community members delivers the community cohesion elements that are theoretically inherent in typical FFA actions.

Conclusion 2: Mechanised conservation agriculture could significantly reduce the negative perception of this agricultural approach.

173. Demonstration – and accurate measurement of the benefits – of mechanised CA in Masvingo have gone some way to reducing farmers' resistance to CA on the basis of additional work that is required. Further demonstration of the benefits of CA – to farmers through observation, and through the rigorous statistical approaches currently being used by CYMMIT – will be key to uptake and policy support. However, success will depend on the ongoing availability of mechanised services and agricultural inputs especially appropriate seeds, an issue which is by no means certain given the precariousness of the economy. It will be necessary to continue to 'prime the pump' for reliable supply of appropriate equipment and inputs

¹³⁰ WFP. 2014. Zimbabwe, Protracted Relief and Recovery Operation 200453 "Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity" (September 2012–March 2014) – Final Evaluation Report.

through the provision of smart subsidies¹³¹ going forward, and to monitor the way market forces respond to the stimulus about supply of spare parts.

Conclusion 3: The youth has not been involved, and does not benefit from, the programme to the extent as other beneficiary groups.

174. Relevance of R4 to young people was lower than that to other (older) beneficiaries. The reasons for this include their tendency to prioritise other income generating activities, and their lack of access to land for crop production. Increasing their participation would require the programme to explore / ramp up income earning opportunities which do not require access to fields (e.g. poultry production) if increased participation of young people is to be promoted in subsequent phases. However, it could also be worth exploring the issue of facilitating young people's access to unused land. Research conducted in 2018¹³² in a number of districts in Zimbabwe found that while waiting for access to family land is a principal factor behind young people's limited engagement in farming, many districts contain large tracts of land which still remain in customary ownership but are unused because of rural-urban migration and 'owners' have no interest in farming.

Conclusion 4: Programme benefits take time to materialize.

175. Longitudinal data collected from the various cohorts shows that benefits of involvement in risk reduction (and the programme in general) take time to materialise in a quantifiable way; the farmers enrolled in the first batch in Masvingo in 2018 were, by most measures, better off than those who joined R4 in subsequent years, but they are still vulnerable to external shocks, which are happening with increasing frequency in Zimbabwe.¹³³ This would indicate that subsequent actions should aim for a minimum of five years engagement with farmers – an issue that should be explicitly articulated in plans for a second phase.

RISK TRANSFER

Conclusion 5: Farmers show strong demand for climate risk insurance but little willingness to pay for it in cash.

176. Although not identified by farmers as a need at the CBPP stage, farmers increasingly understand the purpose of crop insurance, even if value is discounted relative to having cash for use on things that provide an immediate return. Indeed, the average pay-out received by farmers in 2020 was around US\$ 30 paid in Zimbabwean dollars, which, using the prevailing exchange rate and maize price at the time, would have been sufficient to buy about 60 kg of maize. As with the transmission of new agricultural practices, and encouraging uptake of new technology, the principle of 'seeing is believing' and subsidies seems to hold: farmers in Masvingo who benefited from a pay-out in 2020 are seemingly more enthusiastic about buying insurance from their own pocket than those in other areas, although levels of uptake still remain low at 30 percent.

177. To wean farmers off their preference for performing FFA work to pay for the premium rather than paying for the product themselves in cash (a strong reflection of the value farmers assign to ready cash in Zimbabwe's cash constrained context), it will be important to continue to demonstrate the 'proof of concept' of the product through subsidies as long as efficiencies related to product communication and policy purchase and pay-out can be improved. This will involve work on several fronts, including working with insurance providers to improve awareness and understanding of their product, and making it easier for farmers to buy and pay for insurance, possibly through 'bundling' insurance into the price of a bag of certified seed.

¹³¹ These are typically facilitated under an arrangement whereby a buyer is provided with funds to invest in machinery or inputs and allowed to pay the principle back over a certain amount of time. It is important that beneficiaries are selected based on their ability to use the items as intended and can pay the loan back.

¹³² DFID. 2018. Monitoring Research and Evaluation of the Zimbabwe Livelihoods and Food Security Programme: Cohort Study Learning Brief, 7th Wave Data Collection.

¹³³ For example, communities were affected by poor rainfall in two of the three years of the programme.

RISK RESERVES

Conclusion 6: VSLs are not geared towards supporting investments in agricultural productivity.

178. Although funds from VSLs have been used to purchase small items such as ripper attachments for power tillers, small loan amounts, high interest rates and short loan terms mean that credit available from VSLs is not suited to larger investments in field crops such as fertiliser. Investment in this area is better served by specialised lending institutions. However, the extent to which VSLs were successfully linked to private sector FIs was limited. Borrowers remain wary of FIs because of experiences with savings evaporating due to inflation over the last 20 years, and lenders are cautious about lending to smallholder farmers because of their lack of collateral and exposure to risk.

179. If, as the ToC hypothesises, farmers' production, income and food security is to increase as a result of access to formal credit, a thorough analysis of the constraints and risks which characterise the micro credit market in Zimbabwe is required. This will encompass the availability of appropriate credit products, and recommendations on how to fill the gaps, including through strategic partnerships with appropriate agencies.

PRUDENT RISK TAKING

Conclusion 7: Value chain linkages of smallholder farmers have been limited.

180. R4 achieved moderate success in linking farmers to off-takers, although purchases organised through the SAMS initiative accounted for a large proportion of small grains sold. The project was successful in organising beneficiaries into PMGs, but the benefits of membership were, according to members, not significant. Because of issues including quality, quantity and perishability, most produce was sold locally. Again, the ToC statements linking farmers to markets are not sufficiently qualified with assumptions and risks that moderate expectations in this area. Much work needs to be done – possibly through strategic partnerships with specialist agencies in this area – to consistently improve farmers' level of productivity, to ensure the quality of their produce meets buyers' needs and mitigate the effect of external factors such as poor infrastructure and price volatility before this avenue becomes a sure way of graduating farmers from the project.

INTERNAL AND EXTERNAL COORDINATION

Conclusion 8: Integrated risk management is highly relevant to beneficiaries' needs but efficient coordination – at the field and CSP level – is key.

181. The somewhat difficult start of R4 saw IPs planning activities at the same time as each other and effectively competing for beneficiaries' attention, although in the latter stages of the project they were implemented with a good degree of synergy, and the synergistic effects of the IRM approach were amplified. Many challenges with coordinating the various components of R4 – for example sequencing of various IRM activities which fall under discrete CSP work streams like SAMS and FFA – were addressed through strong coordination efforts at the Field Office level.

Conclusion 9: External coordination with Agritex was central to the success of the project but constrained by structural weaknesses.

182. Coordination with Government was fruitful, especially at a field level where Agritex staff played a central role in training farmers in agricultural techniques. However, effectiveness was constrained by systemic institutional weaknesses within the Government, including low levels of motivation and poor access to transport assets. Investments in ICT-based extension methods, and the use of lead farmers or locally based agents went some way to addressing gaps resulting from the Covid-19 pandemic and poor attendance by Agritex staff, but beneficiaries prefer face-to-face training. Realistically the prospects for greater involvement of Agritex staff at a field level will not improve unless they are incentivised – which is unsustainable – or smallholder productivity is given the budgetary priority required in terms of more funding for extension staff.

Reflections on the Theory of Change

183. Table 4 below presents the evaluation team’s observations on the R4 Theory of Change in [Annex 3](#).

Table 4: Reflections on R4 Theory of Change

ToC statement	Comment
If farmers who are food insecure and vulnerable to a series of climate related shocks engage in productive asset creation activities and receives food assistance to cover their seasonal food gaps, future and current impacts of climate risks are reduced and absorptive capacity increased.	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> Asset management institutions have the capacity and will to maintain assets after the withdrawal of WFP support Assets are of sufficient size and quality to mitigate climate shocks <p>Risks to be considered:</p> <ul style="list-style-type: none"> Community members are unwilling to contribute labour for free or cannot afford financial contributions to maintain asset
If farmer access weather index insurance, they will be less impacted by drought and associated costs, thus encouraging farmers to invest in their plots and adapt to climate change in the long run.	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> Options for paying for product are suited to farmers’ means and cash flow Communication and support services are in place to ensure farmers are aware of the product’s terms and are able to purchase with ease Enough farmers purchase the premium for it to be viable <p>Risks to be considered:</p> <ul style="list-style-type: none"> Insurance companies do not see value in insuring smallholder farmers because of low margins Regulations in Zimbabwe make purchasing insurance difficult Farmers only buy insurance in years where long-range weather forecasts predict climatic shocks Inflation erodes value of payout, reducing the appeal of the product in subsequent seasons
If farmers participate in savings groups and increase their savings, their investment capacity will increase resulting in increased agricultural production, income and food security.	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> VSLs are properly managed and capitalised on a regular basis with contributions from members <p>Risks to be considered:</p> <ul style="list-style-type: none"> Issuing loans for non-productive purposes because of community/kinship loyalties
If access to formal credit is facilitated for smallholder farmers, their ability to make agricultural and other value chain investments is increased leading to increased production, income and food security.	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> Appropriate financial products are available in the market and FIs have the organizational capacity and cash flow to deliver loans on time Farmers have the necessary levels of financial literacy to make the right decisions on loans <p>Risks to be considered:</p> <ul style="list-style-type: none"> Late delivery of loan finance Shocks impact on beneficiaries’ ability to repay

ToC statement	Comment
<p>If farmers are organized and have their marketing skills enhanced, income derived from their production is increased.</p>	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> • Farmers grow sufficient quantity to sufficient quality on a consistent basis to establish relationships with off-takers • There is demand for produce • Post-harvest storage facilities and necessary inputs are available • Farmers have reliable and timely information on market prices • Producer Marketing Groups are cohesive enough to ensure consistency of quality of produce amongst all members • Trust exists between all members <p>Risks to be considered:</p> <ul style="list-style-type: none"> • Government bans on grain sales
<p>If climate risks are reduced and investment capacity increase, agricultural productivity is increased leading to improved food security and resilience.</p>	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> • Technical know-how and necessary inputs are available in an affordable and timely manner <p>Risks to be considered:</p> <ul style="list-style-type: none"> • Climate shocks overwhelm measures that have been put in place to mitigate them
<p>If there is a reliable market outlet providing sustained prices for farmers' higher production, they will be able to substantially increase their income.</p>	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> • The existence of 'honest brokers' in the market • Rural road infrastructure is sufficient to allow traders to access farmers <p>Risks to be considered:</p> <ul style="list-style-type: none"> • Prices are lower in years of higher production
<p>If farmers are trained in conservation agriculture practices and access appropriate seed varieties and inputs, agricultural productivity and production will stabilize and increase.</p>	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> • Technical know-how and necessary inputs are available in an affordable and timely manner • Farmers using CA are able to produce food – and benefit from higher prices – in years where conditions are sub-optimal <p>Risks to be considered:</p> <ul style="list-style-type: none"> • Climate shocks overwhelm measures that have been put in place to mitigate them
<p>If agricultural productivity is enhanced, then incomes will be increased resulting in improved food security.</p>	<p>Assumptions related to this statement should include:</p> <ul style="list-style-type: none"> • Farmers are able to sell their produce for a profit <p>Risks to be considered:</p> <ul style="list-style-type: none"> • Farmers decide to purchase nutritionally poor food

3.2 LESSONS

184. The R4 Initiative provides four lessons or themes that should be considered going forward.

Lesson 1: The long-run role of WFP as safety net provider in Zimbabwe

185. Economic uncertainties and continued exposure to climate shocks mean that many farmers still require access to a safety net – for example access to work through FFA or access to LSA. An example of this is farmers' preference of using labour inputs rather than cash to pay for insurance premiums. The requirement for safety net provision is likely to continue for the foreseeable future, and WFP and its partners should be realistic about the prospects of permanently 'graduating' farmers from R4 (and other programmes). Future programming should recognise that households may, by WFP measures,¹³⁴ become 'resilient' for a number of years, but cycle back into a vulnerable state due to some internal or external shock. The R4 programme has addressed this to some extent by working with the same households over a three-year period in FFA activities and even longer in other R4 activities (e.g., for the first batch of beneficiaries at least until 2025). Such longer event horizons are required since smallholder households in marginal areas of Zimbabwe need a long term and predictable safety net. The role that WFP plays in providing this function will be a key issue over the next decade, as it navigates the boundaries between direct service provision and support of the Government to deliver what is essentially a state function.

Lesson 2: Limits of partnerships with the Government

186. With the aforementioned issue in mind, WFP should be realistic about what is achievable in partnership with the Government. The R4 programme faced challenges in mobilising field-level Government support to farmers (e.g., Agritex staff conducting training), even though the programme is strongly aligned with the Government's policies and objectives regarding smallholder agriculture and building resilience. Local-level and context-specific action is necessary, but the relatively centralised structure of Government means that it may be difficult for WFP to forge partnerships with district administrations independent of the centre.

Lesson 3: Strong coordination role for WFP Field Offices

187. This state of affairs presents a third important lesson: the importance of strong WFP coordination at the district level. The R4 programme clearly improved once WFP Field Offices were properly resourced and mandated to play a stronger coordination role. Given resource and staff motivation challenges within the Government, it is unrealistic to expect them to provide the level of coordination and oversight that is provided by government entities in other countries (for example the Office of the Prime Minister in Uganda, and the County Governments in Kenya).¹³⁵

Lesson 4: Consideration of scale-up, duration of engagement, and M&E issues

188. When piloting new approaches such as R4, careful consideration of scale, duration, incremental roll out and M&E issues is important. R4 was considerably smaller than its counterpart integrated risk Management Programme in Malawi, under which 70,000 farmers were targeted. However, the smaller scale of R4 meant that the challenges associated with rapid scale-up experienced in Malawi – for example poor communication of the insurance product – were not as significant. Data from outcome monitoring implies that the length of time which beneficiaries are engaged on the programme is correlated to improved outcomes. As such, increasing the length of time that beneficiaries are able to participate in FFA actions and get training support should be considered.

3.3 RECOMMENDATIONS

189. Based on the previous conclusions, the evaluation team has developed a set of eight operational (O) and strategic (S) recommendations (Table 5), which have been grouped into the same themes as the conclusions.

¹³⁴ Food Consumption Score, Livelihoods Coping Strategy Index, etc.

¹³⁵ A good example of where WFP has forged these sub-national partnerships well can be found in Kenya, where WFP's main partner in many areas is County Governments. This arrangement has been eased by recent constitutional changes which supported devolution and gave Counties much more power to manage their own affairs.

Table 5: Recommendations

#	Recommendation (O: Operational, S: Strategic)	Responsibility (lead office)	Other contributing entities	Priority / timeframe
RISK REDUCTION				
1	<p>O – Investigate the relative utility and sustainability of ‘community built / individually owned’ and ‘community built / community owned’ assets.</p> <p>This could be done by commissioning a study which looks at a range of assets of both types. Specific focus areas of any such study would include the utility to users, sustainability, cost benefit analysis, and the extent to which the assets resulted in increased community cohesion. The resulting findings could be used to inform donor and WFP policy with regard to FFA actions going forward.</p>	CO	IPs	Medium / April 2022
2	<p>S – Ensure that successes in mechanized CA are widely communicated and form the basis of advocacy to Government for support in this area.</p> <p>Robust data and an effective communication strategy will be key to influencing Government policy on CA, particularly within their <i>Pfumvudza</i> programme. WFP should explore entry points in this area, bearing in mind the limitations and quasi-spiritual¹³⁶ nature of the programme as it currently exists. The multi-agency Project Steering Committee proposed for the next phase of R4 should be the starting point for action in this area.</p>	CO	CYMMIT	High / March 2022
3	<p>S – Strive to provide better opportunities for more young people to participate in the programme.</p> <p>Levels of youth participation are relatively low because access to fields is required for crop production. A greater focus on actions which do not require access to land (such as intensive poultry production) and assembling young people into specific VSL groups may go some way to addressing this issue. This approach has already been facilitated to a limited degree by SNV, and lessons from this could be used to inform further actions. Another option worth consideration is to work with village headmen and other stakeholders to facilitate young people’s access to unused land. It is suggested that this issue is driven forward by the WFP gender focal point, who should seek ways of strengthening IPs ability to engage with and advocate for youth as well as providing the IPs with the guidance they need on mainstreaming GEWE within their organisations.</p>	CO	IPs, local government	Medium / March 2023
4	<p>S – Continue to ‘prime the pump’ for reliable supply of appropriate equipment and inputs through the provision of smart subsidies.</p>	CO	Donors, CYMMIT	Medium / July 2022

¹³⁶ Foundations for Farming. 2021. *Pfumvudza – Feed Your Family*.

#	Recommendation (O: Operational, S: Strategic)	Responsibility (lead office)	Other contributing entities	Priority / timeframe
	Smart subsidies – on a cost recovery basis – will be key to building reliable supply chains and effective demand for the inputs necessary for mechanized CA. It will be important to monitor the extent to which supply chains – particularly for spares – respond to the stimulus to demand.			
5	<p>S – Subsequent IRM actions should aim for a minimum of five years engagement with farmers.</p> <p>Resilience building takes time – a minimum of five years, depending on the level of support provided and shocks experienced, and often more. Future programming should support resilience through an array of actions including LSA and R4 over several years. The recently introduced qualitative data collection in M&E processes should be continued to identify the reasons for observed long-term changes in outcome indicators. At the same time, where resources and capacity allow, WFP should consider enrolling a new cohort of farmers to the project every year. For efficiency purposes, these farmers would be selected from communities in existing wards, or those adjacent to current actions.</p>	CO	Donors	Medium / January 2023
RISK TRANSFER				
6	<p>O – Encourage small-holders' uptake of crop insurance through a range of actions including communication, management and advocacy.</p> <p>Increasing uptake will involve work on several fronts, including working with insurance providers to improve awareness and understanding of their product, making it easier for farmers to buy insurance and receive pay-outs.</p> <p>The use of locally based agents to process payments and claims could be piloted, and lobbying government to ease the electronic purchase of premiums should all be considered. WFP should also maintain a watching brief on the success of approaches that bundle insurance with the price of a bag of certified seeds and consider action in this area depending on observed success.</p>	CO	Government	High / March 2022
RISK RESERVES				
7	<p>S – Explore the validity of assumptions relating to micro credit which underpin the R4 ToC.</p> <p>There is a lack of appropriate credit providers in Zimbabwe, a fact which is not adequately addressed (and therefore undermines) the R4 ToC, which hypothesizes that farmers can be linked with relevant institutions.</p> <p>A thorough analysis of the constraints and risks which characterize the micro credit market in Zimbabwe, and how to address these – possibly in collaboration with specialist agencies like the International Fund for Agricultural</p>	CO	Other UN agencies, e.g. IFAD	High / June 2022

#	Recommendation (O: Operational, S: Strategic)	Responsibility (lead office)	Other contributing entities	Priority / timeframe
	Development (IFAD) – is required. Additionally, a greater focus on collecting qualitative data which surfaces the constraints that farmers face in accessing finance, and the reservations they have about taking credit from formal lenders, would also support learning and possible action pathways in this area.			
INTERNAL AND EXTERNAL COORDINATION				
8	<p>S – Strive to ensure smallholder productivity is given the budgetary priority required.</p> <p>WFP should explore ways to use the evidence generated by R4 and its convening power, to lobby for the (politically neutral) issue of greater government support for agricultural extension staff. Zimbabwe has a long tradition of government intervention in agriculture – including land reform, and various national programmes such as Command Agriculture, and the Presidential Inputs scheme. However, these have largely been geared around the provision of inputs rather than technical support, and they have not always benefited smallholder farmers of the profile that R4 works with. The successes that the R4 project has realised with supporting farmers in technology transfer – which is more sustainable than donation of inputs – provides the basis for an argument that resources would be better allocated to improving farmers’ technical skills rather than one-off actions such as distribution of fertilisers. The multi-agency Project Steering Committee proposed for the next phase of R4 should be the starting point for action in this area as well.</p>	CO	Government	Low / June 2022

Annexes

Annex 1 Summary Terms of Reference

1. The [full evaluation Terms of Reference \(TOR\)](#) have been published on WFP websites and the summary ToR is outlined below.

Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe [2018 - 2021]

Introduction

2. These Terms of Reference (TOR) are for a decentralised evaluation of the R4 Rural Resilience Initiative implemented in Zimbabwe. In 2017 the United Nations World Food Programme in Zimbabwe, funded by the Swiss Agency for Development and Corporation (SDC), launched the R4 Rural Resilience Initiative (R4) which aims to increase the food and nutrition security of 6,000 vulnerable rural households in Masvingo and Rushinga by managing climate-related risks. The initiative's risk management strategies include the following: improved resource management through asset creation (risk reduction); livelihoods diversification and microcredit (prudential risk taking); savings (risk reserves) and insurance (risk transfer). As part of the intervention, the initiative distributed insurance pay-outs to compensate for weather-related losses in March 2020.

3. The evaluation has been commissioned by the WFP Zimbabwe Country Office and will assess the R4 Rural Resilience initiative particularly on its sustainability, effectiveness and cost efficiency. The scope of the evaluation will cover R4 phase one implementation, from January 2018 to June 2021, with a view to generating lessons for the upscaling of the pilot project.

4. These TOR were prepared by the WFP Zimbabwe Country Office with support from the WFP Johannesburg Regional Bureau, with the dual purpose of guiding and providing key information to the evaluation and stakeholders about the proposed evaluation. The evaluation serves the objectives of learning and accountability. The findings and recommendations of first-generation Zimbabwe CSP evaluation will also be considered when drawing conclusions during the decentralised evaluation exercise. These TOR will be reviewed and finalised with the Evaluation Reference Group (ERG). The evaluation team will conduct the Decentralised Evaluation (DE) in conformity with the final terms of reference.

Rationale, Objectives and Users of the Evaluation

5. **The rationale for the evaluation** includes:

6. The first phase of the R4 rural resilience initiative is coming to an end in June 2021 to pave way for a second phase which coincides with the time WFP Zimbabwe will be developing and adopting a new Country Strategic Plan for 2022-2026. Therefore, this an opportune time to inform the planning of the second phase of the R4 rural resilience initiative and other integrated risk management approaches alike and as well the Zimbabwe CO resilience approach within the broader Country strategic plan. This evaluation will meet the need for comprehensive evidence on the effectiveness and sustainability of the integrated risk management programming in Zimbabwe.

7. New and transformative approaches to programming have been initiated through the R4 project, progressively linked with other WFP initiatives such as Food assistance for assets (FFA) and the Smallholder Agriculture Market Support (SAMS) programme to build resilient food systems. Therefore,

there is a need to explore ways of further strengthening integration across WFP Zimbabwe Country Office activities for better development outcomes.

8. In light of the economic and political changes that have occurred in Zimbabwe since the inception of the R4 project, there is also a need to generate evidence on the effects of changes in the operating environment on programming and how interventions should be adjusted to remain relevant and effective in the current operating environment. The evaluation will provide an opportunity to assess how to better integrate the R4 components within the broader WFP food systems framework and strengthen the integrated approach to resilience building.

9. The assessment of the R4 initiative provides an opportunity to follow through on the recommendations of previous evaluations including the 2016 Lean Season Assistance evaluation and the Mid-term review of the Zimbabwe Country Strategic Plan, 2017–2021. The recommendations include the need to strengthen collection of more detailed and useful information on impact and sustainability of resilience programmes including the use of innovative M&E approaches to better demonstrate impact and provide information on household and community resilience. In addition, the SDC commissioned Mid-term evaluation of the R4 project for Southern Africa recommended that the conclusion of the R4 pilot phase required an in-depth lessons learning exercise to inform the expansion of R4 activities.

10. **The objectives of the evaluation are:** The R4 evaluation will serve the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability:** The evaluation will assess and report on the performance and results of the R4 rural resilience initiative in Zimbabwe.
- **Learning:** The evaluation will provide evidence-based findings to inform operational and strategic decision-making in the next CSP and the next phase of the R4 rural initiative. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson sharing systems.

11. The specific objectives of this decentralized evaluation include:

- The assessment of the progress made towards achieving the R4 rural resilience objectives.
- Determine the appropriateness of the R4 rural resilience and the humanitarian-development nexus design and implementation modalities vis a vis WFP and donors' new strategic trajectory and mandate.
- Determine the factors affecting the effectiveness of the integrated risk management and humanitarian-development nexus approach, both external and internal, including their impact and significance.
- Determine the efficiency of implementing the integrated approach compared to other approaches, including factors that have been influencing the cost efficiency of implementing the project.
- Determine the relevance of the integrated risk management approaches within the operating context, paying attention to the individual pillars and approaches of the R4 initiative.
- Determine the sustainability of the R4 project through examining the extent to which the Government of Zimbabwe (National and Subnational level) and communities are taking ownership of the program; including their capacity to ensure the continuation of the project.
- Review the lessons learned and best practices identified during the first phase of implementation and as well the outcome monitoring reports produced through identifying gaps and drawings out key areas to adopt and to improve in the next phase of implementation.
- Provide actionable recommendations and suggestions for the resilience building and integrated approach which WFP and partners can adopt in the second phase of R4 implementation and the new Country Strategic Plan.
- These recommendations should culminate into the review of the TOC for R4 and Zimbabwe CO resilience programming in general.

- Consider the extent to which the design and implementation of the intervention was Gender Equality and Women's Empowerment (GEWE) sensitive.

12. **Who will use the results of this evaluation?** Several stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. The preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase, identifies the following internal users of the evaluation: Zimbabwe WFP CO, Regional Bureau Johannesburg (RBJ), WFP HQ Climate and Disaster Risk Reduction Programmes Unit, the Office of Evaluation, WFP Executive Board (EB). The external users of the evaluation include: R4 Beneficiaries, Zimbabwe Government Ministries involved in the implementation of the R4 initiative, the Reserve bank of Zimbabwe, UN Country team, NGOs (SNV, CIMMYT AQZ, CDTO, MDTC1), Donors SDC and other potential donors, Private sector (Blue Marble and Old Mutual), and other countries implementing R4.

Subject, Focus and Scope of the Evaluation

13. The subject of the evaluation is the R4 Rural Resilience Initiative, which was created in 2011 in partnership with Oxfam America (OA). The programme has been scaled up in various countries to reach a total of 57,000 households, benefitting more than 200,000 people in Ethiopia, Senegal, Malawi, Zambia, and Kenya. In 2014, R4 expanded in the Southern Africa region thanks to an initial contribution of almost US\$ 6 million from the Swiss Agency for Development and Cooperation (SDC).

14. The programme aims at reaching 10,000 households by 2023 in the Masvingo and Rushinga districts. So far R4 has reached a total of 6000 farmers in both Masvingo and Rushinga. The focus of the R4 builds both on data and evidence collected, as well as consideration of opportunities, risks and constraints in agricultural and rural development faced in the country.

15. The main aim of the programme is to enhance the resilience of food insecure and vulnerable farmers and allow them to achieve a sustainable food production. The R4 initiative's approach involves targeting the same communities that benefit from other initiatives such as: the asset creation, insurance, savings and credit, Promotion of appropriate agricultural practices and seed varieties, and access to markets. The scope of the evaluation covers all components and activities of the R4 rural resilience initiative implemented in Masvingo and Rushinga Districts of Zimbabwe from 2018 to 2021. It will cover areas related to project design, implementation, monitoring and evaluation, coordination, integration and reporting for each of the R4 components in line with the evaluation main and sub questions.

Key Evaluation Questions

16. **Evaluation Criteria:** The evaluation will apply the internationally agreed evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact.

17. The overarching question that this evaluation will answer is *"To what extent is the R4 initiative as part of the integrated risk management interventions effective in enhancing food security and building resilience of beneficiary households and their communities?"*. To answer this question, the evaluation will address 20 sub-questions:

Question 1: To what extent are the strategies used to build climate resilience and food security of the targeted group relevant in the current context of economic and policy instability?

Question 2: To what extent are the different components of the R4 rural resilience Initiative in line with the needs of women, men, boys and girls from different marginalized groups in the targeted communities?

Question 3: To what extent are R4 activities aligned to national priorities? What are the key entry points for advocacy and policy influencing to promote the integrated approach?

Question 4: To what extent is the Integrated Risk Management Initiative aligned to the priorities of the Government of Zimbabwe?

Question 5: To what extent was the design and implementation of the intervention rooted into premised upon thorough gender analysis?

Question 6: To what extent have the targeted outputs, outcomes, and strategic results been achieved?

Question 7: What are the major factors (internal and external) influencing the achievement and non-achievement of the objectives of the R4 interventions and what challenges were faced in the programme?

Question 8: How can the R4 initiative and as well the humanitarian-development nexus components be effectively sequenced and layered for better programming and better resilience outcomes?

Question 9: How effective has the approach of using FFA as a foundation for R4 interventions been?

Question 10: Were the R4 activities implemented in a timely manner and cost-efficient manner? If not, what were the challenges for the delays?

Question 11: What factors affected the efficiency of the programme?

Question 12: What are the unintended [positive/negative] effects of the R4 intervention on targeted households and communities?

Question 13: To what extent has the integrated approach that brings together risk reduction, risk transfer, enhancement of investment capacity, increased productivity and access to sustainable markets led to more stabilised food security and resilience (value-added of the integrated approach), taking into consideration the operating context and emerging issues?

Question 14: To what extent has the integrated approach through the R4 initiative and the nexus objectives been achieved and whether the initiatives led to better access of credit, resilience, improved agricultural practices, market access, profitability, and higher income?

Question 15: What has been the key changes at the community level as a result of the integrated risk management approach?

Question 16: To what extent was the programme activities gender transformative? How did the project address gender inequalities? What were the gender-specific impacts?

Question 17: How do we create a sustainable relationship between the private sector and R4 farmers? Do private sector companies consider the targeted rural farmers as a profitable group and are they willing to continue engaging them? If not, what can be done about it?

Question 18: Do the beneficiaries perceive insurance as a worthwhile intervention and are they willing to continue participating in insurance after the R4 intervention? To what extent did the intervention implementation arrangements include considerations for sustainability, such as transition to government (national and local), communities and other partners?

Question 19: Is the current enabling environment in Zimbabwe conducive to the current R4 initiative design? Are there changes that need to be made to make the approach more effective?

Question 20: What key insights, lessons and recommendations are offered with a view on the possible scaling of the R4 intervention?

Methodology

18. This evaluation will apply the utilization-focused evaluation approach, ensuring meaningful engagement of stakeholders and their ownership of process. The methodology will be designed by the evaluation team during the inception phase. It should:

- i. Employ the relevant evaluation criteria above [relevance, effectiveness, efficiency, impact, sustainability].
- ii. Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- iii. Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.

- iv. Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints.
 - v. Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used.
19. The evaluation team will be expected to devise a sampling strategy and develop an evaluation matrix in which the evaluation team will identify specific methods for collecting data to answer the evaluation questions.
20. This will be detailed in the inception report. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) will be systematically applied to this evaluation to that the evaluation process and products conform to best practice.

Roles and Responsibilities

21. Evaluators: The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.

22. Evaluation Manager: This evaluation will be managed by the (M&E Officer/EC Secretariat) **Kudzai Akino**.

23. Evaluation Committee: The evaluation committee chaired by Country Director, **Francesca Erdelmann**. The overall purpose of the committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and relevant Government directives.

24. Evaluation Reference Group: The evaluation reference group will be chaired by Deputy Country Director **Niels Balzer**. The Evaluation Reference Group (ERG) is a temporary mechanism established to facilitate stakeholder's systematic engagement in the evaluation process. The ERG members act as experts in the advisory capacity, without management responsibility.

25. Key Evaluation Stakeholders: Zimbabwe WFP CO, Regional Bureau Johannesburg (RBJ), WFP HQ Climate and Disaster Risk Reduction Programmes Unit, the Office of Evaluation, WFP Executive Board (EB). The external users of the evaluation include: R4 Beneficiaries, Zimbabwe Government Ministries involved in the implementation of the R4 initiative, the Reserve bank of Zimbabwe, UN Country team, NGOs (SNV, CIMMYT AQZ, CDTO, MDTC1), Donors SDC and other potential donors, Private sector (Blue Marble and Old Mutual), Other Countries implementing R4.

Timelines and Key Milestones

26. Preparations: Approved TOR; Evaluation team contract; and draft communication plan; by 9th June 2021.

27. Inception Phase: Inception Report with methodology, evaluation matrix, data collection tools, field schedule; stakeholder comments matrix; by 11th August 2021.

28. Data Collection: Raw data sets; PowerPoint Exit Briefing/ Presentation of Preliminary Findings; by 6th September 2021.

29. Data Analysis and Reporting: Approved Evaluation report; Comments matrix; by 12th November 2021.

30. Management Response and Dissemination: Evaluation report and Management Responses Published; and other dissemination products as required; by 20th December 2021.

Annex 2 Evaluation timeline

Table 6: Detailed evaluation schedule

	Phases, deliverables and timeline	Key dates	By whom
Phase 1 - Preparation			
1	Desk review, draft and share draft zero of ToR with CO for review and comments and quality assurance (QA) using ToR Quality Checklist (QC)	1 Feb – 24 Mar 2021	EM ¹³⁷ /REO ¹³⁸
2	Revise draft TOR to produce draft 1 based on CO inputs	25 Mar 2021	EM
3	Sharing of draft 1 ToR with outsourced quality support service (DE QS) and share Evaluation team members' ToR with HR for VA announcement.	25 - 31 Mar 2021	EM
4	Review draft 1 ToR based on DE QS feedback	19 – 22 Apr 2021	EM/REO
5	Circulate draft 2 TOR for review and comments to ERG, RB and other stakeholders	23 – 31 Apr 2021	EM/ERG
6	Review draft ToR based on comments received to produce final draft	3 May 2021	EM
7	Submits the final TOR to the internal evaluation committee for approval	26 May 2021	EM
8	Final TOR approved by the Chairperson of the Evaluation Committee (EC)	24 May 2021	EC/DCD
10	Sharing final TOR with key stakeholders	26 May 2021	EM/REO
11	Selection and recruitment of evaluation team	16 Jul 2021	CO/RB ¹³⁹ HR, EM, REO
Phase 2 - Inception			
12	Briefing the evaluation team	19 Jul 2021	EM/CO Programme / REO
13	Evaluation design, including reviewing key documents and existing data, interactions with stakeholders to understand the subject and stakeholder expectations the evaluation team	19 - 25 Jul 2021	ET
14	Draft inception report, including methodology, data collection tools and schedule	26 Jul - 4 Aug 2021	ET
15	Submit draft 1 inception report (IR) to EM	5 Aug 2021	TL
16	Review draft 1 inception report, if NOT complete return to the team leader with specific things that needs to be done before it can be submitted	6 – 9 Aug 2021	EM/REO
17	Submit draft 1 IE to outsourced quality support service (QS) for review	10 Aug 2021	EM
18	Review of draft 1 IR by outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the Quality Checklist (QC)	11 – 17 Aug 2021	QS

¹³⁷ Evaluation Manager

¹³⁸ Regional Evaluation Officer

¹³⁹ Regional Bureau

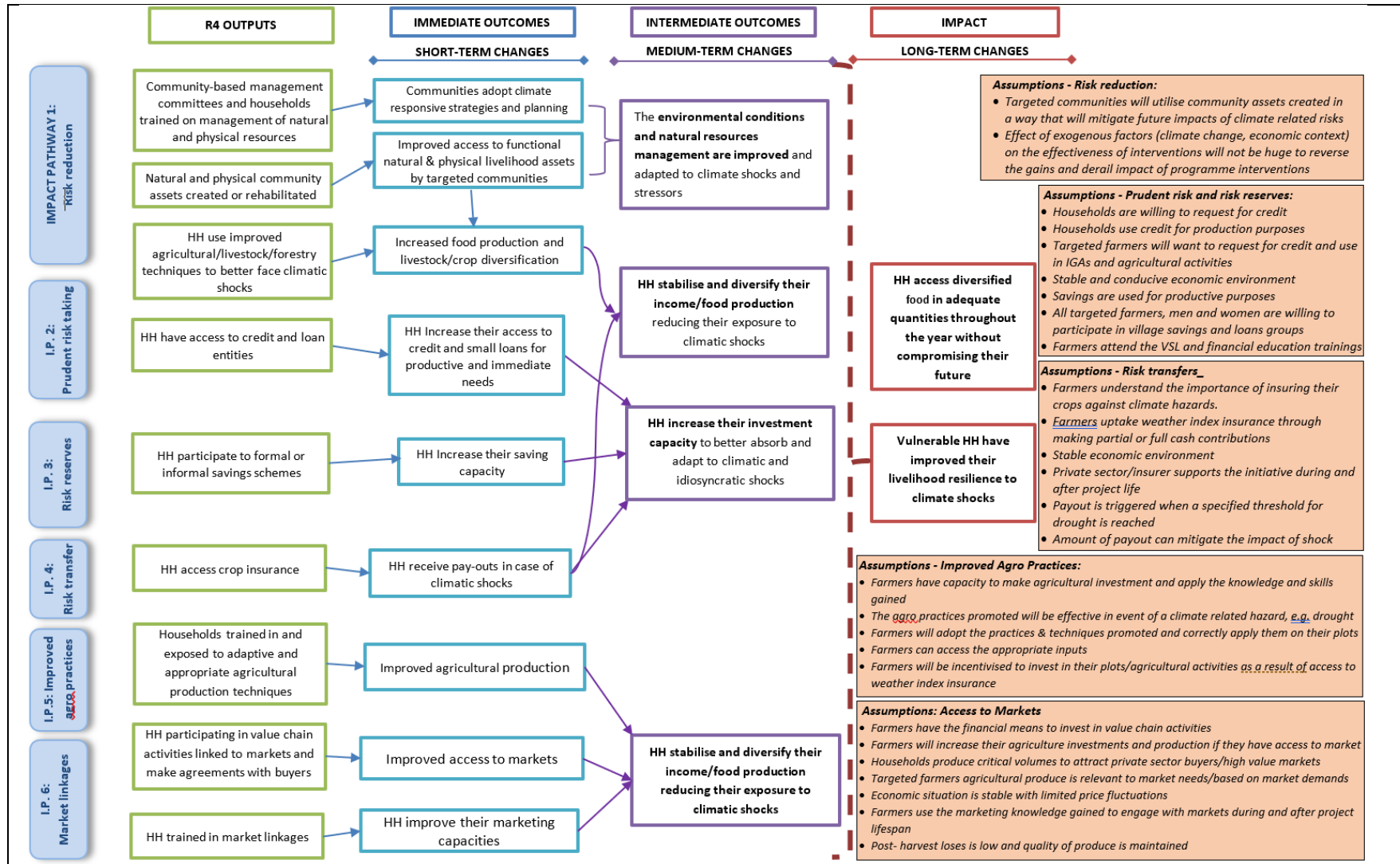
	Phases, deliverables and timeline	Key dates	By whom
19	Revise draft 1 IR based on feedback received by DE QS and EM and produce draft 2	19 – 23 Aug 2021	ET
19	Submit of revise draft 2 IR based on DE QS and EM QA comments	24 Aug 2021	TL
20	Review draft 2 IR against the QS recommendations to ensure that they have been addressed and for any that has not been addressed, a rationale has been provided	24 Aug 2021	EM/REO
21	Circulate draft 2 IR for review and comments to ERG, RB and other stakeholders	24 Aug 2021	EM
22	Review draft 2 IR and provide comments using the provided comments matrix	25 – 30 Aug 2021	ERG
23	Present key component of draft 2 IR to ERG members	31 Aug 2021	ET
24	Consolidate stakeholder comments on draft 2 IR and submit to the team leader	1 Sep 2021	EM
25	Revise draft 2 IR based on stakeholder comments received to produce draft 3	1 – 2 Sep 2021	ET
26	Submit draft 3/final IR to the EM	2 Sep 2021	TL
27	Review draft 3 IR against stakeholder comments to ensure that they have all been addressed, and for those not addressed a rationale provided	3 Sep 2021	EM/REO
28	Submits the final IR to the internal evaluation committee for approval	6 Sep 2021	EM
29	Sharing of final inception report with key stakeholders for information	7 Sep 2021	EM
Phase 3 – Data collection			
30	Briefing evaluation team	8 Sep 2021	CO/EM/EC/REO
31	Prepare for data collection phase [recruit research assistants, digitize data collection tools on tablets, finalize travel, accommodation and other logistical arrangements]	8 – 12 Sep 2021	ET
32	Training research assistants and testing data collection tools, adjustments if required	10 Sep 2021	ET
33	Conduct Fieldwork [quantitative data collection, interviews, FGDs etc.]	13 – 30 Sep 2021	ET
34	End of Fieldwork Debriefing [Presentation should be submitted the day before]	1 Oct 2021	ET
Phase 4 - Analyze data and report			
35	Clean, analyze and triangulate data to produce draft 1 of the evaluation report (ER)	2 Oct – 8 Nov 2021	ET
36	Submit draft 1 of the evaluation report and all associated data sets	9 Nov 2021	TL
37	Review draft 1 ER against the ER quality check list to ensure that it is complete	10 Nov 2021	EM
38	Submit draft 1 ER to outsourced quality support service (DE QS) for review	11 Nov 2021	EM

