

DEVELOPMENT PROJECT- ZIMBABWE 200946

Empowering Smallholder Farmers to Market Drought-Resistant Grains and Pulses	
Number of direct beneficiaries	-
Duration of project	July 2016 – June 2018
Gender Marker Code * ¹	2a
WFP food tonnage	-

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

Cost (United States dollars)	
Food and Related Costs	-
Cash and Vouchers and Related Costs	-
Capacity Development & Augmentation	2,742,000
DSC	480,867
ISC	225,601
Total cost to WFP	3,448,468

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

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 CSP outlines WFP's support to the Government of Zimbabwe in achieving five specific Strategic Results. This Development Project operationalises Strategic Result five: *"Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025"*. It engages both men and women in mitigation and response efforts at the community level in order to ensure gender-responsive development.

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 four aims at strengthening the social protection system to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations is operationalized through Development Project 200945 (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.

This Development Project particularly focuses on stimulating local production and enhancing agricultural market access with a particular focus upon post-harvest handling and quality control and assurance. 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

SITUATION ANALYSIS

1. Land-locked, with a population of 13.1 million,² 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,³ maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births.⁴
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 2015.⁵
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.⁶ Ninety-eight percent of farmers are smallholders,⁷ characterized by low productivity and lack of market competitiveness.⁸
5. Until 2000, larger scale commercial farms dominated Zimbabwean agriculture. Land reform policy has since dramatically transformed the sector - 98 percent of farmers are smallholders who are mainly organised through the Zimbabwe Farmers Union and work 73 percent of Zimbabwe's agricultural land.⁹ Smallholder farming is characterized by low productivity and lack of market competitiveness,¹⁰ and by constraints such as limited extension services, exposure to frequent adverse weather condition, poor access to finance and agricultural inputs, limited access to markets and lack of market information.
6. Women comprise 60 percent of the agricultural workforce¹¹ but their capacity is constrained by disadvantages in land ownership/usage rights and access to credit.^{12,13} With Zimbabwe's practice of ownership of assets and titles to land used as collateral for credit, women are at a further disadvantage.¹⁴
7. As many men migrate to towns in Zimbabwe and neighbouring countries to find work, 42.6 percent of agricultural households are headed by women.¹⁵ Remittances are a major source of non-agricultural income for rural households in some regions.¹⁶ Women typically remain at home, supplementing household incomes through agricultural labour.
8. 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

² Zimbabwe National Statistics Agency. 2013. *Census 2012: National Report*. Harare.

³ Ibid

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

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

⁶ Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

⁷ World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. Harare.

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

⁹ World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. Harare.

¹⁰ Government of Zimbabwe and the Food and Agriculture Organization of the United Nations (FAO). 2012. *Country Programme Framework, 2012–2015*. Harare.

¹¹ Government of Zimbabwe, National Nutritional Nutrition Survey – 2010. July 2010. Harare.

¹² Zimbabwe National Statistics Agency. *Women and Men in Zimbabwe Report 2012*. Harare. April 2013.

¹³ USAID Gender Analysis and Assessment for Feed the Future Programming, 2012.

¹⁴ Zimbabwe National Statistics Agency. 2013. *Women and Men in Zimbabwe Report, 2012*. Harare.

¹⁵ FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

¹⁶ Muza, O. 2009. *Informal Employment, Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Rome, FAO.

percent were chronically food-insecure.¹⁷ Increasingly erratic rainfall results in peaks in food insecurity every 4-5 years.¹⁸ 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.

9. 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.¹⁹
10. 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, economic deflation 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.²⁰
11. Maize is cultivated by 80 percent of rural households,²¹ but there is an estimated annual cereal deficit of 382,000 mt.²¹ National maize yields of 0.79 mt/ha are far below the regional average with wide variations across Zimbabwe depending upon precipitation, soil quality, topography, etc. Maize prices are officially set by the Government through the national Grain Marketing Board (GMB). However continuously late payments from the GMB has led many producers to sell their produce on unregulated informal markets or shift to the production of cash crops such as tobacco.
12. 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.²²
13. Market barriers are particularly challenging in food-deficit areas, where small traders are constrained by inefficiency and high transaction costs.²³ Informal selling and bartering are the most common form of trading among smallholder farmers, resulting in highly localized markets. Private traders are beginning to purchase moderate amounts from smallholders and to develop market linkages with producers.²⁴ Maize imports by the Government and private traders help to bridge the gap in cereal availability.
14. Post-harvest storage and handling difficulties lead to significant food losses: more than 60 percent of rural households store their food crops in unsuitable facilities. Despite 63 percent of the rural population being aware of health risks associated with eating spoiled food, most maize that has changed in colour, smell and/or taste is still consumed.²⁵

¹⁷ WFP and the National Food and Nutrition Security Council integrated context analysis, 2015.

