

## DEVELOPMENT PROJECT – ZIMBABWE - 200945

<b>Strengthening the Social Protection System to Enhance Resilience for Food and Nutrition Security among Vulnerable Populations</b>	
Number of direct beneficiaries	-
Duration of project	<b>July 2016 – June 2018</b>
Gender Marker Code * <sup>1</sup>	<b>2a</b>
WFP food tonnage	-

\* For the coding criteria, refer to <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

<b>Cost (United States dollars)</b>	
Food and Related Costs	-
Cash and Vouchers and Related Costs	-
Capacity Development & Augmentation	2,693,383
DSC	480,172
ISC	222,149
<b>Total cost to WFP</b>	<b>3,395,705</b>

<sup>1</sup> See [WFP Gender Marker Guide](#) for how to calculate a Gender Marker Code.

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## EXECUTIVE SUMMARY



Whilst Zimbabwe has made significant food security and nutrition gains, the year-on-year situation remains highly dependent upon increasingly erratic rainfall patterns that have deteriorated as a result of the El Nino event in the region. Chronic undernutrition remains relatively high and, despite some improvement, 28 percent of children under five years of age are stunted. Dietary diversity is poor and consumption of protein is insufficient. The prevalence of HIV and AIDS has declined but remains high at 13.7 percent – the fifth highest globally.

WFP's 2016-2020 Country Strategic Plan (CSP) for Zimbabwe aims to address identified food security and nutrition challenges. It maintains WFP's strong humanitarian assistance capacity while sharpening its focus on supporting longer-term recovery and resilience-building to address the underlying causes of food insecurity and undernutrition.

The strategy outlines WFP's support to the Government of Zimbabwe in achieving five specific Strategic Results. This Development Project operationalises Strategic Result four: *"The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations"*. The protracted relief and recovery operation (PRRO) 200944 operationalises Strategic Results one to three, focusing on meeting the needs of vulnerable persons all year round, improving vulnerable households' resilience to shocks and stressors and the efficient and effective delivery of nutrition services through and integrated across sectors. Strategic Result five, which focuses on empowering smallholder farmers to market drought-resistant crops, is being operationalized through Development Project 200946 whose project cycle matches this Development Project.

Together, the PRRO and these two Development Projects, compose the entirety of WFP's portfolio of assistance in Zimbabwe as laid out in the CSP (2016-2020), and should be viewed as a complementary set of operational vehicles that are intimately linked with one another. Both Development Projects are designed to position WFP as a provider of technical assistance and focus exclusively on capacity development. No direct cash or food transfers are provided to beneficiaries through this Development Project. The capacity strengthening activities are designed to support the national social protection system to become more shock responsive, thus reducing the need for emergency response operations over time.

This Development Project particularly focuses on knowledge management, producing evidence and improving systems and institutions responsible for achieving zero hunger in line with the national social protection and resilience-building agendas. It is nutrition-sensitive, informed by gender and protection analyses, and applies the "do-no-harm" approach.

This Development Project is aligned with the 2013-2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation, the commitments of the Malabo Declaration, the 2016-2020 United Nations Development Assistance Framework for Zimbabwe and WFP's Strategic Objectives 1, 2, 3 and 4. It is structured upon the framework provided by the Sustainable Development Goal (SDG) 2 on ending hunger and also contributes towards SDG5 and SDG 17.

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## SITUATION ANALYSIS

1. Land-locked, with a population of 13.1 million,<sup>2</sup> Zimbabwe is a low-income food-deficit country ranked 155 of 188 in the 2015 Human Development Index and 46 of 78 in the 2013 Global Hunger Index. Life expectancy is 58 years,<sup>3</sup> maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births.<sup>4</sup>
2. After considerable challenges, including hyperinflation experienced in 2007–2008, the economy has begun to recover. Gross domestic product grew by 6.7 percent annually between 2009 and 2011, but only 1.5 percent in 2015.<sup>5</sup>
3. Women and girls account for 52 percent of the population. The fertility rate is 3.8 children per woman, and average household size is 4.2. Gender inequalities have decreased, but remain significant in some sectors; the 2015 Human Development Report gives a Gender Inequality Index of 0.504, placing Zimbabwe 155 of 188 countries.
4. Agriculture accounts for 20 percent of gross domestic product; 70 percent of the population relies on agriculture.<sup>6</sup> Ninety-eight percent of farmers are smallholders,<sup>7</sup> characterized by low productivity and lack of market competitiveness.<sup>8</sup>
5. Women account for 60 percent of the agricultural workforce,<sup>23</sup> but own only 19 percent of commercial farms and have usage rights on just 45 percent of plots in communal areas, and are generally unable to make decisions regarding purchases, loans or sales.<sup>9</sup> With ownership of assets and titles to land used as collateral for credit, women are at a further disadvantage.<sup>10</sup>
6. As many men migrate to towns in Zimbabwe and neighbouring countries to find work, 42.6 percent of agricultural households are headed by women.<sup>11</sup> Remittances are a major source of non-agricultural income for rural households in some regions.<sup>12</sup> Women typically remain at home, supplementing household incomes through agricultural labour.
7. Zimbabwe's food and nutrition security situation is classified as "serious" by the 2015 Global Hunger Index. An analysis covering 2009–2014 estimated that an annual average of 1 million people – 8.3 percent of the population – were food-insecure, of whom 38 percent were chronically food-insecure.<sup>13</sup> Increasingly erratic rainfall results in peaks in food insecurity every 4-5 years.<sup>14</sup> Existing high levels of food insecurity are being exacerbated by the cumulative effect of a bad agricultural season in 2014/15 and a drought induced by the strongest El Niño event in 35 years affecting the current 2015/16 season.