	Phases, deliverables and timeline	Key dates	By whom
39	Review of draft 1 ER by outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	12 – 19 Nov 2021	DE QS EM
40	Revise draft 1 ER based on feedback received by DE QS and EM QA to produce draft 2	20 – 24 Nov 2021	ET
41	Submit draft 2 ER based on DE QS and EM QA	25 Nov 2021	TL
42	Review the draft 2 ER against the QS comments to ensure that they have been addressed, and for those that have not been addressed rationale has been provided	26 Nov 2021	EM/REO
43	Circulate draft 2 ER for review and comments to ERG, RB and other stakeholders	26 Nov 2021	EM
44	Review draft 2 ER and provide comments using the provided comments matrix	29 Nov – 1 Dec 2021	ERG
45	Organize ERG Meeting to present draft 2 and obtain comments and inputs from members	2 Dec 2021	EM/ET
46	Consolidate comments and submit to team leader for review	3 Dec 2021	EM
47	Revise draft 2 ER based on stakeholder comments received to produce draft 3	4 – 8 Dec 2021	ET
48	Submit draft 3/final ER to the EM	9 Dec 2021	TL
49	Review draft 3 ER against stakeholder comments to ensure that they have all been addressed, and for those not been addressed a rationale has been provided	10 - 13 Dec 2021	EM/RB
50	Prepare summary evaluation report to facilitate approval of final ER	10 – 15 Dec 2021	RET ¹⁴⁰
51	Submits the final ER (together with summary evaluation report) to the internal evaluation committee for approval	15 – 16 Dec 2021	EM
52	Sharing of final evaluation report with key stakeholders for information during the workshop	17 Dec 2021	EM
Phase 5 - Dissemination and follow-up			
53	Dissemination workshop	17 Dec 2021	EM/TL//ET
54	Format approved ER and share with the Office of Evaluation for publication	20 – 23 Dec 2021	EM
55	Request CO to prepare the management response	27 Dec 2021	RB
56	Prepare management response (MR)	28 Dec 2021 – 11 Jan 2022	CO/Management/ Programme
57	Review the MR and provide feedback	12 – 19 Jan 2022	RB
58	Finalize MR based on feedback from RB and submit to EC chair for first level approval	20 – 27 Jan 2022	CO
59	Submit to RB for final approval of MR	28 Jan 2022	EM
60	Share final management response with the Office of Evaluation for publication	2 Feb 2022	RB
61	Document lessons from the management of this evaluation and share	3 – 17 Feb 2022	EM/RB

¹⁴⁰ Regional Evaluation Team

Annex 3 Theory of Change

Figure 11: Original Theory of Change for the R4 Rural Resilience Initiative in Zimbabwe



Source: WFP. 2021e. Terms of Reference for the Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe. Layout slightly adjusted by the evaluation team.

Annex 4 Results framework

Table 7: Impact and outcome monitoring indicators

Impact (Overall Goal 1): The targeted population (including specific groups such as households headed by women and households affected by HIV&AIDS) have improved or stabilized their food security status
Indicator 1.1. Food Consumption Score disaggregated by sex of household head
Indicator 1.2. Dietary diversity score
Indicator 1.3. Coping Strategy Index (consumption)
Indicator 1.4. Food Expenditure Share
Impact (Overall Goal 2): The targeted population have increased their livelihood security and resilience
Indicator 2.1. Livelihood Coping Strategy Index
Indicator 2.2. % change of households in medium and better off wealth categories
Indicator 2.3. % of households with improved Resilience Capacity Index
Outcome 1: Household have stable diversified income
Indicator 1.1. Change in Number of income sources. Differentiated by women and men
Indicator 1.2. Proportion of household income derived from climate resilient sources %
Indicator 1.3. Share of income sources over total income
Outcome 2: Improved agricultural production and diversification
Indicator 2.1. Number of agricultural assets owned
Indicator 2.2. Livestock: Average number of Tropical Livestock Units
Indicator 2.3. % Households owning livestock
Indicator 2.4. % Households using improved seeds
Indicator 2.5. % Households using fertilizer
Indicator 2.6. Proportion of expenditure dedicated to agriculture and livestock
Indicator 2.7. Average number of crops
Indicator 2.8. Average annual crop production (kg)
Indicator 2.9. Average yield per crop kg/ha
Outcome 3: Improved investment capacity by accessing financial services
Indicator 3.1. % of Households accessing credit
Indicator 3.2. Amount of credit/loans received US\$
Indicator 3.3. % credits from formal sources
Indicator 3.4. % of credit obtained used for agricultural or other IGAs (disaggregated by type)
Indicator 3.5. % of targeted households who save
Indicator 3.6. % of savings into formal schemes
Indicator 3.7. Average monthly saving capacity (US\$)
Indicator 3.8. Average total household savings (US\$)
Indicator 3.9. % of savings used for agricultural or other income generation activities (disaggregated by type)
Outcome 4: Increased access to markets
Indicator 4.1. % of agricultural production sold
Indicator 4.2. % of farmers selling their production through group/cooperative/association
Indicator 4.3. % of farmers producing on contract farming
Outcome 5: Improved access and capacity to manage natural and physical resources by the targeted community to better manage weather related shocks
Indicator 5.1. % Households using improved agro-ecological farming methods/conservation agriculture techniques
Indicator 5.2. % Households using soil/water retention techniques
Indicator 5.3. % Households using agro ecological techniques
Indicator 5.4. % Households using agro climatic advice to make DRR, agro and/or livelihood related decisions

Source: WFP, 2021e. Terms of Reference for the Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe. Simplified version by the evaluation team.

Annex 5 Project location maps

Figure 12: Masvingo district map with R4 wards (until June 2021)

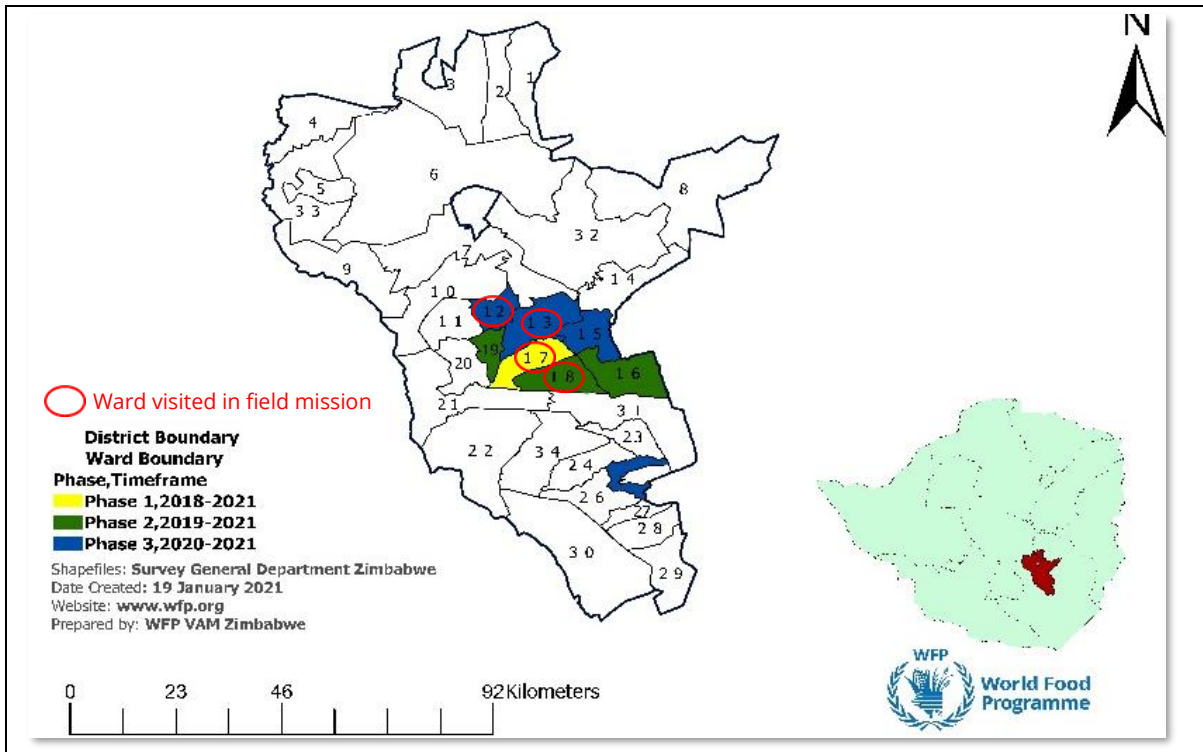
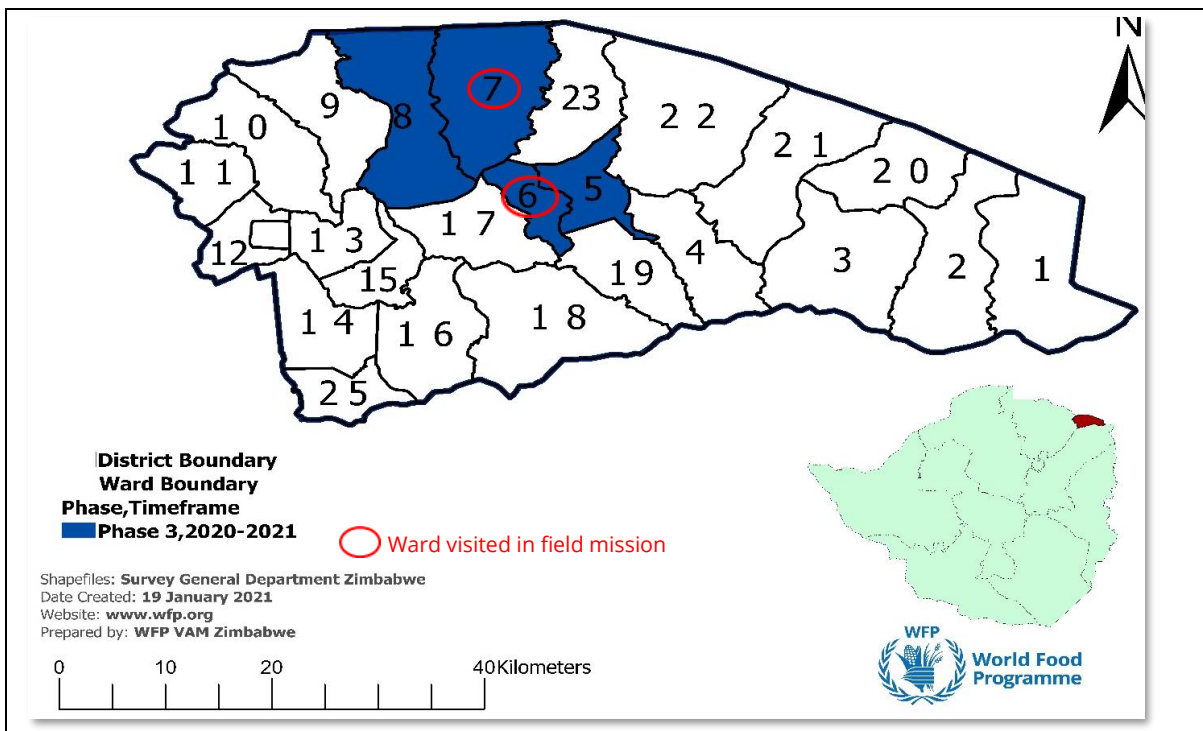


Figure 13: Rushinga district map with R4 wards (until June 2021)



Note: 'Phase 1/2/3' refers to the first/second/third programme year of the first phase (2018-2021) of the R4 Initiative.

Source of both figures: WFP. 2021e. Terms of Reference for the Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe. Field mission wards indicated by the evaluation team.

Annex 6 Evaluation matrix

Table 8: Evaluation matrix

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
EQ 1 – Relevance: To what extent were the different components of the R4 Rural Resilience Initiative in line with the needs of women, men, boys, and girls from different marginalized groups in the targeted communities?			
<p>1.1 To what extent were the integrated risk management approach and its individual components relevant and appropriate for the resilience and food security needs of (and designed with participation) of beneficiaries and their communities?</p>	<ul style="list-style-type: none"> • Quality of initial context, situation and baseline analyses, and degree to which these were adequately considered in programming • Degree to which IRM was justified in programming documents (and relevant for the specific context) • Consistency of beneficiary selection with baseline levels of food security, climate vulnerability, etc. • Appropriateness of assets created (as perceived by stakeholders) • Degree of usefulness/relevance of knowledge transfer sessions reported by participants • Level of involvement/consultation of communities in the design of activities (e. g. via CBPP) • Evidence that WFP and IP adequately adjusted activities (e. g. market support) to Covid-19 	<ul style="list-style-type: none"> • Review of R4-specific documents (project doc, baseline study, MTR, gender analysis report, proposal R4 phase2, ...) • Review of other assessments at country level (Zero Hunger Strategic Review - ZHSR, ZIMVAC) • KIIs with WFP CO/RB, national IP staff, donor • IDIs with community leaders and local IP staff • FGDs with beneficiaries • Phone survey with beneficiaries • Compilation of M&E data from WFP and IPs • Direct observation of assets created and other programme activities 	<ul style="list-style-type: none"> • Context analysis based on document review • Thematic analysis of interview and FGD transcripts/notes • Phone survey data: descriptive stats • Triangulation of qualitative vs. quantitative data and of/from different interviewees and studies • Disaggregation of data by district, gender, and beneficiary typology

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
<p>1.2 Did R4 participants understand the purpose, approaches and functioning of the different components and activities, as well as the integrated risk management approach as a whole?</p>	<ul style="list-style-type: none"> • Level of awareness of climate risks and mitigation strategies of community members • Adequate use of information available to communities in the selection of assets created • Level of understanding of weather index insurance revealed by beneficiaries (e. g. in knowledge tests) • Level of beneficiaries' willingness to learn from (and their involvement in) demo plots • Perceived clarity with which WFP/IPs communicated R4 activities to communities and beneficiaries 	<ul style="list-style-type: none"> • Review of WFP and IP progress reports • IDIs with community leaders and local IP staff • FGDs with beneficiaries • Phone survey with beneficiaries 	<ul style="list-style-type: none"> • Thematic analysis of interview and FGDs transcripts/notes • Phone survey data: descriptive stats • Triangulation of qualitative vs. quantitative data and of/from different interviewees and team members
<p>1.3 To what extent was the design and implementation of the intervention guided by GEWE objectives and mainstreaming principles, and premised upon (and adjusted following) a thorough gender analysis that identified the main gender dimensions and strategies for addressing gender inequalities?</p>	<ul style="list-style-type: none"> • Timing and depth of gender analysis conducted, and completeness of gender dimensions identified • Differential needs of women and men identified by WFP and IPs, and adequately reflected and mainstreamed in activities (incl. protection issues) • Extent to which recommendations of the 2020 gender analysis have been taken up in the programming and implementation of activities • Gender capacity in WFP and IP organisations • Degree to which women and men at community level participated equally in consultation processes • Level of availability of gender-disaggregated baseline & monitoring data reported by IPs & WFP 	<ul style="list-style-type: none"> • Review of R4 project document, proposal R4 phase 2, gender analysis for Zimbabwe, WFP Gender Policy, RB gender implementation strategy, progress reports of IPs • Review of results framework and M&E data • KIIs with WFP CO/RB/HQ and national IP staff • IDIs with WFP and IP local staff • FGDs with women beneficiaries 	<ul style="list-style-type: none"> • Document review • Thematic analysis of interview and FGD transcripts/notes • Triangulation of information from different interviewees and reports

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
EQ 2 – Relevance: To what extent were R4 activities aligned to WFP and donors’ strategic mandates, national priorities, and relevant to the political and economic challenges in the implementation period?			
2.1 To what extent were the R4 Initiative, and its humanitarian-development nexus design and implementation modalities, appropriate for WFP and the donor’s strategic mandate?	<ul style="list-style-type: none"> Degree of alignment of R4 objectives, humanitarian-development nexus design and approaches with the WFP CSP and corporate policies Degree of alignment of R4 with the SDC regional cooperation strategy for Southern Africa 	<ul style="list-style-type: none"> Review of WFP R4 project document, MTR; LSA-R4 nexus proposal and review; proposal R4 phase 2, CSP (and its evaluation), corporate policies (on resilience building, etc.); as well as SDC regional cooperation strategy KIIs with WFP CO/RB/HQ staff, donor(s) 	<ul style="list-style-type: none"> Policy and strategy analysis of documents Thematic analysis of interview notes Triangulation of information from different interviewees and against policy documents
2.2 To what extent was the R4 Initiative aligned with key priorities and policies of the national government and considered the specific political and economic challenges in its design?	<ul style="list-style-type: none"> Degree of alignment of R4 with national policies on food and nutrition, agriculture, and gender Contribution of the R4 Initiative to national priorities (as perceived by government stakeholders) Evidence of adaptive design and programming to political and economic challenges since 2018 	<ul style="list-style-type: none"> Review of national policy documents and ZHSR; R4 project docs, MTR, context/ situational assessments; CSP evaluation, etc. KIIs with representatives of different ministries, WFP CO staff, donor(s) 	<ul style="list-style-type: none"> Policy and strategy analysis of documents Thematic analysis of interview notes Triangulation of information from different interviewees and against policy documents
2.3 Were opportunities for advocacy and policy influence identified and acted on?	<ul style="list-style-type: none"> Evidence that (potential) key themes, channels, and partners of policy influence were identified Type, frequency, and results of participation of WFP CO/RB in national/regional meetings and fora 	<ul style="list-style-type: none"> Review of R4 progress reports and MTR; CSP evaluation, etc. KIIs with representatives of ministries, WFP CO/RB, donor(s), UN agencies, partners 	<ul style="list-style-type: none"> Document review Thematic analysis of interview notes Triangulation of information from different interviewees
EQ 3 – Effectiveness: To what extent have the outputs and (intended and unintended) outcomes of the R4 Initiative been achieved?			
3.1 To what extent were the intended outputs and outcomes of the R4 Initiative achieved (in the expected sequence)?	<i>Output indicators</i> from results framework, e.g.: <ul style="list-style-type: none"> Number and type of assets created/rehabilitated No. of households participating in VSL groups and trained in financial literacy 	<ul style="list-style-type: none"> Review of R4 progress reports, gender analysis, MTR, and lessons learnt report; ACRs Compilation of M&E data (baseline & outcome monitoring surveys, IP-reported data PDM data, results indicator dashboard) 	<ul style="list-style-type: none"> Document review Thematic analysis of interview and FGD transcripts/notes

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
	<ul style="list-style-type: none"> • Number of farmers insured • No. of farmers exposed to demo plots, receiving seed varieties, mechanisation tools, etc. • Number and value of contract agreements <p><i>Outcome indicators</i> from results framework, e.g.:</p> <ul style="list-style-type: none"> • % of R4 participants practising conservation agriculture, using improved seeds, etc. • % of farmers' production sold • Change in number of income sources • % of insurance payouts used for investment in productive activities • % households using agro-climatic information for decision-making in agricultural production <p>Qualitative indicators reported by beneficiaries, e.g.:</p> <ul style="list-style-type: none"> • Perceived quality of the activities and assets • Use of loans taken from VSL groups • Level and type of agricultural knowledge acquired 	<ul style="list-style-type: none"> • KIIs with WFP CO staff • IDIs with community leaders and members, and WFP and IP field staff • FGDs with beneficiaries • Phone survey with beneficiaries • Direct observation of assets, practices and activities in the field 	<ul style="list-style-type: none"> • Statistical analysis of existing survey data (gender, outcome monitoring) • Phone survey: descriptive stats, test for gender differences • Triangulation of quantitative and qualitative data across different sources, documents, interviewees and stakeholder types • Disaggregation of quantitative and qualitative data by gender and beneficiary type
<p>3.2 What were the unintended (positive/negative) results of the R4 Initiative at the level of households and communities?</p>	<ul style="list-style-type: none"> • Evidence of indirect creation of economic opportunities in unsupported livelihood sectors • Reports of spill-over effects to non-beneficiaries (e.g. adoption of farming practices, use of FFA assets) • Evidence of overburdening of women due to increased workload related to the project 	<ul style="list-style-type: none"> • Review of gender analysis; MTR; reports on progress, outcome monitoring, lessons learnt; ACRs • IDIs with community leaders and members, and WFP and IP field staff • FGDs with beneficiaries 	<ul style="list-style-type: none"> • Document review • Analysis (including frequency) of emerging themes in interview/FGD notes • Statistical analysis of existing survey data (gender, outcome monitoring)