¹⁸ WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Harare.

¹⁹ 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.

²⁰ Zimbabwe National Statistics Agency. 2013. *Poverty, Income, Consumption and Expenditure Survey: 2011/12 Report*. Harare.

²¹ The Zimbabwe Vulnerability Assessment Committee (ZimVAC) rural livelihoods assessment reports, 2012–2014.

²² United Nations Zimbabwe. 2016. *Humanitarian Response Plan: Zimbabwe*. Harare.

²³ ACDI/VOCA. 2012. *Market Mechanisms to Achieve Food Security*. Washington DC, USAID.

²⁴ AUSAID and Department for International Development (DFID). 2009. *Understanding Markets in Zimbabwe*. Harare.

²⁵ ZimVAC. 2013. *Rural Livelihoods Assessment Draft Report*. Harare.

PAST COOPERATION AND LESSONS LEARNED

15. 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; and iii) a suite of activities focused on stimulating local production and enhancing agricultural market access are integrated in its portfolio.
16. 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 of smallholder farmers, in line with the Government's new agenda on social transfers²⁶.
17. 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.
18. In 2014 and 2015 in partnership with the Ministry of Agriculture and with financial support from China, WFP implemented a pilot to improve the capacity of smallholder farmers to produce drought-resistant small grain crops. Over 300 lead farmers and 70 agricultural extension workers were trained and multiple demonstration plots were established. This successful initiative was replicated using finance released under the FoodSECuRE²⁷ initiative in the 2015 / 16 agricultural season. A review of this project recommended that the WFP support should be expanded along the value chain, focusing on post-harvest and demand-side aspects while strengthening synergies with other initiatives on the production and supply-side elements.
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 ZUNDAF²⁸ 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.²⁹ 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.

STRATEGIC FOCUS OF THE DEVELOPMENT PROJECT

22. This Development Project focuses on Strategic Result five of the WFP Zimbabwe Country Strategic Plan: "*Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025*". The overall goal of this intervention is to

²⁶ WFP. 2014. Protracted relief and recovery operation (PRRO) 200453, final evaluation report. Harare. Zimbabwe.

²⁷ The Food Security Climate Resilience (FoodSECuRE) Facility is a multi-year, replenishable fund developed by WFP to financially and programmatically support community-centred action to reinforce and build climate resilience..

²⁸ United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

²⁹ See: http://pdf.usaid.gov/pdf_docs/pa00jt8c.pdf

contribute to national food security, economic development and resilience-building initiatives through WFP's support to agriculture market access and local procurement.

23. Activities under this Development Project support the globally agreed upon Social Protection Floors Recommendation³⁰, the priorities of the Sendai Framework for Disaster Risk Reduction 2015-2030,³¹ and contribute Malabo Declaration commitment 3a, SDG target 2.3 and the Zimbabwe Zero Hunger Strategic Review recommendations 1, 2, 3, 4, 5, 6 and 7.³² 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 activities outlined herein support Zimbabwe's 2009 Environmental Policy and Strategy. With the overall aim to maintain environmental sustainability, the thrust of this policy is to sustain the long term ability of the natural resources to meet the basic needs of the people, enhance food security and reduce poverty.
27. This Development Project is aligned to Strategic Result five of the CSP, and supports the Agriculture Investment Plan (2013-2017) which aims to increase the production, productivity and competitiveness of Zimbabwean agriculture through building the capacity of farmers and institutions. The Agriculture Investment Plan prioritizes the improved management and sustainable use of resources and increasing the participation of farmers in domestic and export markets. In addition, this Development Project supports the Grain Marketing Act and the Warehouse Receipt Act which together aim to manage the post-harvest handling, storage, and marketing of key agricultural crops.
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 200945 focuses on Strategic Result four which contributes towards strengthening the national social protection system. Together, the protracted relief and recovery operation and these two development projects compose the entirety of WFP's portfolio of assistance in Zimbabwe as laid out in the Country Strategic Plan (2016-2020). Therefore, these three projects should be viewed 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