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<sup>2</sup> Zimbabwe National Statistics Agency. 2013. *Census 2012: National Report*. Harare.

<sup>3</sup> Ibid

<sup>4</sup> Zimbabwe National Statistics Agency. 2014. *Multiple Indicator Cluster Survey 2014: Key Findings Report*. Harare.

<sup>5</sup> Ministry of Finance and Economic Development. 2015. *The 2015 Mid-Year Fiscal Policy Statement Review Statement*. Harare.

<sup>6</sup> Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

<sup>7</sup> World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. Harare.

<sup>8</sup> Government of Zimbabwe and the Food and Agriculture Organization of the United Nations (FAO). 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>9</sup> Zimbabwe National Statistics Agency. *Women and Men in Zimbabwe Report 2012*. Harare. April 2013.

<sup>10</sup> Zimbabwe National Statistics Agency. 2013. *Women and Men in Zimbabwe Report, 2012*. Harare.

<sup>11</sup> FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

<sup>12</sup> Muza, O. 2009. *Informal Employment, Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Rome, FAO.

<sup>13</sup> WFP and the National Food and Nutrition Security Council integrated context analysis, 2015.

<sup>14</sup> WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Harare.

8. An estimated 2.8 million people were food insecure in the first four months of 2016 – almost three times the previous year. Based on crop assessment and vulnerability data, food insecurity levels during the peak of the next lean season from January - March 2017, are projected to be at just under 50 percent of the rural population translating into 4.4 million affected people.<sup>15</sup>
9. Household access to food is constrained by poverty, declining remittances, low productivity, inadequate employment opportunities, high food prices, recurrent climate and weather shocks, macroeconomic instability, depressed economic growth, and a lack of financial liquidity. Food insecurity and extreme poverty are correlated: an estimated 62.6 percent of Zimbabweans live below the poverty line. In rural areas, 30 percent of the population is extremely poor and 76 percent is poor.<sup>16</sup>
10. As a result of the ongoing drought, grain production has been reduced to 50 percent compared to a normal year and the price of maize has risen by approximately 38 percent. The Government is estimating a grain deficit of 1.36 million mt between February and December 2016, aggravated by the fact that nearly all countries in the region are negatively affected by El Nino. In addition to the sharp decline in maize production, the reduction in land under cultivation has capped the demand for casual labour – generally a key source of income for the most vulnerable during the agricultural season.<sup>17</sup>
11. The prevalence of undernutrition has fallen since 1999, but remains high. While acute malnutrition is classified as “acceptable” by the World Health Organization (WHO), rates of 11 percent underweight and 28 percent stunting are classified as “poor”; with very little improvement since 1999.<sup>18</sup> Boys are more undernourished than girls<sup>19</sup> (the causes of this require further research) and children in rural areas are significantly more malnourished than children in urban areas. Furthermore the increasing levels of overweight, 3.6 percent among children under 5 and 33.3 percent among women – indicate a double burden of malnutrition.<sup>20</sup>
12. Areas with high rates of stunting tend to have moderate or low food insecurity. This demonstrates that access to sufficient cereals does not guarantee nutrition security,<sup>21</sup> and that stunting may be related to dietary diversity and other health issues.<sup>22</sup> Only 8.4 percent of children aged 6–23 months receive a minimum acceptable diet.<sup>23</sup>
13. The 70 percent prevalence of anaemia among children under 2 has not improved in the last decade.<sup>24</sup> The prevalence of vitamin-A deficiency is 19 percent among children under 5.<sup>25</sup> Among women of childbearing age, 61 percent are affected by deficiencies in iron and 23 percent are affected by vitamin-A deficiency.<sup>26</sup>
14. The prevalence of HIV and AIDS is declining, but it remains high at 13.7 percent.<sup>27</sup> There are 1.6 million orphans and other vulnerable children supported by equally vulnerable caregivers.<sup>28</sup> Among tuberculosis patients, 80 percent are HIV-positive<sup>29</sup> and

<sup>15</sup> United Nations Zimbabwe. 2016. *Humanitarian Response Plan: Zimbabwe*. Harare. Numbers will be updated towards the end of June 2016 once the Zimbabwe Vulnerability Assessment Committee’s Rural Livelihood Assessment 2016 is released.

