

OPERATION EVALUATION

Zimbabwe, Protracted Relief and Recovery Operation 200453
“Responding to Humanitarian Needs and Strengthening Resilience to
Food Insecurity”: An evaluation of WFP’s Operation
(September 2012–March 2014)
Management Response

September, 2014



World Food Programme

Management response cleared by:

Country Director: Sory Ouane/ 24 September 2014

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
1. Increase focus on Resilience Programming (Strategic) along the lines of current PAC interventions and ensure that WFP is with aligned with the priorities of government and donors, and indeed the needs of the poor in Zimbabwe. This is an immediate priority and momentum that was created by a strategic review that took place in May 2014 should be maintained.	Accepted. The CO has shifted its focus from unconditional transfers to conditional transfer with an increased emphasis on resilience building. The country Office has also embarked on the process of formulating a Country Strategic Plan that will align WFP with the priorities of government and donors and emerging needs of the poor in Zimbabwe within the context of the zero Hunger Challenge and post 2015 Sustainable Development Goals.	Recommendations of the PPI strategic review mission incorporated into the BR05	Programme/VAME	Completed	N
		Use integrated context analysis, Seasonal livelihood Programming in the design resilience activity selection;	VAME/Programme	Completed	N
		Facilitate Country Analysis and consultation of the Zimbabwe Country Strategic Plan Consultancy team		September 2014- March 2015	Y (to be covered by PPI budget)
2. Retool M&E approaches to better demonstrate household and community resilience has changed (Strategic): WFP Zimbabwe's ongoing	Partially accepted. The M&E framework in use is based on the SRF 2014-2017, which specifies the mandatory output indicators for the WFP project performance reporting. Therefore a corporate action is needed to provide the flexibility to “discard” some output indicators to give room for detail outcome	Learn from other country offices (e.g. Niger, as suggested by the OpEv report)	VAME	November 2014 - January 2015	N
		Develop and test specific tools for monitoring outcomes for resilience building activities	VAME	Completed	Y

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>realignment of its M&E framework to ensure compliance with the 2014-17 Strategic Results Framework (where building resilience is one of the vehicles for delivering on SO2), should involve a discussion of what output indicators and surveys are useful, and what can safely be discarded to make room for quantitative and qualitative approaches which more accurately demonstrate and attribute impact in this area. Lessons can be learned from other WFP Cos where progress has been made in the area (e.g. WFP Niger). This should be done soon to enable new tools to be tested and used in forthcoming programmes.</p>	<p>monitoring. Nonetheless the VAME strategy identifies the need to strengthen outcome monitoring for resilience building activities, which is an area of general weakness in the CO M&E. In addition the RMPM Unit is in the process of developing resilience building indicators which the CO will be keen embrace once available.</p>				

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>3. Move towards longer term ‘real’ partnerships (Strategic): WFP should work together with other member of the UN family to explore how it could bring its considerable resources to bear on the resilience agenda through a combined approach, in the same way that donors in Zimbabwe are doing. There are two main implications of this for WFP. The first will be that it will have to seek funding arrangements that make long term partnerships possible. The second implication is that WFP will have to re-define its role from that of a kind of donor. At present the term ‘cooperating partners’ is currently used, but in reality the balance of power and decision making lies with WFP. This relationship</p>	<p>Partially Accepted. In the absence of multi-year funding, it is difficult to nurture long-term relationship that could result in “real” partnerships. Also depending on the outcome of the proposed Strategic Review, the role and type of support that is needed and expected from WFP in Zimbabwe might change. The recommendation acknowledges that it could take time “incrementally over a number of years with a growing number of cooperating partners”.</p>	<p>Proactively reach out to partners through Expression of Interest (EOI) for PAC and Lean Season Assistance (LSA) to gauge the potential contributions of prospective cooperating partners</p> <p>Seek dialogue with cooperating partners on WFP strategic shift in Zimbabwe and identify opportunities for aligning our activities with activities of partners.</p> <p>Focus WFP activities in a few districts and endeavour to build long-term relationships with partners in those districts</p>	Programme	<p>October</p> <p>November</p> <p>December 2016</p>	N

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
needs to be redefined as one where it really works in cooperation with partners, rather than using them as sub-contractors who are to be haggled down on cost. This recommendation could be phased in incrementally over a number of years with a growing number of cooperating partners.					
4. Reconfigure STA to support household food production (Operational): Draw lessons from other countries to reconfigure STA so that it has a greater impact - for example WFP's work in Kenya with IFAD and FAO, to graduate farmers from food deficit to food secure to surplus producers. A start on this trajectory would be to use STA resources to support the poorest farmers to work on their own farms	Accepted. The STA has been reconfigured to a predominantly conditionality-based approach called the Lean Season Assistance (LSA). This will be implemented in chronically food insecure wards of some 15 districts as opposed to 41 districts in the past. A gendered and nutrition sensitive approach will be emphasised.	<p>Conduct STA lessons learnt workshop and use it as an opportunity to solicit suggestions to re-orient STA to conditional assistance</p> <p>Develop a list of conditionality criteria using ICA, SLP and Community Level Participatory Planning processes and STA lesson learnt workshop</p> <p>Hold an LSA partner briefing prior to roll-out to explain the reconfigured approach to former STA.</p> <p>Rollout the LSA in December subject</p>	Programme	<p>Completed</p> <p>October</p> <p>September/November</p>	<p>N</p> <p>N</p> <p>N</p>