³⁰ See: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:3065524

³¹ See: http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf

³² SDG target 2.3: smallholder productivity and income increased; Malabo Declaration commitment 3a: accelerate growth and productivity levels; Zimbabwe Zero Hunger Strategic Review Recommendation 1) strengthen implementation of policies and programmes, 2) improve management of climate and disaster risk, 3) enhance market integration of smallholders 4) re-establish the national strategic grain reserve, 5) enhance engagement of private sector, 6) scale up advocacy for zero hunger, and 7) increase attention to food loss and waste.

European Community Humanitarian Office who ended their presence in the country back in 2013 and 2014.

Activities

⇒ *Enable farmers' organizations to market drought-resistant crops*

30. The majority of farmers in Zimbabwe are smallholders, and they lack the capacities to effectively engage with markets. WFP, together with supply-side partners such as FAO, will build marketing capacities among farmers' groups. Capacity development will focus on organizational management, basic business and accounting skills, accessing and utilizing market information and standardized tendering and contracting practices.
31. Based on experience in other countries, WFP will focus on facilitating women smallholders' sustainable access to markets. A gender analysis will be conducted with the aim of highlighting the structural inequalities affecting female smallholders' access to markets as well as identifying asset creation activities which reduce the labour demands of women and increase their ability to actively participate in decision making positions of farmer organisations.
32. WFP support to national social protection programmes provides a structured demand at scale that can stimulate under-developed markets for drought-resistant grains and pulses. Traditionally planted by women, pulses and legumes are important sources of protein. A component of social behaviour change communication (SBCC), will be incorporated into this activity to encourage household consumption by the smallholder farmers of the pulses produced. Pulses are highly nutritious and are a complementary food for infants and young children to meet their daily nutritional needs.

⇒ *Develop a focused and coordinated local procurement mechanism*

33. WFP will further develop its local procurement mechanisms and demand to leverage the investments and expertise of stakeholders such as FAO, traders with access to credit schemes and NGOs that have developed farmers' groups. Traders seeking supplies from smallholder farmers will be able to participate in WFP tenders. This work will be guided by a comprehensive feasibility assessment and scoping exercise of food procurement systems, mechanisms and institutions in Zimbabwe. A particular focus will be on understanding gender inequalities at all stages of the value chain.
34. Results of the feasibility study will guide WFP's procurement as well as providing support to relevant national procurement-related systems and institutions. This activity is closely interlinked with strategic result three under the PRRO 200944 that focuses on supporting government and industry to enforce fortification standards and develop locally produced specialized and fortified foods.

⇒ *Support the development of micro-storage infrastructure and improve post-harvest handling and management practices*

35. Based on a joint WFP and FAO study conducted on post-harvest loss management in Zimbabwe in 2015³³, investments in building or repairing storage and processing facilities will be made. Links to asset-creation programmes and in particular those which reduce the labour demands of women which are taking place under the PRRO will be established wherever possible. For example the construction of seedbanks and improved granaries and working additional days on FFA activities to access cash to purchase small silos. Smallholder farmers targeted are mainly located in agroecological zones IV and V, which are the lowest rainfall areas and are more suitable for small grain production.
36. WFP will work with the Ministry of Local Government at the district level to strengthen the planning and coordination capacities of local authorities through the seasonal livelihood programming and community-based participatory planning processes to better

³³ Small Grains Post-harvest losses study. WFP, FAO, Chinhoyi University and the University of Zimbabwe. Harare. 2015.

link under-developed markets to increasing market demand and support the development of micro-storage infrastructure and improve post-harvest handling and management practices.

⇒ *Support the development of a warehouse receipt and commodity exchange system*

37. As part of the comprehensive procurement systems assessment mentioned above, WFP will analyse the potential appropriateness and feasibility of restoring the national warehouse receipt and commodity exchange systems. Guided by its findings and based on WFP experience in other countries such as Malawi, WFP may support the repair and/or construction of facilities and new management mechanisms. Potential links to the national strategic grain reserve system whose re-establishment is being supported under strategic result four and private sector and community storage mechanisms will be explored.