<sup>16</sup> Zimbabwe National Statistics Agency. 2013. *Poverty, Income, Consumption and Expenditure Survey: 2011/12 Report*. Harare.

<sup>17</sup> United Nations Zimbabwe. 2016. *Humanitarian Response Plan: Zimbabwe*. Harare.

<sup>18</sup> World Health Organization. 2010. *Nutrition Landscape Information System: Country Profile Indicators: Interpretation Guide*. Geneva.

<sup>19</sup> The 2014 multi-indicator cluster survey found a stunting prevalence of 31.1 percent among boys and 24.1 percent among girls.

<sup>20</sup> Zimbabwe National Statistics Agency. 2012. *Zimbabwe Demographic and Health Survey, 2010–2011*. Harare.

<sup>21</sup> FAO and the Government of Zimbabwe. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>22</sup> WFP and Zimbabwe Food and Nutrition Council. 2014. *Integrated Context Analysis*. Rome.

<sup>23</sup> Government of Zimbabwe. 2010. *National Nutrition Survey, 2010*. Harare.

<sup>24</sup> WHO. 2010. *Nutrition Landscape Information System: Country Profile Indicators: Interpretation Guide*. Geneva.

<sup>25</sup> Food and Nutrition Council. 2014. *Zimbabwe National Nutrition Strategy*. Harare.

<sup>26</sup> FAO and the Government of Zimbabwe. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>27</sup> National AIDS Council, 2014.

<sup>28</sup> Government of Zimbabwe. *Zimbabwe National HIV and AIDS Strategic Plan (2011–2015)*. Harare.

<sup>29</sup> Zimbabwe National Statistics Agency. 2012. *Zimbabwe Demographic and Health Survey, 2010–2011*. Harare.

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acute undernutrition persists among people suffering from chronic illnesses.<sup>30</sup> Women are more vulnerable to HIV and AIDS as a result of the social, legal and economic disadvantages they face.

15. The only government-led, active large-scale social protection programme that targets the most vulnerable in the country is the Harmonized Social Cash Transfer Programme, which provides unconditional cash transfers to ultra-poor labour constrained households. The programme reached its peak coverage at 55,000 in 2015, but has since been scaled back due to funding constraints.

## **PAST COOPERATION AND LESSONS LEARNED**

16. A strategic programme review mission in April 2014 recommended that: i) seasonal support be conditional and beneficiaries be gradually incorporated into Food Assistance for Asset (FFA) schemes; ii) greater attention be given to the prevention of stunting; iii) targeting be reoriented to maximize synergies, improve communication and foster partnerships; and iv) robust operational research mechanisms be developed in order to generate evidence and facilitate policy engagement.
17. A 2014 evaluation of previous PRRO 200453 found the operation to be in line with corporate objectives and, with its increased emphasis on conditional transfers and building resilience, in line with the Government's new agenda on social transfers.<sup>31</sup>
18. A 2013 independent review of WFP's implementation of its HIV and nutrition policy recommended stronger documentation of evidence to better influence policy. Therefore, a deliberate focus on strengthened analysis and evidence-based management is a core principle of WFP's 2016 - 2020 CSP in Zimbabwe. Under the PRRO 200944, WFP will support evidence building activities related to the treatment of moderate acute malnutrition in areas with high HIV and AIDS prevalence.
19. The findings of the 2015 Zimbabwe Zero Hunger Strategic Review revealed the perception that in the context of funding shortfalls, WFP's role and comparative advantages in longer-term social protection, agriculture market support and resilience building have been constrained.
20. An evaluation of the 2012–2015 ZUNDAF<sup>32</sup> recommended that UN agencies in the country pursue a shift from recovery and transitional funding to cross-sectoral approaches that integrate resilience and sustainability. This approach specifically highlights the importance of capacity strengthening for disaster risk reduction, livelihoods and food security. Food and nutrition security is the first of its six result areas.
21. In 2012, a gender analysis and assessment for Feed the Future programming was conducted by USAID. This study found that gender mainstreaming is not consistently applied to development interventions in the country.<sup>33</sup> Whilst it is recognized that development partners, including United Nations agencies, collect sex-disaggregated data, limited analysis of this data to inform programming takes place.

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<sup>30</sup> WFP Zimbabwe country strategy design mission, June 2012.