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
	<ul style="list-style-type: none"> Evidence of unintended reallocation of community and household resources Reported changes in community institutions and networks (not directly supported by R4) 	<ul style="list-style-type: none"> Direct observation of participation in activities and community groups/committees 	<ul style="list-style-type: none"> Triangulation of qualitative data from different stakeholders Disaggregation of quantitative and qualitative data by gender and beneficiary type
EQ 4 – Effectiveness: How and to what extent was the achievement of results driven (or hindered) by the R4 approach and external factors?			
<p>4.1 To what extent were the R4 components (incl. those at the humanitarian-development nexus) effectively sequenced and integrated into the project, and how effective was the integrated risk management approach founded on FFA?</p>	<ul style="list-style-type: none"> Perceived adequacy of timing and sequencing of R4 activities over agricultural seasons Extent of coordination and synergies at the nexus of R4 and LSA Stakeholder perceptions about adequacy of FFA as platform for other IRM services/R4 components Type and extent of synergies across R4 activities through IRM (e. g. asset creation enabling adoption of new agricultural practices, VSL groups providing loans for purchase of agricultural inputs, insurance allowing for risk-taking for livelihood diversification) 	<ul style="list-style-type: none"> Review of progress, PDM, outcome monitoring, lessons learned reports for R4; R4 MTR; LSA-R4 nexus proposal & review, CSP evaluation Compilation of M&E data KIIs with WFP CO and IP national staff IDIs with WFP and IP field staff, and community stakeholders FGDs with beneficiaries Phone survey with beneficiaries Direct observation of assets, practices, and activities in the field 	<ul style="list-style-type: none"> Document review Thematic analysis of interview and FGD transcripts/notes Statistical analysis of outcome monitoring data Phone survey data: descriptive stats Triangulation of quantitative vs. qualitative data from different sources, documents, interviewees, and stakeholder types
<p>4.2 How did the capacity of implementing partners and official support from other partners affect results?</p>	<ul style="list-style-type: none"> Perceived and reported capacity of IPs for planning and implementation, e. g. technical expertise, presence and connections to actors in communities, access to inputs/materials, etc. Evidence of strategies in place (or adaptive management) for dealing with IP capacity gaps 	<ul style="list-style-type: none"> Review of Field-level Agreements (FLAs) with IPs; R4 project doc, progress reports of IPs, MTR, lessons learned report, sustainability strategy; CSP evaluation KIIs with WFP CO/RB and IP national staff, UN agencies IDIs with WFP and IP field staff, local authorities, and community leaders 	<ul style="list-style-type: none"> Capacity and strategy analysis based on document review and interviews Thematic analysis of interview and FGDs transcripts/notes Triangulation of qualitative data from different stakeholder types and against documents

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
	<ul style="list-style-type: none"> Type and level of support received from other partners (e. g. co-funding, coordination, logistics, farming inputs, training spaces) and their use in R4 	<ul style="list-style-type: none"> Direct observation of implementation of activities by IPs in the field 	
<p>4.3 What were the major external factors and challenges affecting the achievement of results, especially regarding the economic climate in Zimbabwe and the Covid-19 pandemic?</p>	<ul style="list-style-type: none"> Evolution of prices for agricultural inputs and production over the implementation period Reported coping strategies of households to deal with (hyper)inflation and economic instability Reported extent of crop failure in 2019-20 drought Share of local food markets closed due to Covid-19 Evidence that cash and food assistance in response to Covid-19 reinforced or reduced R4 resources Reduction in training activities relative to plan 	<ul style="list-style-type: none"> Review of R4 progress, outcome monitoring and MTR reports; WFP food security and market monitoring for Zimbabwe; ZIMVAC livelihood assessments; ACRs Compilation of M&E data KIIs with WFP CO staff, national IP staff, donor(s), government representatives IDIs with local IP staff & community members FGDs with beneficiaries Phone survey with beneficiaries 	<ul style="list-style-type: none"> Document review Analysis (including frequency) of emerging themes in interview/FGD notes Statistical analysis of price and outcome monitoring data Phone survey data: descriptive stats Triangulation of quantitative and qualitative data across different sources, documents, interviewees and stakeholder types
<p>EQ 5 – Efficiency: Were the R4 activities implemented in a timely, equitable and cost-efficient manner?</p>			
<p>5.1 Were resources for individual R4 components allocated and used in a timely and cost-efficient manner by WFP and IPs, and what challenges have affected cost and implementation efficiency?</p>	<ul style="list-style-type: none"> Main cost drivers of, and prices paid for inputs and activities (considering similar projects); and level of efficiency of converting them to outputs/outcomes Timeliness/adequate timing of the different R4 activities in relation to stakeholder needs Evidence of strategies in place, and adjustments made, to deal with the effects of Covid-19 pandemic IPs perceptions of appropriateness of FLAs Type of challenges faced and addressed by WFP and IPs in the preparation and implementation of FLAs 	<ul style="list-style-type: none"> Review of R4 progress reports, project budgets, expenditure reports, PDM reports; ACRs, CSP evaluation Compilation of M&E data at output level KIIs with WFP CO/RB/HQ and IP national staff IDIs with WFP and IP field staff, and community stakeholders FGDs with beneficiaries Direct observation of assets, practices and activities in the field 	<ul style="list-style-type: none"> Document review Thematic analysis of interview and FGD transcripts/notes Efficiency calculations based on costs and outputs Triangulation of qualitative data from different sources and stakeholder types Data disaggregation by activity type

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
	<ul style="list-style-type: none"> • Smoothness of the implementation process of activities perceived by beneficiaries • Appropriateness of M&E systems for efficiency monitoring and allowing course correction 		
<p>5.2 Was efficiency enhanced through synergies between individual R4 components (relative to alternative approaches)?</p>	<ul style="list-style-type: none"> • Evidence of increased efficiency (at WFP or IP level) from integrated planning of multiple components • Efficiency gains in accessing/managing beneficiaries due to their participation in multiple components • Evidence of specific activities/outputs/components (e. g. assets created) facilitating implementation of others (e. g. demo plots) • Level of physical and human resources (e. g. for training sessions) used in multiple components 	<ul style="list-style-type: none"> • Review of R4 progress reports, MTR, lessons learned report, sustainability strategy; ACRs, CSP evaluation • KIIs with WFP CO and IP national staff • IDIs with WFP and IP field staff, and community stakeholders • FGDs with beneficiaries • Direct observation of assets, practices, and activities in the field 	<ul style="list-style-type: none"> • Document review • Analysis of emerging themes in interview and FGD notes • Triangulation of qualitative data from different sources, documents, interviewees, and stakeholder types
<p>5.3 To what extent did women, youth, and other vulnerable groups (elderly, disabled, and/or ultra-poor) participate in the management and implementation of R4 resources and activities in an equitable manner?</p>	<ul style="list-style-type: none"> • Participation (and perceived influence) of women, youth and vulnerable groups in community-based participatory planning of resilience activities • Level of participation and influence of women and youth in the selection of assets created • % of women among VSL members, and their participation rates and influence in VSL governance • % of women and youth among participants in knowledge transfer sessions 	<ul style="list-style-type: none"> • Review of R4 progress reports, gender analysis; ACRs, CSP evaluation. • Compilation of M&E data at output level • IDIs with WFP and IP field staff, community leaders, and project management committees • FGDs with beneficiaries • Phone survey with beneficiaries • Direct observation of assets, practices and activities in the field 	<ul style="list-style-type: none"> • Document review • Thematic analysis of interview and FGD transcripts/notes • Phone survey: descriptive stats • Triangulation of qualitative data from different interviewees • Data disaggregation by gender and activity/beneficiary type

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
EQ 6 – Impact: To what degree did the R4 Initiative and its integrated risk management approach contribute to enhanced resilience and food security?			
<p>6.1 What were the impacts of the R4 Initiative on climate and livelihoods resilience, and food security, of communities and beneficiary households (and the contribution to CSP Strategic Outcomes 3 to 5)?</p>	<p><i>Impact indicators</i> from results framework such as:</p> <ul style="list-style-type: none"> • Food consumption score of beneficiary households • Dietary diversity score of beneficiary households • % of households with improved resilience capacity <p>Other indicators such as:</p> <ul style="list-style-type: none"> • Changes in food-related coping strategies reported by beneficiary households • Stakeholder perceptions that assets created have reduced vulnerability of communities to drought • Changes in level of income stability reported by HHs 	<ul style="list-style-type: none"> • Review of R4 reports (progress, baseline outcome monitoring, indicator dashboard, MTR, gender analysis); ACRs, CSP evaluation • Compilation of M&E data (impacts/outcomes) • KIIs with WFP CO, IP national staff, government stakeholders, donor • IDIs with WFP and IP field staff, community leaders, and project management committees • FGDs with beneficiaries • Phone survey with beneficiaries • Direct observation of results in the field 	<ul style="list-style-type: none"> • Document review • Analysis (including frequency) of emerging themes in interview/FGD notes • Statistical analysis of M&E indicators • Phone survey: descriptive stats, tests for gender differences • Triangulation of qualitative vs. quantitative data from different sources and stakeholder types • Data disaggregation by gender and activity/beneficiary type
<p>6.2 To what extent were the integrated risk management approach and nexus objectives achieved and added value for the achievement of food security and resilience objectives?</p>	<ul style="list-style-type: none"> • Level of integrated coordination of R4 components • Evidence that the multiple risks and barriers to food production and agricultural livelihoods were more effectively addressed through IRM • Evidence that integrated coordination of R4 (and Nexus Project) activities improved resilience and food security more than stand-alone approaches • Evidence that R4 reduced need for unconditional food assistance in times of drought and Covid-19 	<ul style="list-style-type: none"> • Review of R4 reports (progress, outcome monitoring, MTR, gender analysis, sustainability strategy); LSA-R4 nexus proposal and review; ACRs, CSP evaluation • Compilation of M&E data • KIIs with WFP CO/RB/HQ, IP national staff, donor(s) • IDIs with WFP and IP field staff, community stakeholders • FGDs with beneficiaries 	<ul style="list-style-type: none"> • Document review • Analysis (including frequency) of emerging themes in interview/FGD notes • Statistical analysis of M&E indicators • Triangulation of qualitative data from different sources and stakeholder types

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
<p>6.3 To what extent, and how, did the R4 Initiative transform power balances and decision-making within communities and households, especially regarding women?</p>	<ul style="list-style-type: none"> • Changes in intra-community cohesion and conflict reported by community members • Evidence of more participatory and equitable decision-making mechanisms in communities • Evolution of the share of women members (incl. leadership) in FFA committees, VSL groups, etc. • Perceived changes in roles, status and decision-making of women within households • Perceived changes in intra household harmony and incidence of gender-based violence 	<ul style="list-style-type: none"> • Review of R4 progress reports, outcome monitoring surveys, MTR, gender analysis • Compilation of M&E data • KIIs with WFP CO staff • IDIs with WFP and IP field staff, community leaders and committees • FGDs with beneficiaries 	<ul style="list-style-type: none"> • Document review • Analysis (including frequency) of emerging themes in interview/FGD notes • Statistical analysis of M&E indicators • Triangulation of qualitative data from different sources/stakeholders • Data disaggregation by gender and location
<p>EQ 7 – Sustainability: To what extent are the activities and benefits of the R4 Initiative likely to continue after donor funding / WFP support ceases, and what are the potential opportunities and threats to sustainability?</p>			
<p>7.1 Do government institutions (including extension officers) and communities have sufficient capacity to take ownership of R4 and support its continuation and scale-up, and what other institutional, economic, social, and environmental factors are likely to affect its sustainability?</p>	<ul style="list-style-type: none"> • Financial and technical capacity (staff, logistics, expertise) and motivation of gov't institutions (incl. Agritex) to take ownership and support R4 and IRM • Options for linking R4 to national social protection systems explored with stakeholders • Community resources available for maintaining R4 • Level and type of medium-term risks (climate, economic, Covid-19) identified by stakeholders • Evidence of R4 mitigation strategies in place for reducing sustainability risks 	<ul style="list-style-type: none"> • Review of R4 project document, progress reports, MTR, sustainability strategy; ACRs and CSP evaluation; national policy documents • KIIs with government stakeholders, WFP CO/ RB, donor(s), UN agencies • IDIs with WFP and IP field staff, community stakeholders, extension officers • FGDs with beneficiaries 	<ul style="list-style-type: none"> • Document review incl. context analysis • Thematic analysis of interview notes • Triangulation of qualitative data from different sources and stakeholder types
<p>7.2 Are farmers willing to pay for (and can they afford) insurance on their own, and to what extent are private and</p>	<ul style="list-style-type: none"> • Usefulness and adequacy of insurance perceived by R4 farmers, and reported willingness to pay for it 	<ul style="list-style-type: none"> • Review of R4 sustainability strategy, progress and PDM reports 	<ul style="list-style-type: none"> • Document review

Sub-questions	Indicators (examples)	Data collection methods and sources	Data analysis methods / triangulation
potential public insurance providers willing to invest in the R4 target group?	<ul style="list-style-type: none"> • Demand of bundled agricultural insurance models offered by insurance providers • Current and expected % of cash contributors to insurance, and ability to pay cash contributions • Risks, profitability & motivation of engaging with R4 farmers perceived by private insurance providers • Knowledge, capacity, and motivation of government bodies for taking over insurance provision from R4 	<ul style="list-style-type: none"> • KIIs with insurance companies, government stakeholders, and WFP CO/RB/HQ • FGDs with beneficiaries • Phone survey with beneficiaries 	<ul style="list-style-type: none"> • Analysis (including frequency) of emerging themes in interview/FGD notes • Statistical analysis of PDM and phone survey data • Triangulation of qualitative vs. quantitative data from different sources and stakeholders • Data disaggregation by gender
7.3 To what extent, and under what circumstances, are agricultural and financial private sector institutions willing to engage in, and scale up, sustainable business relationships with R4 farmers and VSL group members?	<ul style="list-style-type: none"> • Capacity of VSL groups for turning into SACCOs, accessing formal credit, and serving as entry points for other services of private sector • Willingness, evidence of business plans, and interest rates of credit institutions to lend to VSL groups • Options for further strengthening financial capacity and market position of producer organisations • Duration and prices of existing off-taker contracts • Risks and profitability of engaging with R4 farmers perceived by agribusiness firms 	<ul style="list-style-type: none"> • Review of R4 sustainability strategy and progress report • KIIs with agribusiness firms/off-takers, WFP CO • IDIs with leaders of producer organisations, aggregators, IP field staff • FGDs with members of producer organisations 	<ul style="list-style-type: none"> • Document review • Analysis (including frequency) of emerging themes in interview/FGD notes • Triangulation of qualitative vs. data from different interviewees

Source: Evaluation team.

Annex 7 List of interviews and focus group discussions

Table 9: List of interviews and focus group discussions conducted

Location	Organization	Position and name
Key informant interviews (national/district level)		
Remote	WFP CO	Country Director – Francesca Erdelmann
	WFP CO	Head of Programme – Roberto Borlini
	WFP CO	R4 Activity Manager – Munaye Makonnen
	WFP CO	M&E Officer Climate Change and Resilience – Hazel Nyamanhindi
	WFP CO	Deputy Head of Programme and Gender Focal Point – Marika Guderian
	WFP CO	FFA Activity Manager – Jacqueline Chinoera
	WFP CO	SAMS Activity Manager – Tawanda Magorimbo
	WFP Field Office Masvingo	Head of Field Office – Bianca Dzwauro
	WFP RB	Regional Climate Change Consultant – Rupak Manvatkar
	WFP RB	R4/Insurance Focal Point – Bwalya Namwawa
	WFP HQ	M&E Advisor for Climate and DRR Programmes – Pablo Arnal
	WFP HQ	Senior Programme Advisor, Climate Risk Insurance – Mathieu Dubreuil
	SDC	Focal Point R4 – Stephanie Lux
	SNV Masvingo	R4/Zambuko Programme Manager – Prosper Mutimba
	CIMMYT	Principle Agronomist – Christian Thierfelder
	CTDO	Programme Coordinator – Brighton Bhanzi
Old Mutual Insurance	R4 Focal Point / Agronomist – Nyasha Mutuva	
Blue Marble Microinsurance	Africa Operations Manager – Janet Wanjohi	
In-depth interviews (district/ward/village level)		
Masvingo district	WFP Field Office (Masvingo)	Programme Associate – Sikhumbuzo Moyo
	Zimbabwe District Development Fund	Assistant District Development Coordinator – Joyce Chiguku
	SNV Masvingo	R4/Zambuko Programme Manager – Prosper Mutimba
	AQZ	Programme Coordinator – Pepukai Haribani
	MDTC	M&E Officer – Rumbidzai Ruvango
	Ward and R4 group leaders	Chairpersons garden (wards 12, 13, 18), CA lead farmer/VSL facilitator (ward 17), chairperson PIT (ward 17)
Rushinga district	WFP Field Office (Mashonaland)	Head of Field Office – Sherita Manyika (interviewed in Harare)
	WFP Field Office (Mashonaland)	Monitoring Assistant – Kumbirai Magura (interviewed in Rushinga)
	Agritex	District Agricultural Extension Officer – Andrew Mafuzhe
	Ward and R4 group leaders	PIT vice chairperson (ward 6), ward councillors (wards 6 and 7), VSL facilitator (ward 7)
Focus group discussions (beneficiary level)		
Masvingo district	R4 beneficiaries	General FFA and insurance beneficiaries – women (ward 12, 17, 18)
		VSL group members – women (wards 13)
		PMG members – women (wards 12, 17, 18)
		PMG members – men (wards 12, 13, 18)
Rushinga district	R4 beneficiaries	General FFA and insurance beneficiaries – women (ward 6)
		General FFA and insurance beneficiaries – men (ward 7)
		VSL group members – women (ward 6)
		VSL group members – men (ward 7)
		PMG members – women (ward 7)
		PMG members – men (ward 6)

Annex 8 Data collection tools

Table 10: Interview guides

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
EQ 1 – Relevance: To what extent were the different components of the R4 Rural Resilience Initiative in line with the needs of women, men, boys, and girls from different marginalized groups in the targeted communities?				
1.1 To what extent were the integrated risk management approach and its individual components relevant and appropriate for the resilience and food security needs of (and designed with participation) of beneficiaries and their communities?				
<i>Quality of initial context, situation and baseline analyses, and degree to which these were adequately considered in programming</i>	<p>Explain the approach that was used to assess need and context</p> <p>What were the main findings of the needs assessment?</p> <p>Did the findings of the needs assessment prove to be accurate?</p> <p>What could have been improved with regard to needs assessment?</p>	<p>What do you know about the process used by WFP for needs assessment?</p> <p>Do you think it was fit for purpose?</p> <p>What could have been improved?</p>	<p>Explain the approach used to conduct needs assessment?</p> <p>To what extent were you involved in this exercise, and what role did you play?</p> <p>What could have been done better with regards to needs assessment?</p>	<p>To what extent were community members consulted during needs assessment? Were all beneficiary types consulted during needs assessment, particularly women and young people?</p> <p>How could the needs assessment process have been improved?</p>
<i>Degree to which IRM was justified in programming documents (and relevant for the specific context)</i>	<p>What was the supporting evidence for an IRM approach?</p> <p>What other approaches were considered, if any?</p>	<p>From what you know about the context, do you consider that the approach used was relevant? Why?</p> <p>How does the approach used compare to other locations with similar context?</p>	<p>Do you think the IRM approach is relevant to the beneficiaries' circumstances and capacities? Why / why not?</p> <p>What should be changed?</p>	<p>Do you think the approach used is relevant to your context? Why / why not?</p> <p>What should be changed?</p>
<i>Consistency of beneficiary selection with baseline levels of food security, climate vulnerability, etc.</i>	<p>What system was used to select beneficiaries and ensure the participation of the most vulnerable, women and young people?</p>	<p>Are you aware of the system that was used to select beneficiaries?</p> <p>From what you know, what were the</p>	<p>What system was used to select beneficiaries and ensure the participation of the most vulnerable, women and young people?</p>	<p>Please explain the system that was used to select beneficiaries. What issues and factors were considered?</p> <p>Do you think the system used</p>