Strategic partnerships

38. 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.
39. WFP will expand its role with the Food and Nutrition Council and other stakeholders in food and nutrition security and livelihood assessments to ensure that all partners take up the recommendations of the Zero Hunger Strategic Review. Some of the ways, WFP will support the Food and Nutrition Council is by strengthening their capacity through secondment or short term support on analysis or M&E. Other options include opportunities for South-South support.
40. With WFP's more active focus on smallholder farmer capacity development, collaboration with the Ministry of Agriculture, Mechanization, and Irrigation Development has recently increased. WFP's links with the agriculture extension service will be further strengthened in delivering the planned support to smallholders. These partnerships will become increasingly fundamental as WFP's overall role in agriculture support increases in the portfolio.
41. FAO and WFP are developing a joint roadmap on resilience building in Zimbabwe that has a strong focus upon support to smallholder farmers and local procurement. This collaboration among the Rome Based Agencies will be further strengthened with the imminent return, to Zimbabwe of a fully operationally International Fund for Agricultural Development (IFAD).
42. In partnership with FAO, WFP will support government in facilitating access to markets and minimizing food losses improving food quality and safety. WFP will engage the private sector at key points along the value chain, with an initial focus on small grains and pulses with the aim of increasing smallholders' incomes to access food and meet other needs.
43. WFP will partner with local NGOs focused on enhancing women's participation in the agricultural market as well as work with women's groups to enhance gender equality and women's empowerment approaches in this Development Project. This constitutes a key strategy within the regional gender strategy and will contribute to ensuring that WFP food assistance activities implemented under the PRRO will not add to the already heavy labour demands for women but rather incorporate strategies to reduce, recognise and redistribute burdens of unpaid work.
44. WFP will expand its engagement in supporting south-south and triangular cooperation to provide the government with critical access to additional expertise and skills needed to enhance smallholder access to markets. 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 and India.

PROGRAMME MANAGEMENT, MONITORING AND EVALUATION

45. WFP will develop a monitoring and evaluation plan that measures performance against the relevant CSP 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.
46. Outcome, output and process indicators will be disaggregated by gender. Baseline information will be generated from current data and future surveys. A mid-term review of the Country Strategic Plan will be conducted that will cover all five Strategic Results, to assess progress and inform subsequent support that will also measure progress towards gender equity. This will be followed by a full Country Strategic Plan evaluation in 2020. Monitoring and evaluation will help ensure accountability and – together with lessons learned – provide evidence to guide adjustments to WFP’s work.
47. This two year Development Project has a total budget of US\$ 3.4 million. This will allow for investments in human resources, tailored training for smallholder farmers, systems strengthening for warehouse and commodity management and investments in storage and processing infrastructure.

Procurement

48. Goods and services required for this operation will be sourced locally, regionally, or internationally depending on availability and cost efficiency. All the procurement will adhere to the principles of competition, transparency, separation of duties, accountability and ethics in line with WFP procurement guidelines.

RISK MANAGEMENT

49. 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.
50. 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.
51. 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.
52. 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.
53. Additional skills will be needed in social protection, nutrition, market support, cash-based transfers, vulnerability analysis, disaster risk reduction, resilience, food technology, research, policy engagement and partnership-building. Support from Headquarters and the Regional Bureau will be requested as required.
54. 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.

55. 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 through PRRO 200944.
56. 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

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

APPROVAL

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Jim Harvey
Chief of Staff

Date:

PROJECT COST BREAKDOWN			
	Quantity (mt)	Value (USD)	Value (USD)
<i>Food Transfers</i>			
Cereals	-	-	
Pulses	-	-	
Oil and fats	-	-	
Mixed and blended food	-	-	
Others	-	-	
Total Food Transfers	-	-	
External Transport		-	
LTSH		-	
ODOC Food		-	
Food and Related Costs ¹			-
C&V Transfers		-	
C&V Related costs		-	
Cash and Vouchers and Related Costs			-
Capacity Development & Augmentation			2,742,000
<i>Direct Operational Costs</i>			2,742,000
Direct support costs (see Annex I-B)			480, 867
Total Direct Project Costs			3, 222, 867
Indirect support costs (7.0 percent) ²			225, 601
TOTAL WFP COSTS			3, 448, 468

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

² The indirect support cost rate may be amended by the Board during the project.