<sup>31</sup> WFP. 2014. Protracted relief and recovery operation (PRRO) 200453, final evaluation report. Harare. Zimbabwe.

<sup>32</sup> United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

<sup>33</sup> See: [http://pdf.usaid.gov/pdf\\_docs/pa00jt8c.pdf](http://pdf.usaid.gov/pdf_docs/pa00jt8c.pdf)

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## STRATEGIC FOCUS OF THE DEVELOPMENT PROJECT

22. Recurrent crises have eroded coping capacities of people and institutions. This Development Project focuses on Strategic Result four of the Zimbabwe Country Strategic Plan: *“The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations”*. WFP aims to enhance government capacities at all levels to provide long-term, predictable and coordinated social protection services. These services aim to both build resilience and enhance capacity to prevent, prepare for, respond to and recover from shocks and seasonal stressors.
23. Activities under this Development Project support the globally agreed upon Social Protection Floors Recommendation,<sup>34</sup> the priorities of the Sendai Framework for Disaster Risk Reduction 2015-2030,<sup>35</sup> and contribute to achievement of SDG target 2.1, Malabo Declaration commitment 3c and the Zimbabwe Zero Hunger Strategic Review Recommendations 1, 2, 4, 5 and 6.<sup>36</sup> Furthermore, activities also contribute to SDG 5 and SDG 17.
24. This Development Project, as part of the broader CSP is aligned to the 2016–2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) and supports the economic and social transformation goals of 2013–2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET) and the 2030 Global Agenda.
25. The vision of the ZimASSET is “an empowered society and a growing economy”. Of the plan’s four clusters, two (food and nutrition security, social services and poverty eradication) are reflected in the objectives of CSP and its corresponding Strategic Results.
  - Food and nutrition security, particularly through crop and livestock production and marketing, infrastructure development, environmental management, protection and conservation, nutrition, and policy and legislation; and
  - Social services and poverty eradication, including through human capital development and empowerment, employment creation, and gender mainstreaming.
26. The National Social Protection Policy Framework aims to address identified weakness in the country’s current social protection system, particularly problems of fragmentation and duplication by placing an emphasis on the harmonization, integration and establishment of synergies amongst the various social protection related strategies and programmes. This Development Project aims to support progress in this regard.
27. In order to integrate its portfolio within the national social protection and resilience-building agendas, WFP will continue to work in partnership with UNICEF and UNDP on knowledge management, producing of evidence and strengthening systems and institutions responsible for achieving zero hunger.
28. The CSP’s remaining four Strategic Results are being operationalized through separate projects with an identical project cycle. PRRO 200944 is guided by Strategic Results one to three and aims at strengthening the basic food needs of the most vulnerable, improving livelihood resilience, and preventing stunting. Development Project 200946 focuses on Strategic Result five which contributes towards empowering smallholder farmers. Together, the protracted relief and recovery operation and these two development projects compose the entirety of WFP’s portfolio of assistance in Zimbabwe and should be viewed

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<sup>34</sup> See: [http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:3065524](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:3065524)

<sup>35</sup> See: [http://www.wcdrr.org/uploads/Sendai\\_Framework\\_for\\_Disaster\\_Risk\\_Reduction\\_2015-2030.pdf](http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf)

<sup>36</sup> SDG target 2.1: ensure access to food for all people all year round; Malabo Declaration commitment 3c: integrate measures for increased agricultural productivity with social protection initiative focusing on vulnerable social groups; Zimbabwe Zero Hunger Strategic Review Recommendations 1) strengthen implementation of policies and programmes, 2) improve management of climate and disaster risk, 4) re-establish the national strategic grain reserve, 5) enhance engagement of private sector, and 6) scale up advocacy for zero hunger.

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as a complementary set of operational vehicles that are intimately linked with one another.

29. No direct implementation will take place under this Development Project, activities focus on transferring skills, addressing gaps in infrastructure and reducing gender disparities. This approach is in line with international community's desire to shift its focus and support the development priorities of ZimASSET. It supports the move of other stakeholders such as the Office for the Coordination of Humanitarian Affairs and the European Community Humanitarian Office who ended their presence in the country back in 2013 and 2014.