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
at the critical stages of the crop production cycle. This should be piloted in the next PRRO.		to availability of funds in selected 15 districts. (Activities could include: crop intensification and diversification, livestock intensification techniques, rangeland rehabilitation and protection, environmental protection works, income generation and value addition, skills building, H&N promotion, education support, etc.)		December	Y
5. Enhance impact and resilience through integrated programmes (Operational): An integrated approach focusing on a smaller number of wards may help increase the impact of the PRRO and reduce the operational costs of WFP. The approach should be integrated regarding availability of water, vegetable gardens and livestock facilities, but also combining PAC, food security/livelihood and	Accepted. The CO has focussed its presence to 15 districts as opposed to 41 in the past. Emphasis is given to chronically food insecure districts with increased attention to programmatic integration and sustainability issues pertaining to asset management. Efforts are taken to not only ensure complementarity of activities as suggested but that such activities are gender appropriate and responsive as well as nutrition sensitive. In terms of resilience this is crucial to ensure sustainability and appropriateness of interventions. Also connections between programme components will be strengthened to ensure increased uptake, leverage and sustainability.	Ensure WFP three main activities (H&N, LSA and PAC) are integrated in the 15 selected districts. Link WFP project beneficiaries to other partner projects within the districts and SMEs. Strengthen partnership with UN agencies (FAO, UNICEF and WHO) in resilience building approach	Programme Programme, Sub-Offices, Cooperating Partners, Govt WFP Zimbabwe	October-December June 2015 June 2015	Y N N

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
nutrition interventions and linking these wherever possible. This recommendation should be implemented in the short term – in the next PRRO.					
6. Ensure PAC interventions are properly capitalised and make appropriate investments in asset management systems and structures (Operational): Budgets for PAC interventions should properly reflect the cost of materials, appropriate technical support and management structure costs. This is a recommendation for any programme design that follows on from this PRRO.	Accepted. Budgets for upcoming PAC projects have incorporated costs of materials, technical support and enhanced guidelines for asset management and maintenance costs.	Conduct regular trainings on asset management and utilization Ensure that an asset management and utilization plan and budget is in place for each asset created. This will be incorporated in the partner KPIs.	Programme Programme, Sub-Offices, VAME	December-March 2015	Y N
7. Improve impact of H&N programming (Operational): A number	Accepted.	Conduct H&N in-depth study, subject to availability of funding.	Programme/V AME	June 2015	Y

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
of actions should be undertaken to address this issue. The in-depth study <i>to identify the low responsiveness to nutritional support interventions</i> , which is planned, needs to be conducted as soon as possible, and corrective actions should be undertaken, based on its findings.		Collate secondary information to understand the dynamics of nutrition support interventions Rebuild the H&N database which is crucial for tracking and reporting of performance indicators.	Programme/V AME VAME	March 2015 February 2015	N N (software already purchase)
8. Understand and stay up to date with maize market (Operational): Efforts to smooth food consumption should be done with full understanding of the behaviour of the maize market. As far as cash interventions go, the size of the transfer should be at least in some way linked to the prevailing grain price. All future cash-based	Accepted.	Complete the reconfiguration of the market price database and selection of markets for regular monitoring.	VAME	December	N

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
interventions should integrate this recommendation.					
<p>9. Conduct a cost benefit analysis of Cash transfers (Operational): A full cost benefit analysis of cash transfers should be conducted, factoring in the multiplier effects to local businesses and agents (under EcoCash) and identifying at what price points the import and distribution of food in kind becomes preferable to cash. Social protection systems in other countries are increasingly switching to payments by mobile phones; one of the critical components underpinning these is a solid Management Information System and</p>	<p>Accepted. WFP proposed districts match with a number of districts under the Harmonised Cash Transfer.</p>	<p>Conduct a cost-benefit analysis for cash transfers, subject to availability of funds</p> <p>Collate and document the multiplier effects of other cash transfer programmes</p> <p>Verify WFP beneficiary registration details with existing databases for potential 'double-dipping'.</p>	<p>Programme/ VAME</p> <p>Programme/ VAME</p> <p>Programme/ VAME</p>	<p>June 2015</p> <p>October- December</p> <p>December</p>	<p>Y</p> <p>N</p> <p>N</p>

Evaluation Recommendations	Management	Management - Action to be taken			
	Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
database to ensure that beneficiaries are not double-dipping from different social protection pots. WFP should work closely with other SP schemes in Zimbabwe – for example the Harmonised Cash Transfer Programme – to ensure that it's the foundations of such a system are created. The cost benefit analysis should be conducted during the next occasion that WFP or one of its partner NGOs uses cash transfers in groups that have already benefitted from one round of transfers, so that set up costs do not distort the findings					