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
	Did the system work in practice? Did the approach evolve as the project moved into new wards? What were the strengths and weaknesses of the system?	strengths and weaknesses of the system?	Did the system work in practice? Did the approach evolve as the project moved into new wards? What were the strengths and weaknesses of the system?	resulted in the right people being selected? What could have been done differently to improve the approach used?
<i>Appropriateness of assets created (as perceived by stakeholders)</i>	What approach was used to decide which assets were created under FFA? How were the views of all community stakeholders considered? Did the community suggest some assets that were outside the scope of the project? If so what? Did the approach evolve as the project moved into new wards?	What do you know about the system that was used to select assets that were created? Do you consider that the assets were appropriate to beneficiaries needs? What other assets should have been considered?	What approach was used to decide which assets were created under FFA? How were the views of all community stakeholders considered? Did the community suggest some assets that were outside the scope of the project? If so what? Did the approach evolve as the project moved into new wards?	What assets were built under FFA? How were these assets selected? Did the community propose other assets which were not built? If so, what was the reason for not building them? Are the assets built appropriate to all community members? With the benefit of hindsight, would you have selected other assets? What would they be, and why?
<i>Degree of usefulness/relevance of knowledge transfer sessions reported by participants</i>	Explain the process used for knowledge transfer and training of beneficiaries? What were the strengths and weaknesses of the approach? Did the approach evolve over the course of the programme? If so, what changed and why?	What do you know about the approach that was used to transfer knowledge to beneficiaries? How does this compare to other approaches that you have seen in other similar projects? What could have been done differently?	Explain the process used for knowledge transfer and training of beneficiaries? What were the strengths and weaknesses of the approach? Did the approach evolve over the course of the programme? If so, what changed and why? Do you consider that WFP gave staff sufficient support in delivering the training? What could have been done better?	Explain the way knowledge transfer & training sessions were conducted? Were they relevant to your needs and capacities? Were different approaches used to accommodate the capacities of women and young people? Was the timing and length of the sessions appropriate to beneficiaries in terms of fitting in with their other commitments? Were there opportunities to feed back on the knowledge transfer approach? If so, what changed as a result of feedback?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Level of involvement/consultation of communities in the design of activities (e. g. via CBPP)</i>	What systems were put in place to ensure broad participation of community members in CBPP? How were IP staff trained on CBPP? Was the process well attended by different community members? How were women and youth represented? What could have been improved given the benefit of hindsight?		Were you given appropriate training on the execution of the CBPP process? Did the process run as planned in the field? Do you think you got sufficient participation for all beneficiary types, e.g. women and young people? With hindsight, what could have been improved?	What can you recall about the CBPP process? Was it well attended? Did women and young people participate? Do you think it was well executed? What could have been improved?
<i>Evidence that WFP and IP adequately adjusted activities (e. g. market support) to Covid-19</i>	What effect did the Covid-19 pandemic have on programming? What measures were put in place to mitigate the impacts of the pandemic on delivery? With hindsight, what could have been done differently?		What effect did the Covid-19 pandemic have on programming? What measures were put in place to mitigate the impacts of the pandemic on delivery? With hindsight, what could have been done differently?	What effect did the Covid-19 pandemic have on programming? Did the pandemic particularly effect some household types in your community? How? What measures were put in place to mitigate the impacts of the pandemic on delivery? With hindsight, what could have been done differently?
1.2 Did R4 participants understand the purpose, approaches and functioning of the different components and activities, as well as the integrated risk management approach as a whole?				
<i>Level of awareness of climate risks and mitigation strategies of community members</i>	What is community members' level of awareness of climate risks? Do they differ between household typologies? What is their level of awareness of mitigation strategies? How could these be improved?	What is community members' level of awareness of climate risks? Do they differ between household typologies? What is their level of awareness of mitigation strategies? How could these be improved?	What is community members' level of awareness of climate risks? Do they differ between household typologies? What is their level of awareness of mitigation strategies? How could these be improved?	What is community members' level of awareness of climate risks? Do they differ between household typologies? What is their level of awareness of mitigation strategies? How could these be improved?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Adequate use of information available to communities in the selection of assets created</i>	What factors were considered by community members in the selection of assets? What if any, information was missing?	What factors were considered by community members in the selection of assets? What if any, information was missing?	What factors were considered by community members in the selection of assets? What if any, information was missing?	What factors were considered by community members in the selection of assets? What if any, information was missing?
<i>Level of understanding of weather index insurance revealed by beneficiaries (e. g. in knowledge tests)</i>	What approaches were put in place to ensure that community members understood the insurance component? What were the strengths and weaknesses of the approaches used?		What approaches were put in place to ensure that community members understood the insurance component? What were the strengths and weaknesses of the approaches used?	What approaches were put in place to ensure that community members understood the insurance component? What were the strengths and weaknesses of the approaches used?
<i>Level of beneficiaries' willingness to learn from (and their involvement in) demo plots</i>	What was the level of participation in farmer field schools and demo plots? What could have been done to improve attendance in general and for specific beneficiary types?	What was the level of participation in farmer field schools and demo plots? What could have been done to improve attendance in general and for specific beneficiary types?	What was the level of participation in farmer field schools and demo plots? What could have been done to improve attendance in general and for specific beneficiary types?	What was the level of participation in farmer field schools and demo plots? What could have been done to improve attendance in general and for specific beneficiary types?
<i>Perceived clarity with which WFP/IPs communicated R4 activities to communities and beneficiaries</i>	What systems were in place to communicate R4 activities to communities and beneficiaries? What worked well and what didn't work well, and how do you know this?		What systems were in place to communicate R4 activities to communities and beneficiaries? What worked well and what didn't work well, and how do you know this?	Explain the system used to communicate the project activities at the community level What were the strengths and weaknesses of the system, and how could it be improved?
1.3 To what extent was the design and implementation of the intervention guided by GEWE objectives and mainstreaming principles, and premised upon (and adjusted following) a thorough gender analysis that identified the main gender dimensions and strategies for addressing gender inequalities?				
<i>Timing and depth of gender analysis conducted, and</i>	How were the specific needs of women identified at planning stages? Did the approach used		How were the specific needs of women identified at planning stages?	How were the specific needs of women identified at planning stages?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>completeness of gender dimensions identified</i>	change over the course of the project?		Did the approach used change over the course of the project?	Were these systems effective in surfacing women's specific needs?
<i>Differential needs of women and men identified by WFP and IPs, and adequately reflected and mainstreamed in activities (incl. protection issues)</i>	Can you give some examples of where needs assessment resulted in different implementation modalities for women, men and young people?		Can you give some examples of where needs assessment resulted in different implementation modalities for women, men and young people?	Can you give some examples of where needs assessment resulted in different implementation modalities for women, men and young people?
<i>Extent to which recommendations of the 2020 gender analysis were taken up in the programming and implementation of activities</i>	What do you know about the Gender Analysis conducted in 2020? How did its findings impact on project delivery? If not, why not?		What do you know about the Gender Analysis conducted in 2020? How did its findings impact on project delivery? If not, why not?	
<i>Gender capacity in WFP and IP organisations</i>	What systems and resources are in place to ensure that gender is fully considered in your programming? What could be improved?		What systems and resources are in place to ensure that gender is fully considered in your programming? What could be improved?	
<i>Degree to which women and men at community level participated equally in consultation processes</i>			Were there differences in the extent to which men, women and young people participated in the planning process? What were the reasons for these differences?	Were there differences in the extent to which men, women and young people participated in the planning process? What were the reasons for these differences?
<i>Level of availability of gender-disaggregated baseline & monitoring data reported by IPs & WFP</i>	Explain the system used to collect gender disaggregated data How are this data used? What could be improved in this area?		Explain the system used to collect gender disaggregated data How are this data used? What could be improved in this area?	

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
EQ 2 – Relevance: To what extent were R4 activities aligned to WFP and donors’ strategic mandates, national priorities, and relevant to the political and economic challenges in the implementation period?				
2.1 To what extent were the R4 Initiative, and its humanitarian-development nexus design and implementation modalities, appropriate for WFP and the donor’s strategic mandate?				
<i>Degree of alignment of R4 objectives, humanitarian-development nexus design and approaches with the WFP CSP and corporate policies</i>	Explain how the R4 is consistent with the nexus approach and the CSP What could make it more relevant to the nexus approach and the CSP?			
<i>Degree of alignment of R4 with the SDC regional cooperation strategy for Southern Africa</i>		Explain how the R4 is consistent with SDC's other programming in Southern Africa. What could be improved?		
2.2 To what extent was the R4 Initiative aligned with key priorities and policies of the national government and considered the specific political and economic challenges in its design?				
<i>Degree of alignment of R4 with national policies on food and nutrition, agriculture, gender</i>		Explain how the R4 is consistent with GoZ's other programming & policies. What could be improved?		
<i>Contribution of the R4 Initiative to national priorities (as perceived by government stakeholders)</i>		How does R4 contribute to Zimbabwe's development goals and priorities? What could be improved?		
<i>Evidence of adaptive design and programming to political and economic challenges since 2018</i>	Give examples of how the design has been modified to adapt to the economic challenges that have been faced since 2018. What else could have been done?			

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
2.3 Were opportunities for advocacy and policy influence identified and acted on?				
<i>Evidence that (potential) key themes, channels, and partners of policy influence were identified</i>	Explain the project's / WFP's influencing strategy Where has it worked, and where has it been less successful?			
<i>Type, frequency, and results of participation of WFP CO/RB in national/regional meetings and fora</i>	Explain how and when WFP has participated in national / regional meetings related to IRM What has been the outcome of these meetings?			
EQ 3 – Effectiveness: To what extent have the outputs and (intended and unintended) outcomes of the R4 Initiative been achieved?				
3.1 To what extent were the intended outputs and outcomes of the R4 Initiative achieved (in the expected sequence)?				
<i>Perceived quality of the activities and assets</i>				What do you consider to be the strengths and weaknesses of the knowledge transfer approaches? What were the strengths and weaknesses of the assets created under FFA?
<i>Use of loans taken from VSL groups</i>				What are the strengths and weaknesses of the VSL groups? What are the main issues that affect the function of these groups? What are the loans that people take from the groups used for, and are they normally repaid on time?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Level and type of agricultural knowledge acquired</i>				What do you do differently as a result of the agricultural knowledge that you have acquired? If people haven't changed practices, why not?
3.2 What were the unintended (positive/negative) results of the R4 Initiative at the level of households and communities?				
<i>Evidence of indirect creation of economic opportunities in unsupported livelihood sectors</i>	Can you give examples of where the R4 has resulted in community members participating in economic opportunities outside the project? How have women and youth benefited from these, if at all?		Can you give examples of where the R4 has resulted in community members participating in economic opportunities outside the project? How have women and youth benefited from these, if at all?	Can you give examples of where the R4 has resulted in community members participating in economic opportunities outside the project? How have women and youth benefited from these, if at all?
<i>Reports of spill-over effects to non-beneficiaries (e. g. adoption of farming practices, use of FFA assets)</i>	What, if any, elements of the project have benefited non beneficiaries? What particular things have been most useful?		What, if any, elements of the project have benefited non beneficiaries? What particular things have been most useful?	What, if any, elements of the project have benefited non beneficiaries? What particular things have been most useful?
<i>Evidence of overburdening of women due to increased workload related to the project</i>	What systems are in place for monitoring any increases in women's workload? What are the findings of such monitoring?		What systems are in place for monitoring any increases in women's workload? What are the findings of such monitoring?	Have the R4 actions resulted in any increase in workload for women? Are these manageable? What have been the effects of this increased workload if any?
<i>Evidence of unintended reallocation of community and household resources</i>	What systems are in place to monitor reallocation of household resources (labour / cash / in kind)? What are the findings of this monitoring? Any anecdotal evidence?		What systems are in place to monitor reallocation of household resources (labour / cash / in kind)? What are the findings of this monitoring? Any anecdotal evidence?	Have any of the R4 actions resulted in reallocation of household or community resources? If so, what? Are these seen to be beneficial or not?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Reported changes in community institutions and networks (not directly supported by R4)</i>	What systems are in place to monitor changes in community institutions and networks? What are the findings of this monitoring? Any anecdotal evidence?		What systems are in place to monitor changes in community institutions and networks? What are the findings of this monitoring? Any anecdotal evidence?	Have there been any changes in non-R4 supported community management systems or networks as a result of R4? Can you give examples? E.g. management practices etc.
EQ 4 – Effectiveness: How and to what extent was the achievement of results driven (or hindered) by the R4 approach and external factors?				
4.1 To what extent were the R4 components (incl. those at the humanitarian-development nexus) effectively sequenced and integrated into the project, and how effective was the integrated risk management approach founded on FFA?				
<i>Perceived adequacy of timing and sequencing of R4 activities over agricultural seasons</i>	What was the process for deciding the timing of the various R4 actions at the community level? Did WFP and IPs manage to adhere to the implementation plan? If not, what were the consequences?		What was the process for deciding the timing of the various R4 actions at the community level? Did WFP and IPs manage to adhere to the implementation plan? If not, what were the consequences?	Did WFP and IPs manage to adhere to the implementation plan? If not, what were the consequences? Were changes in agreed plans communicated in good time?
<i>Extent of coordination and synergies at the nexus of R4 and LSA</i>	What do WFP staff understand by the nexus approach and how the R4 contributes to this, if at all? Give examples of coordination What could have been done better in this area?	What do WFP and IP staff understand by the nexus approach and how the R4 contributes to this, if at all? Give examples of coordination What could have been done better in this area?	What do IP staff understand by the nexus approach and how the R4 contributes to this, if at all? Give examples of coordination What could have been done better in this area?	
<i>Stakeholder perceptions about adequacy of FFA as platform for other IRM services/R4 components</i>	What do you consider to be the limits to the FFA platform for delivering IRM and other services? What have been the strengths and		What do you consider to be the limits to the FFA platform for delivering IRM and other services? What have been the strengths and	Was the FFA system a good platform for other knowledge transfer? Why / why not?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
	weaknesses of using the FFA platform for delivering R4?		weaknesses of using the FFA platform for delivering R4?	
<i>Type and extent of synergies across R4 activities through IRM (e. g. asset creation enabling adoption of new agricultural practices, VSL groups providing loans for purchase of agricultural inputs, insurance allowing for risk-taking for livelihood diversification)</i>	Give examples of synergies created between components of the R4 project Which synergies worked best? Which synergies were attempted but did not take off?		Give examples of synergies created between components of the R4 project Which synergies worked best? Which synergies were attempted but did not take off?	How did the various components of the project complement each other, if at all? Why did they work / not work? What could have been done differently?
4.2 How did the capacity of implementing partners and official support from other partners affect results?				
<i>Perceived and reported capacity of IPs for planning and implementation, e. g. technical expertise, presence and connections to actors in communities, access to inputs/materials, etc.</i>	How was the capacity of IPs assessed and built? What could be improved with this process?	How would you rate the capacity of the IPs implementing R4?	What are your IP's capacity strengths and weaknesses? How have WFP assessed capacity? Was the assessment effective? What capacity building interventions did WFP provide? What were the strengths and weaknesses of this provision?	What aspects of the project did the IP deliver well, and what aspects could be improved? What were the effects of the aspects which were not delivered so well?
<i>Evidence of strategies in place (or adaptive management) for dealing with IP capacity gaps</i>	What strategies do you apply to deal with capacity gaps of IPs?			
<i>Type and level of support received from other partners (e.g. co-funding, coordination, logistics, farming inputs, training spaces) & their use in R</i>			What support have you received from other agencies with regard to capacity building? How does this compare to that provided by WFP, and does it complement it?	

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
4.3 What were the major external factors and challenges affecting the achievement of results, especially regarding the economic climate in Zimbabwe and the Covid-19 pandemic?				
<i>Evolution of prices for agricultural inputs and production over the implementation period</i>	What were the main contextual factors affecting the programme? Probe for economy, Covid-19, climatic, governance, access, other. Ask for examples of impact, and ask to rank in order of importance	What were the main contextual factors affecting the programme? Probe for economy, Covid-19, climatic, governance, access, other. Ask for examples of impact, and ask to rank in order of importance	What were the main contextual factors affecting the programme? Probe for economy, Covid-19, climatic, governance, access, other. Ask for examples of impact, and ask to rank in order of importance	What were the main contextual factors affecting the programme? Probe for economy, Covid-19, climatic, governance, access, other. Ask for examples of impact, and ask to rank in order of importance
EQ 5 – Efficiency: Were the R4 activities implemented in a timely, equitable and cost-efficient manner?				
5.1 Were resources for individual R4 components allocated and used in a timely and cost-efficient manner by WFP and IPs, and what challenges have affected cost and implementation efficiency?				
<i>Main cost drivers of, and prices paid for inputs and activities (considering similar projects); and level of efficiency of converting them to outputs/outcomes</i>	What were the main cost drivers of R4? What attempts were made to reduce these costs? Were efficiency issues discussed at a management level on a regular basis	What were the main cost drivers of R4? What attempts were made to reduce these costs?	What were the main cost drivers of R4? What attempts were made to reduce these costs? Were efficiency issues discussed at a management level on a regular basis	
<i>Timeliness/adequate timing of the different R4 activities in relation to stakeholder needs</i>	Were actions implemented on time? If not, why not? What were the impacts of this?		Were actions implemented on time? If not, why not? What were the impacts of this?	Were actions implemented on time? If not, why not? What were the impacts of this?
<i>Evidence of strategies in place, and adjustments made, to deal with the effects of Covid-19 pandemic</i>	What systems were put in place to maintain project effectiveness during the Covid-19 pandemic? What government-imposed restrictions were in force, and how did they affect programme delivery?	What government-imposed restrictions were in force, and how did they affect programme delivery?	What systems were put in place to maintain project effectiveness during the Covid-19 pandemic? What government-imposed restrictions were in force, and how did they affect programme delivery?	What systems were put in place to maintain project effectiveness during the Covid-19 pandemic? What government-imposed restrictions were in force, and how did they affect programme delivery? Were community members reluctant to engage in R4 because of Covid-19?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>IPs perceptions of appropriateness of FLAs</i>	What is the length of the FLAs signed with IPs, and what are the main terms, conditions and features?		What are your opinions on the strengths and weaknesses of the FLA you have with WFP? How could it be improved?	
<i>Type of challenges faced and addressed by WFP and IPs in the preparation and implementation of FLAs</i>	What contract-related challenges emerged in the course of the programme (funding, delays, etc.), and how were they addressed?		What contract-related challenges emerged in the course of the programme (funding, delays, etc.), and how were they addressed?	
<i>Smoothness of the implementation process of activities perceived by beneficiaries</i>				Were there any delays or other issues with project delivery? Was the reason for these delays or issues explained to you by the IP?
<i>Appropriateness of M&E systems for efficiency monitoring and allowing course correction</i>	Describe the M&E systems in place and what information is collected Can you give examples of how info gathered through the M&E system was used for tracking efficiency?		Describe the M&E systems in place and what information is collected Can you give examples of how info gathered through the M&E system was used for tracking efficiency?	
5.2 Was efficiency enhanced through synergies between individual R4 components (relative to alternative approaches)?				
<i>Evidence of increased efficiency (at WFP or IP level) from integrated planning of multiple components</i>	Can you describe any efficiencies made through synergies between the different R4 components?		Can you describe any efficiencies made through synergies between the different R4 components?	
<i>Efficiency gains in accessing/managing beneficiaries due to their</i>	What efficiencies - if any - were made through involving beneficiaries in multiple R4		What efficiencies - if any - were made through involving beneficiaries in multiple R4	What are the benefits and disadvantages (if any) of being involved in multiple project components? Are young people and women able