## Activities

⇒ *Provide analytical expertise to establish a common understanding of the underlying causes of hunger and vulnerability*

30. As recommended by the Zimbabwe Zero Hunger Strategic Review, a comprehensive capacity gap assessment of institutions, systems and entities across sectors that are fundamental to food and nutrition security will be conducted and inform overall capacity strengthening plans of the Food and Nutrition Council (FNC) and Zimbabwe Vulnerability Assessment Committee (ZimVAC).
31. Based on the results of the planned capacity gap assessment, WFP will provide training to strengthen Government planning and coordination of national hunger-sensitive social protection and safety net programmes. WFP will work with FNC to enhance its central coordinating role in operationalizing the Food and Nutrition Security Policy and the Food and Nutrition Cluster of ZimAsset.
32. Specific focus will be given to strengthening of skills for the management of early-warning mechanisms, data analysis related to the drivers of food and nutrition security, and management of the integrated context analysis process. The aim is to strengthen ZimVAC's capacity to use findings to drive multi-sector preparedness, response and recovery programming. To bolster the existing analysis capacity, WFP will explore the possibility of short term staffing solutions such as secondments and South-South learning exchanges.
33. In partnership with UNICEF and FAO, WFP will support FNC to develop a nationally integrated and open, central database which includes data on nutrition, HIV and gender. This will support the positioning of FNC as the authoritative information centre on food and nutrition security.
34. Lessons learned from the collection of nutrition data at district level and from the implementation of the Cost of Malnutrition will be used to advocate for nutrition objectives and shared within the region. Furthermore the Cost Of Malnutrition will highlight food and nutrition security issues and the path to zero hunger by providing policy makers with information on how economic growth is affected by under-nutrition and food insecurity.

⇒ *Explore innovative risk management, insurance and financing mechanisms*

35. WFP will continue to facilitate the engagement with the African Risk Capacity financial risk pooling mechanism and advocate for full participation of Zimbabwe in the scheme during the forthcoming agricultural seasons. If successful, WFP will work with Government to refine the contingency plan linked to a potential pay-out.<sup>37</sup>
36. In partnership with the Government and FAO, WFP piloted the use of the Food Security Climate Resilience (FoodSECuRE) programmatic and financing mechanism in one

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<sup>37</sup> See: <http://www.africanriskcapacity.org/>



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district in 2015 / 2016. The pilot supported smallholder farmers who were growing small grains. A pay out of US\$ 100, 000 was provided to support the resilience of these farmers and address the challenge of losses and damages from climate disasters. This pilot will be continued under this Development Project and scaled-up based on on-going results and findings as and when appropriate.

37. WFP will assess the appropriateness and feasibility of the R4 Rural Resilience Initiative using the 3-pronged approach (3PA)<sup>38</sup>. The roll-out of the 3PA will be implemented under the PRRO's Strategic Result two. Based thereon, an adjusted country model will be tested before a potential roll-out in country.<sup>39</sup> The 3PA tool facilitates women's engagement in WFP projects and ensures equal participation in decision making at the community level (in line with objectives II and III of the 2015 Gender Policy).
38. All these three mechanisms are designed to bolster the resilience at community and national levels. By making available adequate and timely financial means to scale up programmes before, during and after climatic shocks and stresses they support the strengthening of existing social protection and safety net interventions as shock-responsive.

⇒ *Support the consolidation and administration of social transfer programmes within the national social protection system*

39. Cash-based transfer platforms play an increasingly important role in delivering social protection and safety net benefits in Zimbabwe. Under the PRRO, WFP provides cash-based transfers in its lean season assistance and productive asset creation programmes using mobile phone-based solutions where possible and 'cash-in-transit' solutions alternatively. To broaden the possible range of transfer platform options, WFP is pioneering the testing a card-based solution that will help pave the way for multipurpose cash transfers.
40. Responding to a request from the Ministry of Public Services, Labour and Social Welfare, UNICEF and the World Bank, WFP will support the establishment of an electronic, centralized management information system and single registry for social protection. WFP will build upon experience in adopting SCOPE, WFP's corporate platform for beneficiary registration and transfer management.
41. The system will address targeting, validation, monitoring, reporting and transfer mechanisms to ensure that the most food insecure, particularly PLHIV are prioritized as beneficiaries of social protection programmes. It will use market price monitoring systems to inform transfer values and include sex- and age-disaggregated data.
42. These activities serve to build the basis for full integration of WFP's seasonal assistance and asset creation programmes implemented under the PRRO into the national social protection framework and are expected to result in an alignment with the Harmonized Social Cash Transfer Programme.

⇒ *Support the re-establishment of the national school feeding programme*

43. WFP will provide technical assistance to support the Government in re-establishing a national home grown school feeding programme that is fully integrated within the national social protection system. In light of the El Nino phenomenon, WFP will work with government to position school feeding as a shock responsive safety net in support of both food security and education outcomes. WFP will also work with the government to ensure that the school feeding program is both nutrition and HIV sensitive in nature.

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<sup>38</sup> The corporate 3-pronged approach consists of the Integrated Context Analysis, the Seasonal Livelihoods Programming and Community Based Participatory Planning providing and integrated set of tools for programme analysis, design and planning.

