

SOUTHERN AFRICA DROUGHT EVALUATION  
Country Report: Zimbabwe

HIGHLIGHTS

|  |    |
|--|----|
| I. Background  | 1  |
| A. Country Overview  | 1  |
| B. History of Drought Emergencies  | 2  |
| C. The 1991/92 Emergency   | 3  |
| D. The Country's Ability to Withstand and Manage<br>the 1991/92 Emergency                          | 4  |
| II. Design of the Response to the Drought  | 5  |
| A. Recognition of the Problem  | 5  |
| B. Identification of Vulnerable Groups   | 9  |
| C. Transport Logistics   | 11 |
| D. Resources Mobilisation  | 13 |
| III. Implementation of the Response  | 17 |
| A. Government of Zimbabwe  | 17 |
| B. Multilateral Organizations  | 20 |
| C. Non-Governmental Organizations (NGOs)   | 21 |
| D. Regional Logistics Management   | 26 |
| E. Monitoring and Evaluation   | 27 |
| IV. Outcomes   | 31 |
| A. Effectiveness of the Response   | 31 |
| B. Direct Impact on Beneficiaries  | 35 |
| C. Transition from Relief to Recovery Programs   | 37 |
| D. Organization for future preparedness  | 38 |
| E. Longer Term Planning  | 40 |
| V . Special Issues.  | 42 |
| A. Differing but Complementary Uses for funds appropriated<br>for Disaster and for Development     | 41 |
| B. Relation of Drought Response to Structural Adjustment   | 43 |
| C. Food Security and the Optimum Magnitude of a<br>National Food Reserve                           | 44 |
| VI Conclusions   | 49 |
| A. Attention to Early Warning  | 49 |
| B. Priority Attention to Logistical Arrangements   | 45 |
| C. Modification of Usual Procurement Procedures  | 45 |
| D. Presence of Experienced Personnel   | 46 |
| E. Level of Authority of Designated Drought Coordinating bodies                                    | 46 |
| F. Recognition and Use of Local Circumstances and Capabilities                                     | 47 |
| G. Relative Operational Effectiveness of Decentralised Structures                                  | 47 |
| H. Existence of Household Coping Mechanisms  | 48 |
| I. Duplication of Effort by Donor Headquarters Agencies,<br>Donor field Staff and Country Agencies | 48 |
| J. Difficulties in Establishing Registers of Needy Persons   | 48 |
| K. Difficulties in establishing Food for Work Programs   | 49 |
| VII. Recommendations   | 50 |

|  |    |    |
|--|----|----|
| A. To Promote Rapid Response   | 50 |    |
| 1. Attention to Early warnings                                       | 50 |    |
| 2. Assignment of Experienced and Capable Personnel                   |    | 50 |
| 3. Coordination of Needs Assessments.                                | 51 |    |
| B. To Promote Efficiency and Effectiveness.                          | 51 |    |
| 1. Adequate Staffing and Operational Resources.                      | 51 |    |
| 2. Logistical Planning and Coordination                              | 51 |    |
| 3. Decentralization  | 51 |    |
| 4. Prompt Reimbursement by U.S. Agencies                             | 51 |    |
| C. To Promote preparedness through Development                       | 52 |    |
| 1. Improved Methods of Targeting Needy Communities<br>and Households | 52 |    |
| 2. Linkages Between response to Disaster and Structural Adjustment   | 53 |    |
| 3. Distinction between Preparedness and Development Activities       | 53 |    |

|                       |    |
|-----------------------|----|
| VIII. Lessons Learned | 54 |
|-----------------------|----|

Annexes:

- A. Chronology
- B. Map and description of Transportation Corridors.
- C. U.S. Assistance to Zimbabwe
- D. Sources Consulted
- E. Statement of Work