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>participation in multiple components</i>	components? How were these measured?		components? How were these measured?	to benefit from multiple components in the same way that men do?
<i>Evidence of specific activities/outputs/components (e. g. assets created) facilitating implementation of others (e. g. demo plots)</i>			Have you noticed that some R4 components facilitated the implementation of other components?	Have you noticed that some R4 components facilitated the implementation of other components?
<i>Level of physical and human resources (e. g. for training sessions) used in multiple components</i>	What was the setup of the field-based staff - who did what? Did they perform multiple functions? How did they travel to the field? What constraints were faced and what improvements could be made to make more efficient?	What was the set up of the field-based staff - who did what? Did they perform multiple functions? How did they travel to the field? What constraints were faced and what improvements could be made to make more efficient?	What was the set up of the field-based staff - who did what? Did they perform multiple functions? How did they travel to the field? What constraints were faced and what improvements could be made to make more efficient?	
5.3 To what extent did women, youth, and other vulnerable groups (elderly, disabled, and/or ultra-poor) participate in the management and implementation of R4 resources and activities in an equitable manner?				
<i>Participation (and perceived influence) of women, youth and vulnerable groups in community-based participatory planning of resilience activities</i>	What measures and procedures were put in place to ensure the participation of women and young people in CBPP? Did these work effectively? Can you give examples of where they worked well/not so well? What should be changed to increase participation?	What measures and procedures were put in place to ensure the participation of women and young people in CBPP? Did these work effectively? Can you give examples of where they worked well/not so well? What should be changed to increase participation?	What measures and procedures were put in place to ensure the participation of women and young people in CBPP? Did these work effectively? Can you give examples of where they worked well/not so well? What should be changed to increase participation?	What measures and procedures were put in place to ensure the participation of women and young people in CBPP? Did these work effectively? Can you give examples of where they worked well/not so well? What should be changed to increase participation?
<i>Level of participation and influence of women and youth</i>	To what extent were women and young people involved in the selection of assets created?	To what extent were women and young people involved in the selection of assets created?	To what extent were women and young people involved in the selection of assets created?	Can you describe any systems that were put in place to ensure the participation of women and young

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>in the selection of assets created</i>	What systems were put in place, and how effective were these? Give examples	What systems were put in place, and how effective were these? Give examples	What systems were put in place, and how effective were these? Give examples	people? Did these function as intended? Can you give examples of where they worked or did not work?
<i>% of women among VSL members, and their participation rates and influence in VSL governance</i>				Can you give some examples of how women are involved in VSL governance? Has this responsibility resulted in any other benefits to them?
EQ 6 – Impact: To what degree did the R4 Initiative and its integrated risk management approach contribute to enhanced resilience and food security?				
6.1 What were the impacts of the R4 Initiative on climate and livelihoods resilience, and food security, of communities and beneficiary households (and the contribution to CSP Strategic Outcomes 3 to 5)?				
<i>Impact indicators from results framework</i>				Anecdotal feedback from community members
<i>Other indicators</i>				Anecdotal feedback from community members
6.2 To what extent were the integrated risk management approach and nexus objectives achieved and added value for the achievement of food security and resilience objectives?				
<i>Level of integrated coordination of R4 components</i>	Can you describe your approach for (and give examples of) coordination of R4 components?			
<i>Evidence that the multiple risks and barriers to food production and agricultural livelihoods were more effectively addressed through IRM</i>	What evidence is there that the different components complemented each other? Specifically comment on the insurance component and how that		What evidence is there that the different components complemented each other? Specifically comment on the insurance component and how that	Do you think the different components complemented each other? Were any components missing, or irrelevant?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Evidence that integrated coordination of R4 and Nexus Project activities improved resilience and food security more than stand-alone approaches</i>	was integrated into the programme and managed.		was integrated into the programme and managed.	What could have been done differently?
<i>Evidence that R4 reduced need for unconditional food assistance in times of drought and Covid-19</i>				How has the programme affected your personal and the community in general's need for humanitarian assistance? What other assistance has been received over the project period, and from whom?
6.3 To what extent, and how, did the R4 Initiative transform power balances and decision-making within communities and households, especially regarding women?				
<i>Changes in intra-community cohesion and conflict reported by community members</i>	What measures are in place to track community cohesion? What do the findings of these show? Any examples of improved community cohesion?		What measures are in place to track community cohesion? What do the findings of these show? Any examples of improved community cohesion?	How has community cohesion changed - for better or worse - over the course of the project? What are the reasons for these changes?
<i>Evidence of more participatory and equitable decision-making mechanisms in communities</i>	What systems are in place to track participatory decision making? What are the findings? Any examples?		What systems are in place to track participatory decision making? What are the findings? Any examples?	What has changed with regard to participatory decision making within the community? Are these changes attributable to R4? Any examples?
<i>Evolution of the share of women members (incl. leadership) in FFA committees, VSL groups, etc.</i>	What systems are in place to track women's leadership roles? What are the findings? Anecdotal evidence? Any examples?		What systems are in place to track women's leadership roles? What are the findings? Anecdotal evidence? Any examples?	What has changed with regard to women's roles in FFA groups and VSLs? Are these changes attributable to R4? Any examples?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>Perceived changes in roles, status and decision-making of women within households</i>	What systems are in place to track women's decision making? What are the findings? Anecdotal evidence? Any examples?		What systems are in place to track women's decision making? What are the findings? Anecdotal evidence? Any examples?	What has changed with regard to women's decision making within households? Are these changes attributable to R4? Any examples?
<i>Perceived changes in intra household harmony and incidence of gender-based violence</i>	What systems are in place to track intra household harmony and reduction in domestic violence? What are the findings? Any examples?		What systems are in place to track intra household harmony and reduction in domestic violence? What are the findings? Any examples?	What has changed with regard to intra-household decision making, control of resources and domestic violence? Are these changes attributable to R4? Any examples?
EQ 7 – Sustainability: To what extent are the activities and benefits of the R4 Initiative likely to continue after donor funding / WFP support ceases, and what are the potential opportunities and threats to sustainability?				
7.1 Do government institutions (including extension officers) and communities have sufficient capacity to take ownership of R4 and support its continuation and scale-up, and what other institutional, economic, social, and environmental factors are likely to affect its sustainability?				
<i>Financial and technical capacity (staff, logistics, expertise) and motivation of gov't institutions (incl. Agritex) to take ownership and support R4 and IRM</i>	What capacity building efforts have been made? What systems are in place to track capacity built? What are the findings?	What capacity building support has been received? How effective has it been? Was it sufficient? What could have been done better?		What are the strengths and weaknesses of the support you receive from GoZ extension staff?
<i>Options for linking R4 to national social protection systems explored with stakeholders</i>	What efforts have been made to link beneficiaries with national / other Social Protection Systems? How effective have these efforts been?	What efforts have been made to link beneficiaries with national / other Social Protection Systems? How effective have these efforts been?	What efforts have been made to link beneficiaries with national / other Social Protection Systems? How effective have these efforts been?	Have any beneficiaries been linked up to other programmes as a result of the R4 project? What has been the outcome of this?
<i>Community resources available for maintaining R4</i>	What resources - organisational and material do the communities have in place for the maintenance of the	What resources - organisational and material do the communities have in place for the maintenance of the	What resources - organisational and material do the communities have in place for the maintenance of the	What mechanisms are in place for the ongoing maintenance of the assets created under the R4 project?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
	assets created? Based on past experience, what are the prospects of assets being maintained?	assets created? Based on past experience, what are the prospects of assets being maintained?	assets created? Based on past experience, what are the prospects of assets being maintained?	How well do these function? What are the prospects of these systems continuing to function in the future without WFP / other support?
<i>Level and type of medium-term risks (climate, economic, Covid-19) identified by stakeholders</i>	What do you see as emerging risks to community and household resilience?	What do you see as emerging risks to community and household resilience?	What do you see as emerging risks to community and household resilience?	What do you see as emerging risks to community and household resilience?
<i>Evidence of R4 mitigation strategies in place for reducing sustainability risks</i>	What mechanisms are in place or should be in place to mitigate these risks?	What mechanisms are in place or should be in place to mitigate these risks?	What mechanisms are in place or should be in place to mitigate these risks?	What mechanisms are in place or should be in place to mitigate these risks?
7.2 Are farmers willing to pay for (and can they afford) insurance on their own, and to what extent are private and potential public insurance providers willing to invest in the R4 target group?				
<i>Usefulness and adequacy of insurance perceived by R4 farmers, and reported willingness to pay for it</i>	What percentage of farmers take out insurance? Does the percentage change the longer they have been in the programme? What is the reason for this?	What percentage of farmers take out insurance? Does the percentage change the longer they have been in the programme? What is the reason for this?	What percentage of farmers take out insurance? Does the percentage change the longer they have been in the programme? What is the reason for this?	What are the strengths and weaknesses of the insurance component? - Probe cost, communication, payment options, payout mechanism, payout triggers and understanding of all of the above
<i>Current and expected % of cash contributors to insurance, and ability to pay cash contributions</i>	How many farmers are buying insurance without subsidy? How many of those are beneficiaries or non-beneficiaries? How is this expected to change in the future?	How many farmers are buying insurance without subsidy? How many of those are beneficiaries or non-beneficiaries? How is this expected to change in the future?	How many farmers are buying insurance without subsidy? How many of those are beneficiaries or non-beneficiaries? How is this expected to change in the future?	What is the general perception of the insurance component in the community? Is there a feeling that farmers will continue to buy the unsubsidised product?
<i>Risks, profitability & motivation of engaging with R4 farmers</i>	What is the appetite for continuing to provide a product for small scale	What is the appetite for continuing to provide a product for small scale	What is the appetite for continuing to provide a product for small scale	

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
<i>perceived by private insurance providers</i>	farmers? Does it make sense from a business point of view? If not, what needs to change to make it financially viable?	farmers? Does it make sense from a business point of view? If not, what needs to change to make it financially viable?	farmers? Does it make sense from a business point of view? If not, what needs to change to make it financially viable?	
<i>Knowledge, capacity, and motivation of government bodies for taking over insurance provision from R4</i>	What are the prospects for the GoZ taking over elements of insurance provision, by rolling it into existing programmes like the presidents' inputs scheme, etc.?	What are the prospects for the GoZ taking over elements of insurance provision, by rolling it into existing programmes like the presidents' inputs scheme, etc.?	What are the prospects for the GoZ taking over elements of insurance provision, by rolling it into existing programmes like the presidents' inputs scheme, etc.?	
7.3 To what extent, and under what circumstances, are agricultural and financial private sector institutions willing to engage in, and scale up, sustainable business relationships with R4 farmers and VSL group members?				
<i>Capacity of VSL groups for turning into SACCOs, accessing formal credit, and serving as entry points for other services of private sector</i>	What are the requirements - capital reserves and registration requirements, etc. - required for a VSL to transform into a SACCO? Does meeting these requirements look likely for any of the VSLs formed under R4?	What are the requirements - capital reserves and registration requirements, etc. - required for a VSL to transform into a SACCO? Does meeting these requirements look likely for any of the VSLs formed under R4?	What are the requirements - capital reserves and registration requirements, etc. - required for a VSL to transform into a SACCO? Does meeting these requirements look likely for any of the VSLs formed under R4?	Are community members aware of the process for transforming their VSL into a SACCO? Do their current arrangements meet the necessary conditions for SACCO formation and registration?
<i>Willingness, evidence of business plans, and interest rates of credit institutions to lend to VSL groups</i>	To what extent have VSLs been able to engage with private sector financial service providers? If not, what is the reason for this?	To what extent have VSLs been able to engage with private sector financial service providers? If not, what is the reason for this?	To what extent have VSLs been able to engage with private sector financial service providers? If not, what is the reason for this?	Has your VSL been able to borrow from private sector FIs? If yes, what has been the experience? If not, what is the reason?
<i>Options for further strengthening financial capacity and market position of producer organisations</i>	What efforts have been made to strengthen farmer producer groups? What value chains have been targeted? What successes have been achieved?	What efforts have been made to strengthen farmer producer groups? What value chains have been targeted? What successes have been achieved?	What efforts have been made to strengthen farmer producer groups? What value chains have been targeted? What successes have been achieved?	How many farmers have been linked to markets through the programme? What has been the results of this - positive and negative?

Probe points/indicators	KIIs with internal stakeholders (WFP)	KIIs with external stakeholders (donors, government, private sector)	IDIs with implementing partners	IDIs with community members
	What needs to change to improve the success of these linkages	What needs to change to improve the success of these linkages	What needs to change to improve the success of these linkages	What needs to change to make it more effective?
<i>Duration and prices of existing off-taker contracts</i>	What contracts have been arranged between farmers and off takers? What have the successes and failures been? What needs to change going forward?	What contracts have been arranged between farmers and off takers? What have the successes and failures been? What needs to change going forward?	What contracts have been arranged between farmers and off takers? What have the successes and failures been? What needs to change going forward?	What has been the experience with buyers who farmers have been linked to - do they pay on time? Do they pay the right price? Would the farmer deal with them again?
<i>Risks and profitability of engaging with R4 farmers perceived by agribusiness firms</i>	What are the risks to businesses of engaging with R4 farmers? How could these risks be mitigated?	What are the risks to businesses of engaging with R4 farmers? How could these risks be mitigated?	What are the risks to businesses of engaging with R4 farmers? How could these risks be mitigated?	

Table 11: Thematic guide for focus group discussions with beneficiaries

Topic guide for FGDs with beneficiaries	EQs informed *
<i>Colour codes: topics covered in FGDs with... All beneficiaries Women VSL groups Producer organizations</i>	
Food security, livelihood and resilience challenges at community and household level <ul style="list-style-type: none"> • Main livelihoods in the community, including farming • Climate, food security and livelihoods challenges, <i>especially for women</i> and other vulnerable groups • Overall adequacy of R4 support for food security & livelihoods needs of FGD participants • Relevance of FFA, insurance, <i>VSL, market support, agricultural practices and seeds</i> 	1.1, 4.3
Participation in decision-making <ul style="list-style-type: none"> • Key decision-makers and processes at community level regarding R4 • Involvement in consultation processes with WFP/IP • Participation and influence of FGDs participants in R4 project committees (FFA) and groups (<i>VSL, producer organizations</i>) • Participation and influence of <i>women</i> FGD participants in decisions on household resources and changes produced through R4 	1.3, 5.3
Understanding and functioning of R4 components, implementation challenges <ul style="list-style-type: none"> • FFA process (asset selection, organization of work, receipt of food assistance) • Insurance process (knowledge/training, registration, payouts) • <i>Functioning of VSL groups, and contribution of training received to functioning of VSL groups</i> • <i>Functioning of producer organizations, knowledge of and experience with agricultural practices, contribution of training (management and practices) received, negotiations with off-takers</i> 	1.2, 3.1, 5.1
R4 outcomes at household and community level <ul style="list-style-type: none"> • By component: short-term food security, <i>savings and credit, productive investments, farmers' income/yields related to improved agricultural practices, seeds, off-taker contracts; especially for women</i> and other vulnerable groups • Long-term food security, and climate and livelihoods resilience, <i>and economic empowerment of women</i> and other vulnerable groups • Effects on community resources and cohesion • Influence of external factors on results 	3.1, 3.2, 4.3, 6.1, 6.2
Overall assessment of integrated risk management approach <ul style="list-style-type: none"> • Adequacy of timing and sequencing of R4 components (e.g., in relation to farming cycle) • Integration of different R4 components, and of R4 with other WFP support (resilience programmes, food assistance, <i>smallholder support</i>, etc.) • Synergies observed between R4 components, or with other WFP support • Links with private sector (insurance, <i>formal credit institutions, off-takers/agribusiness</i>) 	1.1, 4.1, 5.2
Outlook for the future/sustainability <ul style="list-style-type: none"> • (Level of and changes in) community capacity and resources for managing future food security and resilience challenges • Willingness/capacity of FGD participants to continue in the project and engage with insurance and <i>agribusiness companies</i> even without WFP support 	6.1, 7.1, 7.2, 7.3
* Sub-questions as numbered in the evaluation matrix.	

Table 12: Phone survey questionnaire for beneficiaries

<input type="radio"/> Single-choice response <input type="checkbox"/> Multiple-choice response <input type="text"/> Numerical response <input type="text"/> Text response In the electronic questionnaire, all questions include the response option “Does not know / Does not want to respond”. <i>Red: Conditional display of questions or text based on responses to previous questions</i> <i>Blue: Notes/text for the enumerators (not to be read to respondents)</i> <i>Green: Constraints on numerical responses</i>	
MODULE 1: RESPONDENT AND HOUSEHOLD CHARACTERISTICS	
<i>Q 1.1 to Q 1.8 should be completed by the enumerator before the interview.</i>	
1.1 Name of the enumerator	[Select from list]
1.2 Date of the interview	DD/MM/YYYY
1.3 District of the registered beneficiary	<input type="radio"/> Masvingo <input type="radio"/> Rushinga
1.4 Ward of the registered beneficiary	<i>If Q.1.3 = Masvingo:</i> <input type="radio"/> 12 <input type="radio"/> 13 <input type="radio"/> 15 <input type="radio"/> 16 <input type="radio"/> 17 <input type="radio"/> 18 <input type="radio"/> 19 <input type="radio"/> 25 <i>If Q.1.3 = 'Rushinga':</i> <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8
1.5 Gender of the registered beneficiary	<input type="radio"/> Female <input type="radio"/> Male
1.6 Position of the registered beneficiary in the sample	____ (≥1 & ≤ 88)
1.7 Phone number of the registered beneficiary as per sample list	[Automatically displayed after response to Q1.6]
1.8 Name of the registered beneficiary	[Automatically displayed after response to Q1.6]
<p>Good day/afternoon. My name is [as in Q1.1]. I am part of an independent team of Zimbabwean and international researchers who conduct a study for the World Food Programme. We would like to ask you a few questions about your experience with the R4 Rural Resilience Initiative in which you participate through Food Assistance for Assets (“food for assets”), drought insurance, and other activities. The study will help WFP and its partners to improve the activities of the programme and to better understand the needs of beneficiaries.</p> <p>The World Food Programme has authorised the survey, shared the phone number of current beneficiaries with us, and informed all Asset Management Committees about the survey.</p> <p>The survey takes 20-30 minutes. We would like to ask you a few questions about your household, your participation in (and your experience with) the different activities of the R4 Initiative: food for assets, drought insurance, village savings and loan groups, Producer Marketing Groups, and training you have received. If you feel that another member of your household is in a better position to provide information about these topics, please feel free to let me know.</p> <p>Your participation in the survey is voluntary; we are grateful if you do participate. During the interview, you are free to skip any questions that you do not wish to answer or to end the interview any time. Your decision to participate (or not) will not affect you in any way. Your individual data and responses will only be accessible to the research team but will not be published or shared with WFP or any other organisation. The survey is completely anonymous.</p> <p>If you have any question, please ask me or contact the survey manager, Mr. XXX (phone: XXX).</p>	
1.9 Do you consent to participate in the survey?	<input type="radio"/> Yes <input type="radio"/> No
<i>If Q1.9 = 'Yes':</i> 1.10 Does your household still live in ward [as in Q1.3] of the district [as in Q1.4]?	<input type="radio"/> Yes <input type="radio"/> No
<i>If Q1.9 or Q 1.10 = 'No':</i> Thank you. We will then not continue with the interview and not save your data.	
<i>To conduct the interview, it is mandatory to obtain the consent of the registered beneficiary and make sure that her/his household still lives in the indicated ward. If not, please end the interview here and do <u>not</u> submit the questionnaire.</i>	
1.11 Can and do you want to answer the survey yourself, or do you suggest another household member as respondent?	<input type="radio"/> Registered beneficiary herself/himself <input type="radio"/> Other household member
<i>Note: Only members of the same beneficiary household are eligible as respondents.</i>	
1.12 Phone number of the respondent	____ (≥700000000 & ≤ 799999999)
<i>Provide the phone number only if the number of the registered beneficiary has changed or the respondent is another household member with a different number; otherwise type "1".</i>	
<i>If Q1.11 = 'Other household member':</i> 1.13 Gender of the respondent (other household member)	<input type="radio"/> Female <input type="radio"/> Male
<i>If Q1.11 = 'Other household member': Contact the other household member, repeat the statement of informed content and continue the survey here.</i> 1.14 Do you consent to participate in the survey?	<input type="radio"/> Yes <input type="radio"/> No

<i>If Q1.14 = 'No': The consent of the respondent is also mandatory for the interview. If you do not obtain consent from her/him, please end the interview here and do <u>not</u> submit the questionnaire.</i>						
1.15 What is your age?		___ years (≥ 16 & ≤ 99)				
1.16 Are you the head of your household?		○ Yes ○ No				
1.17 <i>If Q1.16 = 'No':</i> Is your household headed by a woman or by a man?		○ Female ○ Male				
1.18 Are there any children younger than 5 years in your household?		○ Yes ○ No				
1.19 Are there any persons in your household with permanent physical or mental impairments (or chronic illness) which prevent them from working, doing daily tasks, or socialising?					○ Yes ○ No	
1.20 Does your household have access to land for cropping?		○ Yes ○ No				
MODULE 2: FOOD ASSISTANCE FOR ASSETS						
I would like you to ask a few questions about the Food Assistance for Assets scheme of the R4 Initiative.						
2.1 In what type of asset creation activities have you and other members or your household worked through the WFP Food Assist. for assets scheme? <i>Multiple choices possible. Formulate as an open question without reading the response options to the respondent.</i>		<input type="checkbox"/> Soil management (clearing, preparation, conservation, etc. of land) <input type="checkbox"/> Establishment of nutrition gardens, orchards, or similar <input type="checkbox"/> Water management (irrigation, dams, boreholes, watersheds, etc.) <input type="checkbox"/> Forest/woodlot management <input type="checkbox"/> Livestock assets (fishponds, chicken huts, goat houses, etc.) <input type="checkbox"/> Road maintenance/construction <input type="checkbox"/> Other assets (please specify): _ _ _ <input type="checkbox"/> None				
2.2 Have you attended meetings in your village or ward in which it was discussed what types of assets should be created? If so, have you been to all meetings or only some?		○ All meetings ○ Some meetings ○ None				
<i>If Q2.2 = 'All' or 'Some':</i> 2.3 Do you usually speak in these meetings, would you have the chance to speak but usually just listen, or do you not have the chance to speak?		○ Speaks ○ Could speak but prefers to just listen ○ No chance to speak				
2.4 How useful are the assets created through the food for assets scheme? For each purpose I am going to read you, please tell me how useful these assets have been (very, quite, somewhat, or not useful).	<i>The assets are very/somewhat/not useful for...</i>		<i>Very useful</i>	<i>Quite useful</i>	<i>Somewhat useful</i>	<i>Not useful</i>
	A. Protecting resources in the village or ward against extreme weather (drought, flood, etc.)		○	○	○	○
	B. Improving income opportunities in the village or ward		○	○	○	○
	C. Enhancing food security		○	○	○	○
	D. Improving solidarity and reducing conflict in village/ward		○	○	○	○
E. Creating more equity in the village or ward (between women/ men, young/old, etc.)		○	○	○	○	
2.5 Are the food rations you receive under the food for assets scheme fair for you, in comparison to those received by other beneficiary households in your village or ward? <i>Note: Focus is on comparison with other households, not absolute quantitative of food received.</i>					○ Generally fair ○ Sometimes not fair ○ Often unfair	
<i>If Q2.5 = 'Sometimes not fair' or 'Often fair':</i> 2.6 Why do you think the food distribution is sometimes or often unfair for your household relative to other households? <i>Multiple choices possible. Formulate as an open question without reading the response options to the respondent.</i>		Because the respondent household receives less food than other households although... <input type="checkbox"/> its food needs are higher than other households <input type="checkbox"/> contributes more work to asset creation than other households <input type="checkbox"/> For other reasons (please specify): _ _ _				
MODULE 3: INSURANCE						
Now I would like to ask you a few questions about drought insurance.						
3.1 Are you aware that you have obtained drought insurance ("weather-index insurance") through the R4 Initiative?					○ Yes ○ No	
<i>If Q3.1 = 'No': Skip the remainder of Module 3, but please check very carefully that the respondent is indeed <u>not</u> aware of being (or is not) insured. Only very few beneficiaries (less than 1%) are <u>not</u> insured through the programme.</i>						

3.2 Have you received any pay-outs from the insurance?		○ Yes ○ No			
3.3 I am going to read you a few statements about the possible benefits of drought insurance. Please tell me, for each, whether you strongly agree, agree, disagree, or strongly disagree.	<i>Drought insurance...</i>	<i>Strongly agree</i>	<i>Rather agree</i>	<i>Largely disagree</i>	<i>Strongly disagree</i>
	A. Offers me adequate protection during dry spells	○	○	○	○
	B. Enhances the food security of my household	○	○	○	○
	C. Increases my willingness to experiment with new agricultural practices or crops	○	○	○	○
	D. Increases my willingness to engage in livelihoods other than farming	○	○	○	○
E. Makes it easier for me to get loans	○	○	○	○	
3.4 Imagine it would no longer be possible to pay for the insurance by working in asset creation. Would you pay for the insurance in cash – or rather prefer not to contract any insurance?				○ Pay in cash ○ No insurance	
<i>If Q3.4 = 'Pay in cash':</i> 3.5 With the level of insurance protection you currently have, how many US\$ would you be willing to pay in cash <u>per year</u> ? <i>If the respondent states the amount in Zimbabwean Dollar, please divide it by 85 to calculate the equivalent in US\$.</i>				___ US\$ (>0 & ≤500)	
MODULE 4: VILLAGE SAVINGS AND LOAN GROUPS					
Thank you. The next set of questions is about Village Savings and Loan (VSL) groups.					
4.1. Are you member of one of the VSL groups established by SNV through the R4 Initiative?				○ Yes ○ No	
<i>If Q4.1 = 'No': Skip the remainder of Module 4.</i>					
4.2 Are you a group leader or member of the management committee of your VSL group?				○ Yes ○ No	
<i>If Q4.2 = 'No':</i> 4.3 Within the group, do you think you participate, equally, less, or more than other regular members in the decision-making?				○ Equally ○ Less ○ More	
4.4 Are the loans from the VSL group adequate for the investments you want to make, that is, are the loans accessible for you at the time and in the volume you need them?				○ Yes ○ No	
4.5 Why are they not adequate for your purpose? <i>Multiple choices possible. Formulate as open question – don't read the response options to the respondent.</i>		<input type="checkbox"/> Cannot get loans when needed / not at the right time <input type="checkbox"/> Loans are too small <input type="checkbox"/> High inflation erodes the value of loans <input type="checkbox"/> Interest rates are too high <input type="checkbox"/> Other reasons (please specify): ___			
4.6 Has your VSL group saved or provided loans in kind (rather than in cash), or savings in foreign currency, to deal with high inflation? <i>Multiple choices possible.</i>		<input type="checkbox"/> Savings in foreign currency <input type="checkbox"/> Loans in kind ○ None			
4.7 Have you already received a loan from the VSL group?				○ Yes ○ No	
4.8 How have you used, or would you use, the loans received from the VSL group? <i>Multiple choices possible. Formulate as open question – don't read the response options to the respondent.</i>		<input type="checkbox"/> Agricultural business (inputs, equipment, etc.) <input type="checkbox"/> Livestock <input type="checkbox"/> Other non-farm business <input type="checkbox"/> Housing <input type="checkbox"/> Health or education <input type="checkbox"/> Food <input type="checkbox"/> Other purposes (please specify): ___			
MODULE 5: PRODUCER MARKET GROUPS AND AGRICULTURAL LIVELIHOODS					
I would like to continue with some questions about your farming business and producer organizations.					
5.1 Are you a member of a Producer Marketing Group (PMG) established by SNV in the R4 Initiative?				○ Yes ○ No	
<i>If Q5.1 = 'No': Skip Q5.2-Q5.9.</i>					
5.2 In which value chains does your PMG operate? <i>Multiple choices possible. Formulate as open question – don't read the response options to the respondent.</i>		<input type="checkbox"/> Sorghum <input type="checkbox"/> Sweet potato <input type="checkbox"/> Cowpeas/sugar beans <input type="checkbox"/> Groundnut <input type="checkbox"/> Horticulture (in gardens): fruits, herbs, etc. <input type="checkbox"/> Poultry <input type="checkbox"/> Goats <input type="checkbox"/> Other value chain (please specify): ___ <input type="checkbox"/> No active value chains yet			
5.3 Has your PMG engaged a Market Facilitator?				○ Yes ○ No	
<i>If Q5.3 = 'Yes':</i> 5.4 In your opinion, is the Market Facilitator very, somewhat or not important for your PMG to negotiate better sales conditions?		<input type="checkbox"/> Very important <input type="checkbox"/> Somewhat important <input type="checkbox"/> Not important			

5.5 Does your PMG sell to the local market, to a private off-taker (through a market agreement), or to both? <i>Multiple choices possible.</i>		<input type="checkbox"/> Market agreement with private off-taker <input type="checkbox"/> Local market <input type="checkbox"/> Not sold anything yet						
5.6 Are you member of the PMG management committee/board/leadership?		<input type="radio"/> Yes <input type="radio"/> No						
<i>If Q5.6 = 'No':</i> 5.7 Have you attended meetings of your PMG? If so, all or only some?		<input type="radio"/> All <input type="radio"/> Some <input type="radio"/> None						
<i>If Q5.7 = 'All' or 'Some':</i> 5.8 Within the PMG, do you think you participate, equally, less, or more than other regular members in the decision-making?		<input type="radio"/> Equally <input type="radio"/> Less <input type="radio"/> More						
5.9 Have you obtained any specific benefits/advantages from being member of the PMG compared to the situation before you joined the group? If so, what benefits/advantages? <i>Multiple choices possible. Formulate as open question - don't read the response options to the respondent.</i>		<input type="checkbox"/> Higher prices for produce <input type="checkbox"/> Higher volumes <input type="checkbox"/> More predictable income <input type="checkbox"/> Access to market and agricultural knowledge <input type="checkbox"/> Social/community networks <input type="checkbox"/> Other benefits (please specify): __ <input type="checkbox"/> No benefits						
<i>For the enumerator: Note that Q 5.10 to 5.12 are not specifically about Producer Marketing Groups, but about all activities of the R4 Initiative. They are asked to all beneficiaries who have access to land, not only to members of PMGs.</i>								
<i>If 1.20 = "Yes":</i>		<i>If 5.9/10/11A = "Yes":</i> 5.10/11/12B What activities of the R4 Initiative helped you to increase yields/reduce harvest losses/grow new types of crops? <i>Multiple choices possible. Formulate as open question.</i>						
Items			<i>Improved assets/resources in village/ward</i>	<i>Agricultural inputs or equipment provided by R4</i>	<i>Climate advice provided by R4</i>	<i>Training, new skills and practices</i>	<i>Access to credit/savings/insurance for investments</i>	<i>Other activities (please specify)</i>
5.10A Has the R4 Initiative helped you to increase yields of existing crops?		<input type="radio"/> Yes <input type="radio"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	---
5.11A Has the R4 Initiative reduced harvest losses?		<input type="radio"/> Yes <input type="radio"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	---
5.12A Has the R4 Initiative helped you to grow new types of crops?		<input type="radio"/> Yes <input type="radio"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	---
MODULE 6: TRAINING RECEIVED								
The implementing partners of WFP have organised different types of trainings under the R4 Initiative. I am reading a list of 9 different trainings. For each, please tell me whether you participated in the training, and if so, how you would rate its usefulness and whether you have already applied the trained skills in practice.								
Type of training <i>Note for the enumerator: In this case, you may read the list of trainings to the respondent (but without the main training providers given in parenthesis - read those only if the respondent asks for it).</i>		A. Received training?		<i>If A = 'Yes':</i>				
				B. Score its usefulness: 1 - low 2 - medium 3 - high (≥1 & ≤3)		C. Have you already applied the trained skills in practice?		
6.1 Financial education: basic training (SNV)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.2 Financial education: savings and lending/VSL groups (SNV)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.3 Financial education: insurance training (SNV)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.4 Farming as Business, value chains, market linkages (SNV, AQZ)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.5 Post-harvest handling and storage (SNV, AQZ, CTDO)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.6 Climate smart and conservation agriculture, crop management and harvesting (AQZ, CTDO, CIMMYT)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.7 Soil fertility management/compost making (AQZ, CTDO, CIMMYT)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.8 Livestock production (AQZ, CTDO)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
6.9 Social protection (nutrition, Covid-19, gender, etc.) (AQZ, CTDO)		<input type="radio"/> Yes <input type="radio"/> No		Score: __		<input type="radio"/> Yes <input type="radio"/> No		
MODULE 7: CLOSURE OF THE INTERVIEW								
7.1 We have reached the end of the survey. Thank you very much for the interview. Is there anything else you would like to comment on the programme?						--- [optional field]		
7.2 [Optional] For the enumerator: Please feel free to add any comments or observations on the interview that you consider relevant.						--- [optional field]		

Annex 9 Survey results

Table 13: Phone survey results (descriptive statistics and gender differences)

Variable (survey question)	No. of responses	Mean (all respondents)	Mean (men)	Mean (women)	Significance level (gender difference)
MODULE 1: RESPONDENT AND HOUSEHOLD CHARACTERISTICS					
Q1.5 Registered beneficiary is a woman	384	56.51%			
Q1.11 Respondent is the registered beneficiary herself/himself	384	90.36%			
Q1.5/1.13 Respondent is a woman	384	61.72%			
Q1.15 Age of respondent in years	379	45.06			
Q1.16 Household head is the respondent herself/himself	384	73.18%			
Q1.5/1.17 Household is headed by a woman	384	40.36%			
Q1.18 Household with children under 5	384	68.49%	74.10%	65.00%	10%
Q1.19 Household with disabled persons	384	28.65%			
Q1.20 Household with access to land	384	98.96%	97.30%	100.00%	5%
MODULE 2: FOOD ASSISTANCE FOR ASSETS					
Q2.1 Participated in asset creation: Soil management	384	81.77%			
<i>Participated in asset creation: Nutrition gardens, orchards, etc.</i>	384	71.09%			
<i>Participated in asset creation: Water management</i>	384	56.77%			
<i>Participated in asset creation: Forest/woodlot management</i>	384	24.74%			
<i>Participated in asset creation: Livestock assets</i>	384	36.72%			
<i>Participated in asset creation: Road maintenance/construction</i>	384	51.30%			
<i>Participated in asset creation: Other assets</i>	384	8.07%			
Did not participate in asset creation	384	0.78%			
Q2.2 Attendance of FFA meetings (1 = all meetings, 2 = some, 3 = none)	384	1.776			
Q2.3 If attended: speaking in FFA meetings (1 = speaks, 2 = could speak but doesn't, 3 = no chance to speak)	351	1.254			
Q2.4A Perceived usefulness of FFA for protection against extreme weather (1/2/3/4 = very/quite/somewhat/not useful)	383	1.178	1.123	1.211	10%
Q2.4B Perceived usefulness of FFA for improving income opportunities (1/2/3/4 = very/quite/somewhat/not useful)	382	1.471			
Q2.4C Perceived usefulness of FFA for enhancing food security (1/2/3/4 = very/quite/somewhat/not useful)	384	1.211			
Q2.4D Perceived usefulness of FFA for conflict resolution (1/2/3/4 = very/quite/somewhat/not useful)	383	1.269			

Variable (survey question)	No. of responses	Mean (all respondents)	Mean (men)	Mean (women)	Significance level (gender difference)
Q2.4E Perceived usefulness of FFA for improving equity (1/2/3/4 = very/quite/somewhat/not useful)	381	1.315			
Q2.5 Relative fairness of food distribution (1 generally fair 2= sometimes not fair, 3=often unfair)	382	1.052			
Q2.6 <i>If food distribution not generally fair: Receives less food despite relatively higher needs</i>	18	94.44%			
<i>If food distribution not generally fair: Gets less food despite working relatively more in FFA</i>	18	0.00%			
<i>If food distribution not generally fair: Other reason</i>	18	11.11%			
MODULE 3: INSURANCE					
Q3.1 Is aware of having drought insurance	379	93.14%			
Q3.2 Has received insurance payout (Masvingo only)	232	48.71%	55.80%	44.50%	10%
Q3.3A Insurance protects against dry spells (1 = strongly agrees,... , 4 = strongly disagrees)	332	1.295			
Q3.3B Insurance enhances food security (1 = strongly agrees,... , 4 = strongly disagrees)	331	1.444			
Q3.3C Insurance facilitates adoption of new agricultural practices (1 = strongly agrees,... , 4 = strongly disagrees)	331	1.465			
Q3.3D Insurance fosters engagement in off-farm livelihoods (1 = strongly agrees,... , 4 = strongly disagrees)	324	1.599			
Q3.3E Insurance improves access to credit (1 = strongly agrees,... , 4 = strongly disagrees)	303	1.670			
Q3.4 Would be willing to pay for insurance in cash	327	90.52%			
Q3.5 If willing to pay for insurance in cash: Yearly amount in US\$	289	25.15			
MODULE 4: VILLAGE SAVINGS AND LOAN GROUPS					
Q4.1: Member of a VSL group	383	80.16%	74.00%	84.00%	5%
Q4.2: Is VSL group leader or member of management committee	307	37.79%	31.50%	41.20%	10%
Q4.3: If only regular member: relative level of participation in VSL group (1= more, 2 =equally, 3 = less)	190	2.074			
Q4.4: Thinks that loans from VSL groups are adequate for their needs (Yes=1)	304	60.86%	51.90%	65.70%	5%
Q4.5: <i>If loans not adequate: Loans are not available at the right time</i>	117	18.80%			
<i>If loans not adequate: Loans are too small</i>	117	92.31%	98.00%	88.10%	5%
<i>If loans not adequate: Loans are prone to inflation</i>	117	3.42%	0.00%	6.00%	10%
<i>If loans not adequate: Interest rates too high</i>	117	1.71%			
<i>If loans not adequate: Other reasons</i>	117	8.55%			
Q4.6: <i>VSL group offers loans in kind</i>	306	8.82%			
<i>VSL group offers savings in foreign currency</i>	306	91.83%			
<i>VSL group offers neither of the two</i>	306	4.90%			
Q4.7: Has received loan from VSL group	307	70.36%			
Q4.8: <i>Use of VSL loan: Agricultural business</i>	290	29.31%			
<i>Use of VSL loan: Livestock</i>	290	35.86%			

Variable (survey question)	No. of responses	Mean (all respondents)	Mean (men)	Mean (women)	Significance level (gender difference)
<i>Use of VSL loan: Other non-farm business</i>	290	33.10%			
<i>Use of VSL loan: Housing</i>	290	8.62%			
<i>Use of VSL loan: Health or education</i>	290	16.90%			
<i>Use of VSL loan: Food</i>	290	12.76%	7.00%	15.80%	5%
<i>Use of VSL loan: Other use</i>	290	11.03%			
MODULE 5: PRODUCER MARKET GROUPS AND AGRICULTURAL LIVELIHOODS					
Q5.1: Member of a Producer Marketing Group	384	51.82%			
Q5.2: Value chains of the PMG: Sorghum	197	24.87%			
<i>Value chains of the PMG: Sweet potato</i>	197	3.55%			
<i>Value chains of the PMG: Cowpeas/sugar beans</i>	197	20.81%			
<i>Value chains of the PMG: Groundnut</i>	197	23.35%			
<i>Value chains of the PMG: Horticulture</i>	197	34.01%			
<i>Value chains of the PMG: Poultry</i>	197	31.47%			
<i>Value chains of the PMG: Goats</i>	197	5.08%			
<i>Value chains of the PMG: Honey/bee keeping</i>	197	7.11%	12.20%	3.50%	5%
<i>Value chains of the PMG: Other</i>	197	10.15%	15.90%	6.10%	5%
PMG not active in any value chain yet	197	4.06%			
Q5.3: PMG has a Market Facilitator	192	57.29%			
Q5.4: Importance of the PMG Market Facilitator (1/2/3 = very/somewhat/not important)	110	1.209			
Q5.5: PMG sells in local market	195	63.59%			
<i>PMG sells to private off-takers via market agreement</i>	195	35.38%			
PMG has not sold anything yet	195	24.62%			
Q5.6: Member of the PMG management committee/leadership	199	30.65%	38.10%	25.20%	10%
Q5.7: Attendance of PMG meetings (1 = all meetings, 2 = some, 3 = none)	138	1.862			
Q5.8: Relative level of participation in PMG meetings (1= more, 2 =equally, 3 = less)	119	2.101			
Q5.9: Gets benefits from PMG membership: Higher prices	197	16.24%			
<i>Gets benefits from PMG membership: Higher sales volume</i>	197	27.92%			
<i>Gets benefits from PMG membership: More predictable income</i>	197	35.03%			
<i>Gets benefits from PMG membership: Market and agricultural knowledge</i>	197	51.78%			
<i>Gets benefits from PMG membership: Social/community networks</i>	197	41.62%			
<i>Gets benefits from PMG membership: Other benefits</i>	197	14.72%			