<sup>39</sup> See: <https://www.wfp.org/climate-change/foodsecure> and <https://www.wfp.org/climate-change/r4-rural-resilience-initiative>



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44. Acknowledging the role that school feeding programmes can play in protecting schoolchildren nutrition, improved links with the agriculture sector will be built to support dietary diversity and address micronutrient deficiencies. Planned areas of support include strategy, policy and legislative framework development, budgeting and financial management, institutional coordination, and programme design and implementation.
  45. In partnership with Government, the World Bank and The Partnership for Child Development, WFP will conduct a Systems Approach for Better Education Results (SABER). This globally recognized approach enables a consensual diagnostic which results in a practical and prioritized action plan for countries to develop strong nationally-led and sustainable school feeding programmes.
  46. WFP will expand its engagement in supporting south-south and triangular cooperation to provide the Government with access to additional expertise and skills. It will build on its existing collaboration with the WFP Centre of Excellence in Brazil and the Government of China while exploring other partnerships including with the Russian Federation.

⇒ *Support the re-establishment of the national grain reserve*

47. A functioning grain reserve is a crucial component for any longer-term hunger-sensitive and shock-responsive social protections system. Based on the findings from the Zimbabwe Zero Hunger Strategic Review, the strategic grain reserve is currently not functioning at optimal capacity. Financial constraints and management issues have limited the Grain Marketing Board's (GMB's) ability to procure, store, manage and rotate significant stocks of domestically produced grain.
48. In order to re-establish a functioning national grain reserve and contribute to addressing the strategic gap outlined above, WFP will assess the need for technical assistance in logistics, food safety, quality control, stock management, procurement policy formulation, and training.
49. Capacity development plans will be formulated based on the findings of this assessment which will also build on the 2015 Small Grains Post Harvest Study<sup>40</sup>. Activities supported under this Development Project will be linked to those under Strategic Result five which support the rehabilitation of Grain Marketing Board infrastructure and aim to operationalize the warehouse receipt system.

### **Strategic Partnerships**

50. In accordance with WFP's corporate partnership strategy, increased focus is put on strategic, long-term partnerships that will help reach the objectives of this operation. WFP has established partnerships with multiple international and national non-governmental organizations, many of whom are active participants in the WFP-led food assistance working group.
51. WFP will expand its role with the FNC and other stakeholders in food and nutrition security and livelihood assessments to ensure that all partners take up the recommendations of the Zimbabwe Zero Hunger Strategic Review.
52. WFP works closely with the Ministry of Public Service, Labour and Social Welfare, to support the implementation of the national social protection policy framework and to provide cash- and food-based transfer solutions for social safety-net programmes. The Ministry of Health and Child Care leads the government's multi-sectoral efforts on nutrition programming and, therefore, is a close partner to WFP.

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<sup>40</sup> Small Grains Post-harvest losses study. WFP, FAO, Chinhoyi University and the University of Zimbabwe. Harare. 2015.

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53. WFP will continue to collaborate closely with UNICEF and the World Bank to support the Government in the establishment and administration of a coordinated and effective social protection single registry and management information system.
  54. WFP works closely with the Ministry of Local Government at the district level by strengthening the planning and coordination capacities of local authorities through the seasonal livelihood programming and community-based participatory planning processes to design, coordinate and manage resilience building programming. The Meteorological Service Department will be a key counterpart with regards to developing weather monitoring and risk management initiatives.
  55. WFP will continue to expand the provision of logistics and procurement services to UNDP, FAO, UNFPA and others. WFP's assessment, analysis and mapping capacity builds the backbone of the development of the United Nations resilience and poverty alleviation frameworks and services will be increasingly extended to government and partners.
  56. WFP will also work with its partners, including the Ministry of Women Affairs, Gender and Community Development and through our collaboration with other UN agencies under the ZUNDAF gender results group, towards a more coherent approach to gender and protection mainstreaming. Gender equality and women's empowerment will be systematically considered in agreements with partners while incorporating standards for monitoring and reporting on compliance.

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## **PROGRAMME MANAGEMENT, MONITORING AND EVALUATION**

57. WFP will develop a monitoring and evaluation plan that measures performance against the relevant Zimbabwe Zero Hunger strategic review targets. Outcome and performance indicators will be assessed annually in coordination with the Zimbabwe National Statistics Agency. The country office monitoring and evaluation tool (COMET) will capture information for standard performance reports.
58. Outcome, output and process indicators will be disaggregated by gender. Baseline information will be generated from current data and future surveys. There will be an operational evaluation at the end of year two, to assess progress and inform subsequent support that will also measure progress towards gender equity. Monitoring and evaluation will help ensure accountability and – together with lessons learned – provide evidence to guide adjustments to WFP's work.
59. This two year Development Project has a total budget of US\$ 3.4 million. Investments made under this Development Project are essential to contributing to Zimbabwe's national capacity to address acute and chronic food and nutrition security needs through its national social protection system.
60. The budget caters for support to human resources, tailored training, systems development, policy and institutional support. These activities are designed to allow for WFP's support to be reduced over time as government analysis capacity and ability to manage the social protection system effectively and efficiently is gradually strengthened.