ANNEX I-B

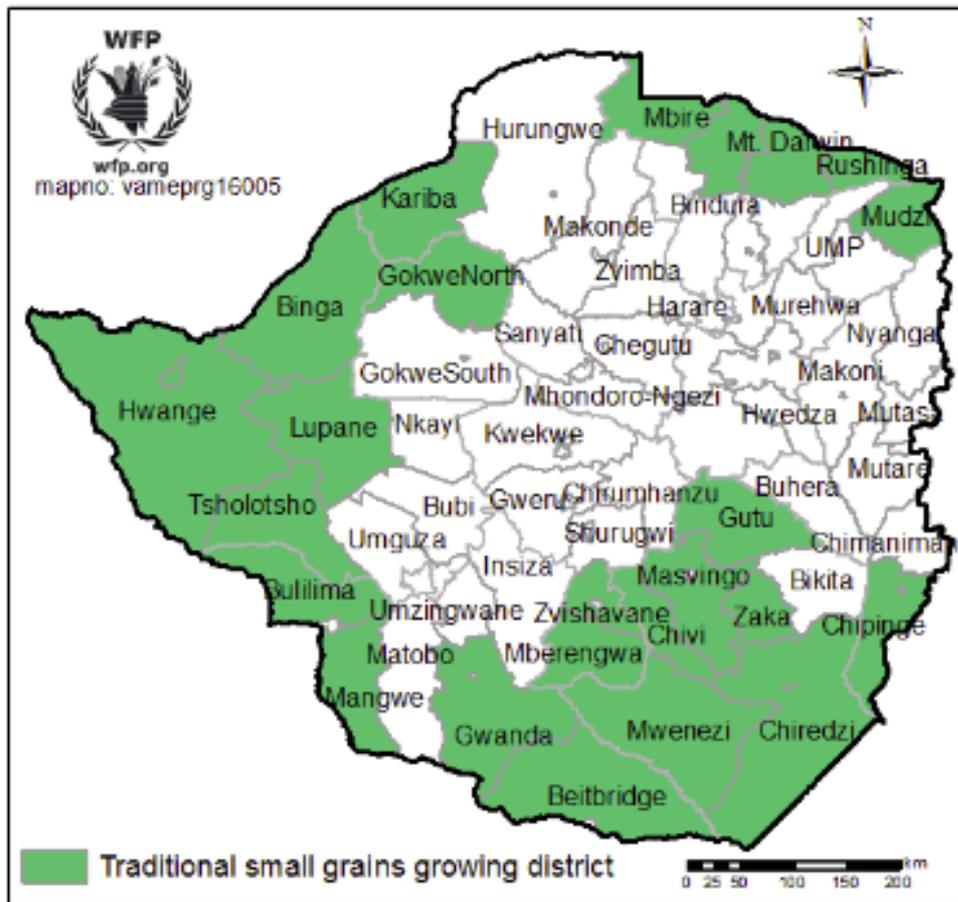
DIRECT SUPPORT REQUIREMENTS (USD)	
WFP Staff and Staff-Related	
Professional staff *	51,309
General service staff **	33,687
Danger pay and local allowances	-
Subtotal	84,996
Recurring and Other	220,000
Capital Equipment	125,871
Security	-
Travel and transportation	50,000
Assessments, Evaluations and Monitoring³⁶	-
TOTAL DIRECT SUPPORT COSTS	480,867

* 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

³⁶ 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: Traditional Small Grains Growing Districts



ACRONYMS USED IN THE DOCUMENT

COMET	Country office monitoring and evaluation tool
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance for Assets
IFAD	International Fund for Agricultural Development
NGO	Nongovernmental organization
PRRO	Protracted relief and recovery operation
SDG	Sustainable Development Goal
SUN	Scaling-Up Nutrition movement
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
WHO	World Health Organization
ZimASSET	Zimbabwe Agenda for Socio-Economic Transformation
ZUNDAF	Zimbabwe United Nations Development Assistance Framework