Variable (survey question)	No. of responses	Mean (all respondents)	Mean (men)	Mean (women)	Significance level (gender difference)
Does not get any benefits from PMG membership	197	11.17%			
Q5.10A: Says that R4 helped increase yields	379	96.83%			
Q5.10B: Says that asset creation increased yields	365	31.51%			
Says that agricultural inputs/equipment increased yields	365	53.42%	45.30%	58.30%	5%
Says that climate advice increased yields	365	35.62%			
Says that training, skills, practices increased yields	365	90.41%			
Says that credit/savings/insurance increased yields	365	7.40%			
Says that other activities increased yields	365	3.84%			
Q5.11A: Says that R4 helped reduce harvest losses	376	95.21%			
Q5.11B: Says that asset creation reduced harvest losses	356	26.40%			
Says that agricultural inputs/equipment reduced harvest losses	356	30.34%			
Says that climate advice reduced harvest losses	356	27.25%			
Says that training, skills, practices reduced harvest losses	356	91.29%			
Says that credit/savings/insurance reduced harvest losses	356	6.18%	2.90%	8.30%	5%
Says that other activities reduced harvest losses	356	3.09%	5.80%	1.40%	5%
Q5.12A: Says that R4 helped grow new types of crops	379	92.35%			
Q5.12B: Says that asset creation helped grow new crops	349	22.92%			
Says that agricultural inputs/equipment helped grow new crops	349	67.05%			
Says that climate advice helped grow new crops	349	36.96%			
Says that training, skills, practices helped grow new crops	349	89.11%			
Says that credit/savings/insurance helped grow new crops	349	7.16%			
Says that other activities helped grow new crops	349	0.86%			
MODULE 6: TRAINING RECEIVED					
6.1A: Financial Education - basic training: participated	380	72.11%			
6.2A: Financial Education - savings and lending/VSL groups: participated	379	88.65%	83.40%	91.90%	5%
6.3A: Financial Education - insurance training: participated	377	86.21%			
6.4A: Training: Farming as business, value chains: participated	378	85.19%			
6.5A: Training: Post-harvest handling and storage: participated	384	91.41%			
6.6A: Training: Agricultural practices: participated	382	94.50%			
6.7A: Training: Soil fertility management, compost making: participated	382	98.95%			
6.8A: Training: Livestock production: participated	381	81.10%			

Variable (survey question)	No. of responses	Mean (all respondents)	Mean (men)	Mean (women)	Significance level (gender difference)
6.9A: Training: Social protection: participated	384	94.27%			
6.1B: Financial Education - basic training: usefulness (1 = high, 2 = medium, 3 = low)	274	1.252			
6.2B: Financial Education - savings and lending/VSL groups: usefulness (1 = high, 2 = medium, 3 = low)	333	1.153			
6.3B: Financial Education - insurance training: usefulness (1 = high, 2 = medium, 3 = low)	323	1.399			
6.4B: Training: Farming as business, value chains: usefulness (1 = high, 2 = medium, 3 = low)	320	1.250			
6.5B: Training: Post-harvest handling and storage: usefulness (1 = high, 2 = medium, 3 = low)	351	1.094			
6.6B: Training: Agricultural practices: usefulness (1 = high, 2 = medium, 3 = low)	361	1.119			
6.7B: Training: Soil fertility management, compost making: usefulness (1 = high, 2 = medium, 3 = low)	378	1.058			
6.8B: Training: Livestock production: usefulness (1 = high, 2 = medium, 3 = low)	308	1.179			
6.9B: Training: Social protection: usefulness (1 = high, 2 = medium, 3 = low)	362	1.047			
6.1C: Financial Education - basic training: applied in practice	274	91.97%			
6.2C: Financial Education - savings and lending/VSL groups: applied in practice	335	89.55%			
6.3C: Financial Education - insurance training: applied in practice	319	79.94%	85.80%	76.40%	5%
6.4C: Training: Farming as business, value chains: applied in practice	321	88.16%			
6.5C: Training: Post-harvest handling and storage: applied in practice	351	97.44%			
6.6C: Training: Agricultural practices: applied in practice	360	98.33%			
6.7C: Training: Soil fertility management, compost making: applied in practice	378	99.21%			
6.8C: Training: Livestock production: applied in practice	307	90.23%			
6.9C: Training: Social protection: applied in practice	362	100.00%			

In italic: multiple choice options.

Descriptive statistics reported:

Binary variable (Yes = 1, No =0) --- % of 'Yes' responses

Categorical variables on Likert scale (1 = 'best' to 3 or 4 = 'worst') --- mean value on scale

Numerical variables --- mean value

The survey included $N = 384$ respondents. Survey questions with substantially lower numbers of responses reflect the skip logic of the questionnaire (only asked if a specific response was given to a previous question).

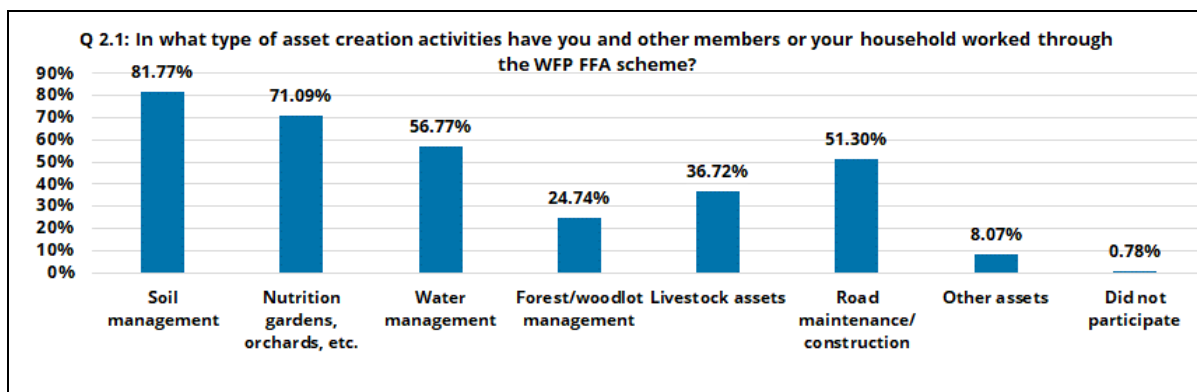
The table does not report standard deviations since most survey questions are binary variables for which standard deviations are simple transformations of the proportion of 'Yes' responses.

Significant levels are for t-tests of gender differences in means of the given variables.

Source: Evaluation team analysis of a phone survey conducted with R4 beneficiaries in September 2021.

31. Graphs for the results of selected multiple-choice questions are presented in the following.

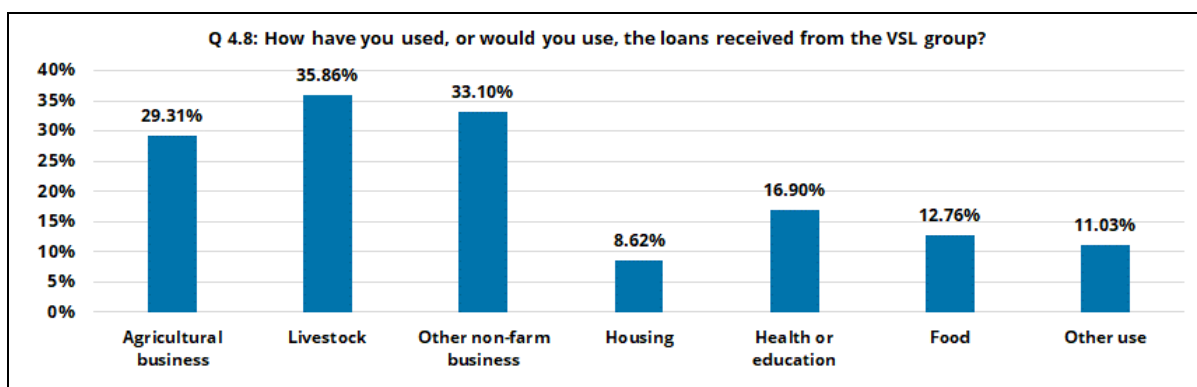
Figure 14: Participation in asset creation



Note: N = 384 respondents.

Source: Phone survey with R4 beneficiaries conducted for the evaluation.

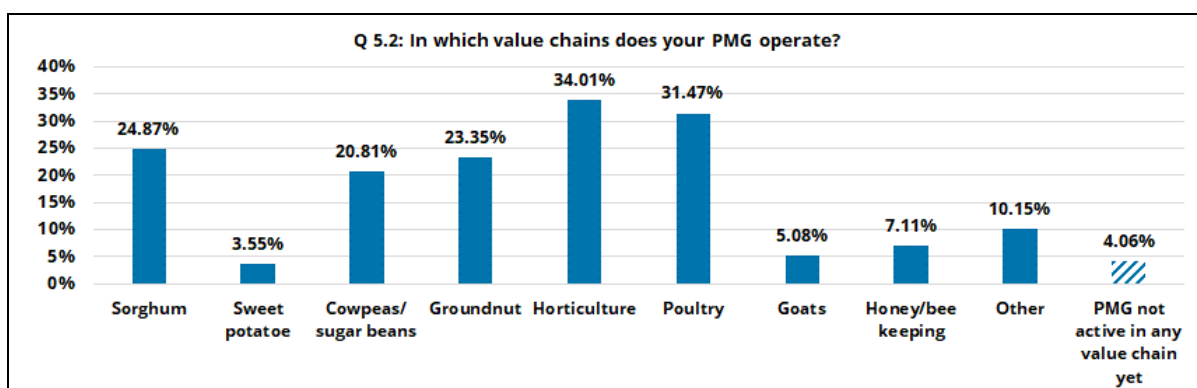
Figure 15: Use of loans from VSL groups



Note: N = 290 respondents (those who indicated in Q 4.1 to be member of a VSL group). Multiple loan uses per respondent possible.

Source: Phone survey with R4 beneficiaries conducted for the evaluation.

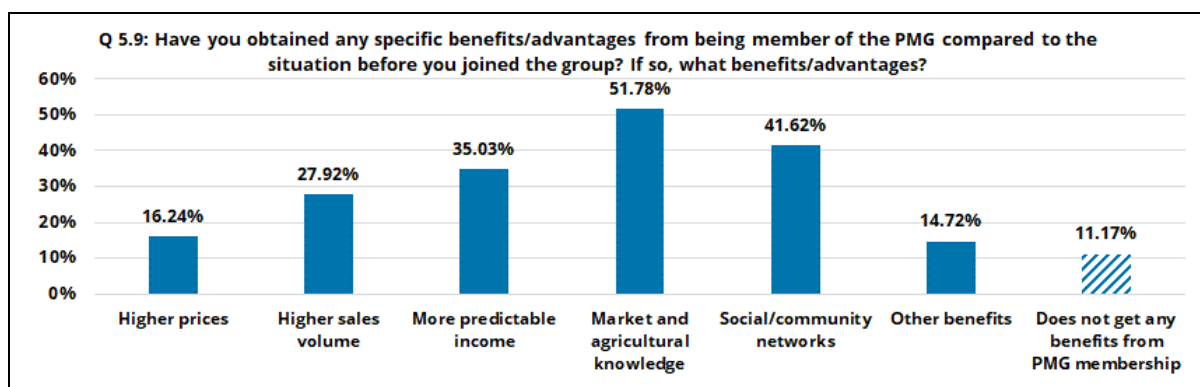
Figure 16: Participation in different value chains



N = 197 respondents (those who indicated in Q 5.1 to be a member of a PMG). Multiple value chains per respondent/PMG possible.

Source: Phone survey with R4 beneficiaries conducted for the evaluation.

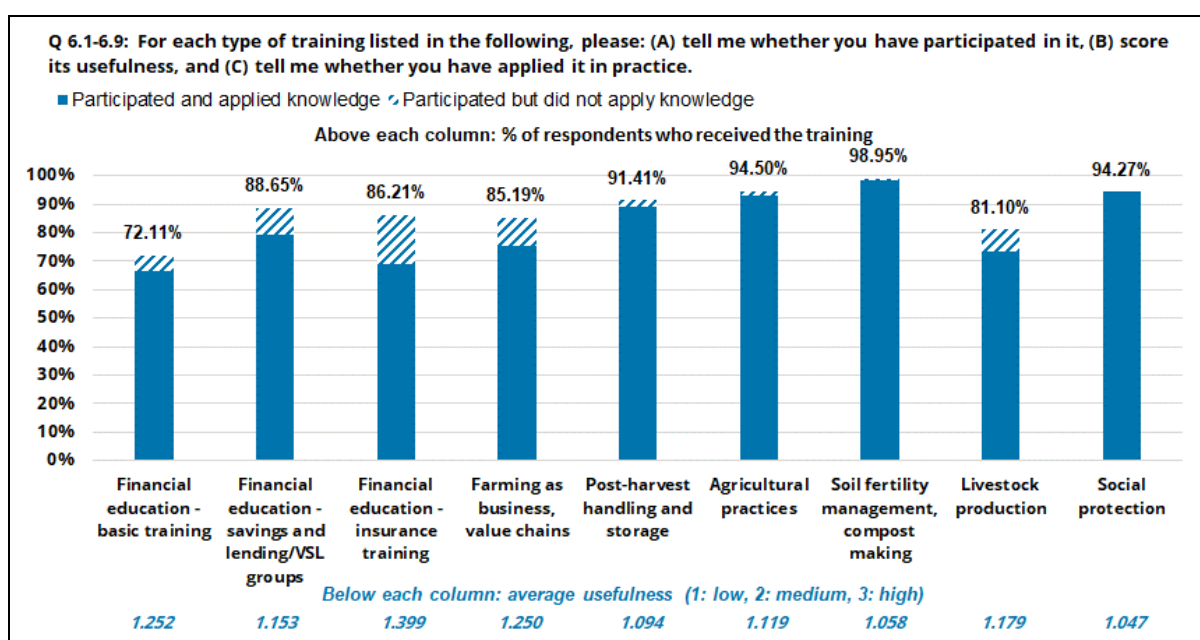
Figure 17: Benefits of PMG membership



Note: N = 197 respondents (those who indicated in Q 5.1 to be a member of a PMG). Multiple benefits per respondent possible.

Source: Phone survey with R4 beneficiaries conducted for the evaluation.

Figure 18: Participation in, usefulness of, and application of training



Note: N = 378 to 384 respondents in questions 6.1A-6.9A (participation), and N = 274 to 378 respondents in questions 6.1B-6.9B and 6.1C-6.9C (those who participated in the given training). Multiple trainings per respondent possible. The height of a columns shows the percentage of respondents who participated in the given training (A-questions). The different patterns within a column distinguish those respondents who did and did not apply the acquired knowledge in practice (C-questions). The average usefulness scores of each training (B-questions) are indicated below the columns.

Source: Phone survey with R4 beneficiaries conducted for the evaluation.

Annex 10 Field mission schedule

Table 14: Field mission schedule

Date	Locations	Activities
20 Sep 2021	Harare-Masvingo	Travel to Masvingo
21 Sep 2021	Masvingo Town	Meetings at WFP Field Office and Office of District Development Coordinator IDIs with Assistant District Development Coordinator, SNV Programme Manager, MDTC M&E Officer
22 Sep 2021	Masvingo Ward 18	FGDs with PMG women, FFA women, PMG men IDI with chairperson of Njovo garden Observation of road rehabilitation; stacking of food commodities; Njovo weir dam, garden, fish ponds, fowl runs and children play centre
23 Sep 2021	Masvingo Ward 17	FGDs with FFA women and PMG women IDIs with PIT chairperson and CA lead farmer/VSL facilitator Observation of weir dam and garden, homestead granary, solar driers and tractor
24 Sep 2021	Masvingo Ward 12	FGDs with FFA women, PMG men, PMG women IDI with chairperson of Tashinga garden Observation of garden and CA fields, Charumbira irrigation
25 Sep 2021	Masvingo Town	IDI with AQZ Programme Coordinator
25 Sep 2021	Masvingo Ward 13	FGDs with VSL women and PMG men IDI with garden chairperson Observation of garden, Cheshanga irrigation
	Masvingo - Harare	Travel to Harare
26 Sep 2021	Harare - Rushinga	Travel to Rushinga
27 Sep 2021	Rushinga District Center	Visit to Office of District Development Coordinator IDIs with AGRITEX official and WFP Monitoring Assistant
28 Sep 2021	Rushinga Ward 7	Visited Chomutukutu centre and held: FGDs with PMG women, VSL men, FFA men IDIs with PIT member/ VSL facilitator and ward councillor Observation of garden
29 Sep 2021	Rushinga Ward 6	FGDs with VSL women, FFA women, PMG men IDIs with PIT vice chairperson and ward councillor Observation of FFA project site (work at dam site, conservation works and rabbit houses)
30 Sep 2021	Rushinga to Harare	Travel to Harare
30 Sep 2021	Harare	IDI with Sherita Manyika WFP Mashonaland Head of Field Office
1 Oct 2021	Remote	Remote debriefing with CO and RB

Annex 11 Findings conclusions recommendations mapping

Table 15: Mapping of findings, conclusions, and recommendations

Recommendation	Conclusions	Findings
Recommendation 1: Investigate the relative utility and sustainability of 'community built / individually owned' and 'community built / community owned' assets.	Conclusion 1: Assets are relevant to beneficiary households but their sustainability will depend on communities' cohesion and organisational ability; the enforced focus on community built/individually owned assets presents an opportunity for learning and advocacy.	EQs 1.1, 7.1
Recommendation 2: Ensure that successes in mechanized CA are widely communicated and form the basis of advocacy to Government for support in this area.	Conclusion 2: Mechanised conservation agriculture could significantly reduce the negative perception of this agricultural approach.	EQs 1.1, 2.3, 3.1, 7.3
Recommendation 3: Strive to provide better opportunities for more young people to participate in the programme.	Conclusion 3: The youth has not been involved, and does not benefit from, the programme to the extent as other beneficiary groups.	EQs 4.2, 5.3
Recommendation 4: Continue to 'prime the pump' for reliable supply of appropriate equipment and inputs through the provision of smart subsidies.	Conclusion 2: Mechanised conservation agriculture could significantly reduce the negative perception of this agricultural approach.	EQs 1.1, 2.3, 3.1, 7.3
Recommendation 5: Subsequent IRM actions should aim for a minimum of three years engagement with farmers.	Conclusion 4: Programme benefits take time to materialize.	EQs 3.1, 5.1, 6.1
Recommendation 6: Encourage small-holders' uptake of crop insurance through a range of actions including communication, management and advocacy.	Conclusion 5: Farmers show strong demand for climate risk insurance but little willingness to pay for it in cash.	EQs 1.2, 5.1, 7.2
Recommendation 7: Explore the validity of assumptions relating to micro credit which underpin the R4 ToC.	Conclusion 6: VSLs are not geared towards supporting investments in agricultural productivity.	EQs 3.2, 7.3
Recommendation 8: Strive to ensure smallholder productivity is given the budgetary priority required.	Conclusion 9: External coordination with Agritex was central to the success of the project but constrained by structural weaknesses.	EQs 4.2, 7.1

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Annex 14 Acronyms

ACR	Annual Country Report
AGRITEX	Department of Agricultural Advisory Services (former Dpt. of Agricultural, Technical and Extension Services) of Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement
AQZ	Aquaculture Zimbabwe
CA	Conservation Agriculture
CBPP	Community-based Participatory Planning
CG	Control Group
CIMMYT	International Maize and Wheat Improvement Centre
CO	Country Office
COVID	Coronavirus Disease
CPB	Country Portfolio Budget
CSP	Country Strategic Plan
CTDO	Community Technology Development Trust/ Organization
DE QS	Outsourced Quality Support service for Decentralized Evaluations
EC	Evaluation Committee
EM	Evaluation Manager
EQ	Evaluation Question
ER	Evaluation Report
ERG	Evaluation Reference Group
ET	Evaluation Team
FFA	Food Assistance for Assets
FGD	Focus Group Discussion
FI	Financial Institution
FLA	Field-level Agreements
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Found

GEWE	Gender Equality and Women’s Empowerment
GMB	Grain Marketing Board
HH	Household
HQ	Headquarter
ICT	Information and Communication Technologies
IDI	In-depth Interview
IP	Implementing Partners
IR	Inception Report
IRM	Integrated Risk Management
KII	Key Informant Interview
LSA	Lean Season Assistance
M&E	Monitoring and Evaluation
MDTC	Mwenezi Development Training Centre
MR	Management Response
MTR	Mid-term Review
NGOs	Non-governmental Organization
NR	Natural Region
O	Operational
OM	Outcome Monitoring
PDM	Post-distribution Monitoring
PIT	Project Implementation Team
PMG	Producer Marketing Group
QA	Quality Assurance
QC	Quality Control
QLI	Qualitative
QTI	Quantitative
RB	Regional Bureau
REO	Regional Evaluation Officer

RET	Regional Evaluation Team
RIMA	Resilience Index Measurement and Analysis
S	Strategic
SACCO	Savings and Credit Cooperative
SAMS	Smallholder Agricultural Market Support
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SNV	Netherlands Development Organization
SO	Strategic Outcome
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
US\$	United States Dollar
VSL	Village Savings and Loan
WFP	World Food Programme
ZHSR	Zero Hunger Strategic Review
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

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