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## **RISK MANAGEMENT**

61. An increasing focus upon the provision of services and technical assistance will encourage the understanding that WFP can add significant value to development, social protection and resilience-building while continuing to provide humanitarian assistance as needed.

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62. The country office has instituted minimum preparedness actions for the major risks identified in the WFP corporate emergency preparedness and response package. These will be reviewed periodically. The country office risk register will be updated, and the status of mitigation actions will be regularly monitored.
  63. Whilst the consultations around the strategic review and the design of the Country Strategic Plan have promoted overall Government buy-in, WFP will continue to consult with Government and stakeholders as the Country Office moves into operationalizing and prioritizing the various activities over the lifespan of this Development Project.
  64. WFP will counter the risk of insufficient donor support by demonstrating its advantages as a partner in food and nutrition and market support, by advocating based on the pilot project's success.
  65. To ensure sufficient capacity in its country office, WFP will review the staffing profile and provide training to address gaps. WFP will provide capacity development support to Government counterparts and partners that lack implementation capacity. Stringent criteria will be applied to the selection of partners.
  66. Potential negative impacts on the workload of women and on quality and safety of food procured will be reduced through gender analysis as well as effective targeting, capacity development in post-harvest handling and storage techniques and engagement of a reputable food inspection company.
  67. If political, economic or weather volatility threatens development gains, WFP will maintain its focus on long-term development and resilience while ensuring full capacity to respond to humanitarian needs as required.
  68. To ensure that WFP is well positioned to play an increasing technical assistance role in the country, the Country Office will train staff in capacity development and policy engagement and will balance budget allocations between operations and strategic engagement. Additional skills that are required to implement the activities planned under the Country Strategic Plan will be supported by headquarters and the regional bureau as required.

### **Security Risk Management**

69. WFP complies with minimum operating security standards and liaises with the United Nations Department of Safety and Security to ensure staff safety.

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## **APPROVAL**

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Jim Harvey  
Chief of Staff

Date: .....

## ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity ( <i>mt</i> )	Value ( <i>USD</i> )	Value ( <i>USD</i> )
<i>Food Transfers</i>			
Cereals	-	-	
Pulses	-	-	
Oil and fats	-	-	
Mixed and blended food	-	-	
Others	-	-	
<b>Total Food Transfers</b>	-	-	
External Transport		-	
LTSH		-	
ODOC Food		-	
<b>Food and Related Costs <sup>1</sup></b>			-
C&V Transfers		-	
C&V Related costs		-	
<b>Cash and Vouchers and Related Costs</b>			-
<b>Capacity Development &amp; Augmentation</b>			<b>2,693,383</b>
<i>Direct Operational Costs</i>			<b>2,693,383</b>
Direct support costs (see Annex I-B)			480,172
<b>Total Direct Project Costs</b>			<b>3,173,556</b>
Indirect support costs (7.0 percent) <sup>2</sup>			222,149
<b>TOTAL WFP COSTS</b>			<b>3,395,705</b>

<sup>1</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>2</sup> The indirect support cost rate may be amended by the Board during the project.

## ANNEX I-B

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>WFP Staff and Staff-Related</b>	
Professional staff *	51,309
General service staff **	32,993
Danger pay and local allowances	-
<b>Subtotal</b>	<b>84,301</b>
<b>Recurring and Other</b>	<b>220,000</b>
<b>Capital Equipment</b>	<b>125,871</b>
<b>Security</b>	<b>-</b>
<b>Travel and transportation</b>	<b>50,000</b>
<b>Assessments, Evaluations and Monitoring<sup>43</sup></b>	<b>-</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>480,172</b>

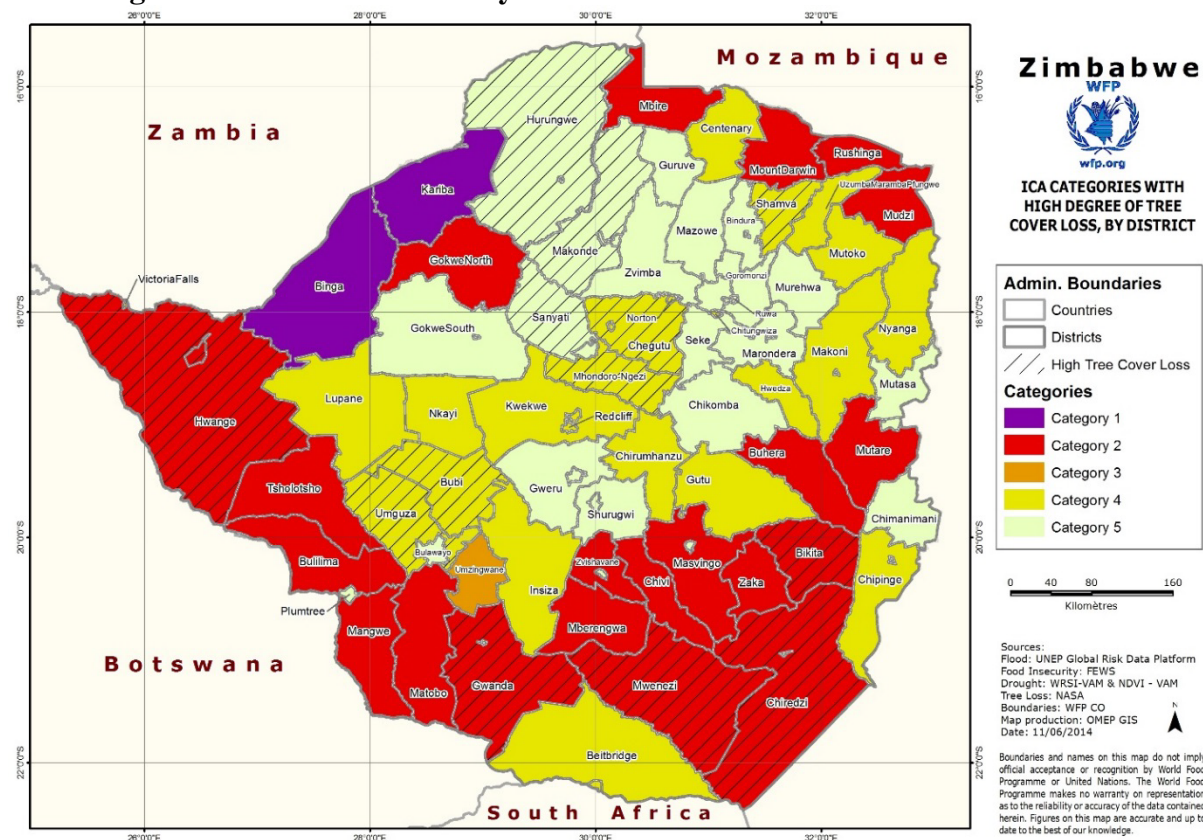
\* Costs to be included in this line are under the following cost elements: International Professional Staff (P1 to D2), Local Staff - National Officer, International Consultants, Local Consultants, UNV

\*\* Costs to be included in this line are under the following cost elements: International GS Staff, Local Staff - General Service, Local Staff - Temporary Assist. (SC, SSA, Other), Overtime

<sup>43</sup> Reflects estimated costs when these activities are performed by third parties. If WFP Country Office staff perform these activities, the costs are included in Staff and Staff Related and Travel and Transportation.

## MAP

## ICA categories and tree cover loss by district



## ICA CATEGORIES OF FOOD INSECURITY TRENDS, RISK TO SHOCKS, AND LAND DEGRADATION

	DESCRIPTION	BROAD STRATEGIES
<b>CATEGORY 1</b>	High recurrence of food insecurity prevalence above 20% High/ Moderate exposure & risk to natural shocks	Longer-term programming to improve food security, reduce risk, and build resilience to natural shocks and other stressors.
<b>CATEGORY 2</b>	Moderate recurrence of food insecurity above 20% High/ Moderate exposure & risk to natural shocks	Seasonal / Recovery programmes to restore and improve food security, reduce risk, and build resilience to natural shocks and other stressors
<b>CATEGORY 3</b>	High/ Moderate recurrence of food insecurity prevalence above 20% Low exposure & risk to natural shocks	Longer-term programmes to improve food security and reduce risks of natural shocks and other stressors
<b>CATEGORY 4</b>	Low recurrence of food insecurity above 20% High/ Moderate exposure & risk to natural shocks	Programming that strengthens preparedness, reduce risk and build resilience to natural shocks and other stressors
<b>CATEGORY 5</b>	Low recurrence of food insecurity prevalence above 20%. Low exposure & risk to natural shocks	Programming that strengthens preparedness and reduce risk to natural shocks and other stressors

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## **ACRONYMS USED IN THE DOCUMENT**

FAO	Food and Agriculture Organization of the United Nations
FoodSECuRE	WFP Food Security Climate Resilience replenishable fund
FNC	Food and Nutrition Council of Zimbabwe
SDG	Sustainable Development Goal
SUN	Scaling-Up Nutrition movement
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization
ZimASSET	Zimbabwe Agenda for Socio-Economic Transformation
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework