

**ZIMBABWE**  
**COUNTRY STRATEGIC PLAN (2017–2021)**



**DRAFT**

**Informal Consultation**

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## Executive Summary

WFP's 2017–2021 Country Strategic Plan for Zimbabwe addresses food security and nutrition challenges and proposes priority actions based on: lessons learned; discussions with the Government, donors and partners; the findings of the Zero Hunger Strategic Review; and an assessment of funding possibilities. While maintaining its strong humanitarian assistance capacity, the strategy seeks to sharpen WFP's focus on supporting longer-term national social-protection and resilience-building agendas with a view to achieving zero hunger.

WFP will build upon its innovative work in knowledge and evidence generation while increasingly focusing upon strengthening the systems and institutions that are ultimately responsible for sustainably reaching zero hunger in Zimbabwe.

In view of persistently high chronic undernutrition rates in the country, a nutrition-sensitive approach has been adopted in all areas of programming. WFP will utilize gender and protection analyses to inform implementation management and ensure a 'do no harm' approach is applied across the portfolio.

WFP in Zimbabwe is adopting a "less is more" approach which prioritizes quality over breadth of coverage. It involves harmonization of activities, geographic refocusing and innovative financing options for enhanced impact.

This CSP supports the Government in achieving the following Strategic Outcomes:

1. Food-insecure people, including refugees, in the most affected districts are enabled to meet basic food and nutrition requirements during severe seasonal shocks or other disruptions.
2. Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025.
3. Food-insecure rural households and smallholder farmers achieve food security and resilience to seasonal shocks and stresses.
4. The social-protection system in Zimbabwe ensures that chronically vulnerable populations across the country are able to meet basic needs all year round.
5. Humanitarian and development programmes in Zimbabwe are supported by cost-effective and efficient supply chain services.

WFP will work with a wide range of actors to deliver these Strategic Outcomes. While the Government is the primary partner, WFP will also cooperate and coordinate with FAO, UNICEF, UNFPA, WHO, the SUN initiative and the World Bank.

The plan is aligned with the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) clusters relating to food and nutrition security and social services and poverty eradication. It is integrated with the Zimbabwe United Nations Development Assistance Framework (2016–2020) and contributes to Strategic Results 1, 2, 4, 5 and 8 of WFP's Strategic Plan (2017–2021);<sup>1</sup> it has a gender marker code of 2a.

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<sup>1</sup> See <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

## Country Analysis

### Context

1. Zimbabwe is a landlocked low-income food-deficit country with a population of 15.6 million;<sup>2</sup> it ranked 155<sup>th</sup> of 188 countries in the 2015 Human Development Index, and 85<sup>th</sup> of 104 in the 2015 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> HIV prevalence is 13.7 percent and declining.<sup>5</sup> The literacy rate is 97 percent.<sup>6</sup>
2. Gross domestic product halved between 2000 and 2008, with hyperinflation in 2007–2008, but recovered to annual growth of 8.7 percent between 2009 and 2012. This growth has since slowed as a result of climate change and declining terms of trade.<sup>7</sup> Sanctions imposed by some donor countries continue, but others – for example those applied by the European Union – have eased, opening the way to increased trade.
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 112<sup>th</sup> of 155 countries assessed.

### Food and Nutrition Security Situation

4. The food and nutrition situation is classified as “serious” in the 2015 Global Hunger Index. Zimbabwe achieved some of the Millennium Development Goals, but fell short of Goal 1 – halving extreme poverty and hunger by 2015. It faces significant challenges with regard to Sustainable Development Goal (SDG) 2 – ending hunger.<sup>8</sup>

### Access to food

5. Household access to food is constrained by poverty, declining remittances, low productivity, inadequate employment opportunities, high food prices and recurrent weather shocks, and by economic instability, low growth, deflation and lack of liquidity.
6. In 2009–2014 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>9</sup> This is an improvement from the last decade, when food insecurity affected over half of the population at times.
7. Erratic rainfall causes peaks in food insecurity every four to five years.<sup>10</sup> The recent El Niño caused widespread crop failures, thereby exacerbating food insecurity: 2.8 million people were food-insecure in the 2015/16 lean season, three times the number in previous year, and maize prices increased by up to 75 percent as the need for imports peaked.<sup>11,12</sup>

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<sup>2</sup> See <http://data.worldbank.org/country/zimbabwe>

<sup>3</sup> *Ibid.*

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

<sup>5</sup> National AIDS Council, 2014.

<sup>6</sup> Zimbabwe National Statistics Agency. 2013. *Census 2012: National Report*. Harare.

<sup>7</sup> See <http://www.worldbank.org/en/country/zimbabwe/overview#1>

<sup>8</sup> Zimbabwe Ministry of Economic Planning and Investment Promotion and the United Nations. 2013. *Millennium Development Goals Progress Report*. Harare.

<sup>9</sup> WFP and the National Food and Nutrition Security Council integrated context analysis, 2015.

<sup>10</sup> WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Harare.

<sup>11</sup> WFP. 2015. *El Nino Update. December 2015*. Harare.

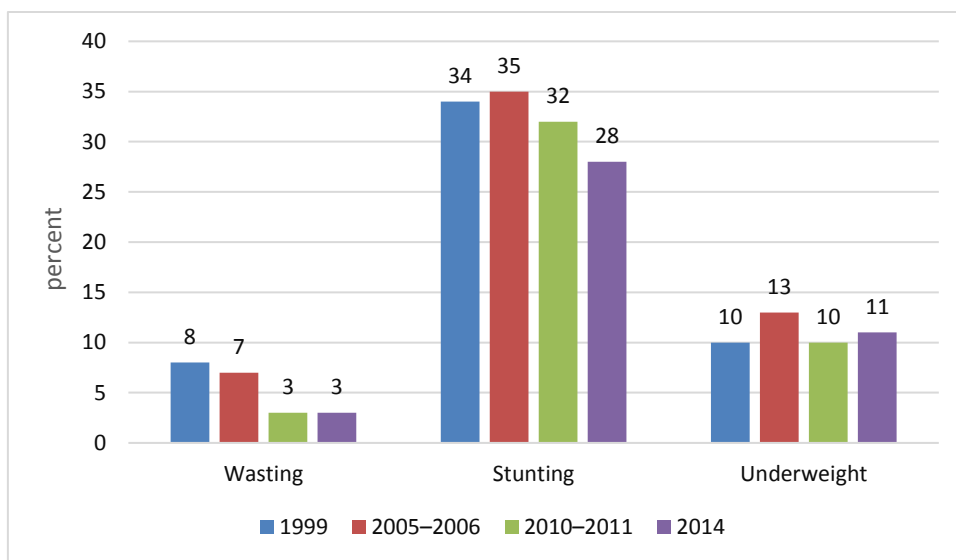
<sup>12</sup> United Nations. 2016. *Humanitarian Response Plan - Zimbabwe*. Harare.

8. An estimated 62.6 percent of Zimbabweans live below the poverty line, 16 percent in extreme poverty. In rural areas 30 percent of the people are extremely poor and 76 percent poor; 38 percent of the urban population are poor.<sup>13</sup>
9. Food insecurity mainly affects southern and western border areas, where land is less productive and people rely on markets for food, and where prices can be 45 percent higher than elsewhere during lean seasons. The combination of poverty and high food prices is a major driver of food insecurity.<sup>14</sup>

*Nutrition*

10. Undernutrition rates are high. The World Health Organization (WHO) classifies acute malnutrition as “acceptable”, but current rates of 11 percent underweight and 28 percent stunting are “poor”.<sup>15</sup> Boys are more undernourished than girls,<sup>16</sup> and children in rural areas are more undernourished than those in urban areas. Overweight rates of 3.6 percent among children under 5 and 33.3 percent among women indicate a double burden of malnutrition.<sup>17</sup>
11. High rates of stunting in areas of low food insecurity and good agricultural production indicate that access to cereals does not guarantee nutrition security<sup>18</sup> and that stunting may be caused by health-related factors:<sup>19</sup> dietary diversity is generally poor and consumption of essential nutrients is insufficient. Only 8.4 percent of children aged 6–23 months receive a minimum acceptable diet;<sup>20</sup> poor feeding practices, morbidity, limited access to health services and lack of clean water and sanitation are also contributory factors.

**Figure 1: Trends in undernutrition among children under 5**



<sup>13</sup> Zimbabwe National Statistics Agency. 2013. *Poverty, Income, Consumption and Expenditure Survey: 2011/2012 Report*. Harare.

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

<sup>15</sup> WHO. 2010. *Nutrition Landscape Information System: Country Profile Indicators: Interpretation Guide*. Geneva.

<sup>16</sup> The 2014 multi-indicator cluster survey found 31.1 percent stunting prevalence among boys and 24.1 percent among girls.

<sup>17</sup> Zimbabwe National Statistics Agency. 2012. *Zimbabwe Demographic and Health Survey, 2010–11*. Harare.

<sup>18</sup> Government of Zimbabwe and FAO. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>19</sup> Food and Nutrition Council and WFP. 2014. *Integrated Context Analysis*. Rome.

<sup>20</sup> Government of Zimbabwe. 2010. *National Nutrition Survey, 2010*. Harare.

12. Consumption of micronutrient-rich food is low because maize is the staple. The prevalence of vitamin-A deficiency is 19 percent among children under 5,<sup>21</sup> but malnutrition is rarely recognized unless children are visibly wasted; the prevalence of anaemia is 70 percent among children under 2 and has not improved in the last decade.<sup>22</sup> Iron deficiency affects 61 percent of women of childbearing age, and vitamin-A deficiency affects 23 percent.<sup>23</sup> Iron, zinc and calcium requirements are not being met, but intake of nutrient supplements along with complementary feeding messages can meet the needs of children under 2 and mothers.<sup>24</sup> A 2014 survey of people living with HIV showed that food insecurity is strongly associated with malnutrition.<sup>25</sup>

#### *Smallholder farmer productivity and income*

13. Agriculture, on which 70 percent of the population rely, accounts for 20 percent of gross domestic product.<sup>26</sup> It was dominated by large commercial farms until 2000, since when land reforms have transformed the sector: 98 percent of farmers are smallholders working 73 percent of agricultural land; they are organized largely through the Zimbabwe Farmers Union.<sup>27</sup> Smallholder farming is characterized by low productivity, limited access to markets and lack of competitiveness,<sup>28</sup> limited extension services, frequent adverse weather and poor access to finance and inputs.
14. Women constitute 60 percent of the agricultural workforce, but own only 19 percent of commercial farms, have usage rights on 45 percent of communal plots and generally do not make decisions regarding purchases, loans or sales;<sup>29</sup> they are also disadvantaged because ownership of assets and titles to land used as collateral for credit.<sup>30</sup>
15. Because many men migrate to towns and neighbouring countries to find work, 42.6 percent of agricultural households are headed by women.<sup>31</sup> Remittances are a major source of non-agricultural income for rural households.<sup>32</sup> Women typically supplement household incomes through agricultural labour.
16. Post-harvest difficulties lead to significant food losses: 60 percent of rural households store crops in unimproved facilities. Although 63 percent of the rural population are aware of health risks associated with eating spoiled food, most maize that has changed colour, smell or taste is nonetheless consumed.<sup>33</sup>

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<sup>21</sup> Food and Nutrition Council. 2014. *Zimbabwe National Nutrition Strategy*. Harare.

<sup>22</sup> WHO. 2010. *Nutrition Landscape Information System: Country Profile Indicators: Interpretation Guide*. Geneva.

<sup>23</sup> Government of Zimbabwe and FAO. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>24</sup> Johns Hopkins Bloomberg School of Public Health. 2012. *ZVITAMBO: Zimbabwe Vitamin A for Mothers and Babies Project*. Baltimore, MD, USA.

<sup>25</sup> Ministry of Health and Child Care. 2014; WHO Global Tuberculosis Report. 2014. *Nutrition assessment and vulnerability profiling study of people living with HIV, 2014*. Harare.

<sup>26</sup> Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

<sup>27</sup> World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. Harare.

<sup>28</sup> Government of Zimbabwe and FAO. 2012. *Country Programme Framework, 2012–2015*. Harare.

<sup>29</sup> USAID. 2012. *Gender Analysis and Assessment for Feed the Future Programming*. Washington DC.

<sup>30</sup> Zimbabwe National Statistics Agency. 2013. *Women and Men in Zimbabwe Report, 2012*. Harare.

<sup>31</sup> FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

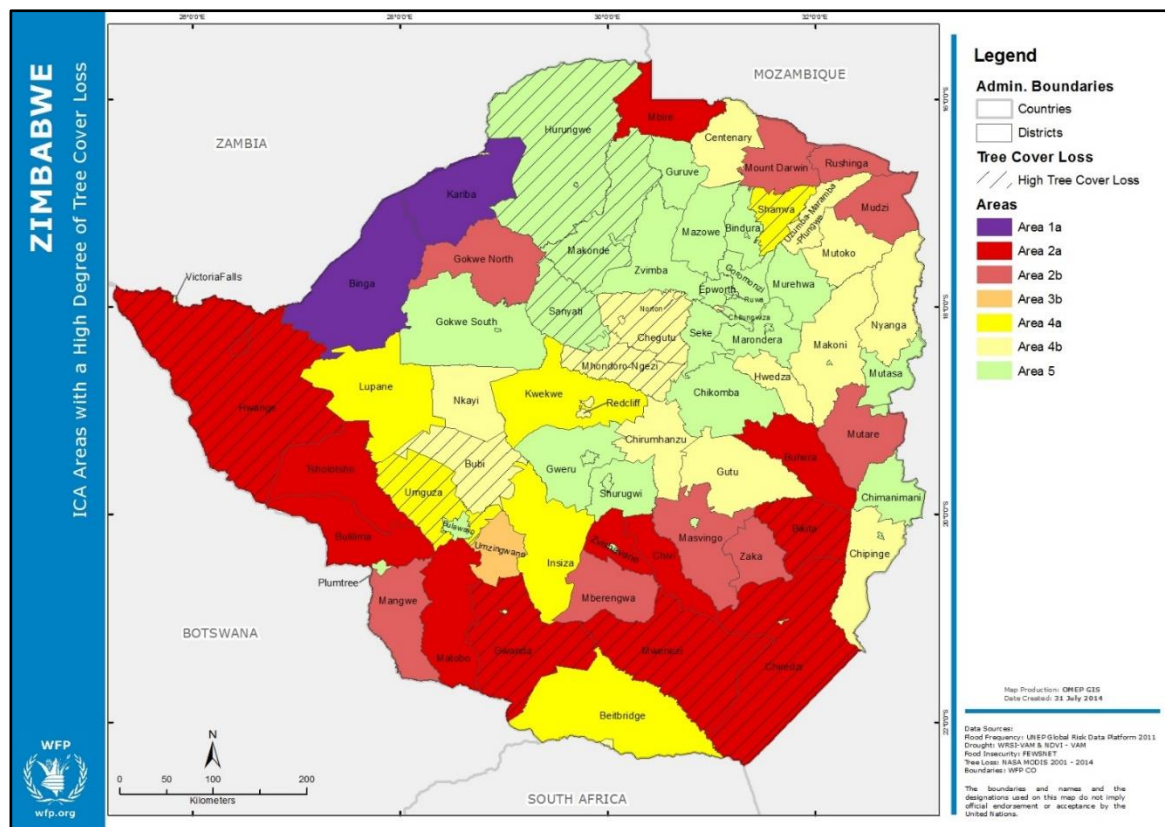
<sup>32</sup> Muza, O. 2009. *Informal Employment, Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Rome, FAO.

<sup>33</sup> ZimVAC. 2013 Rural Livelihoods Assessment Draft Report. Harare.

## Sustainable food systems and resilient agricultural practices

17. Maize is cultivated by 80 percent of rural households,<sup>34</sup> but there is an annual cereal deficit of 382,000 mt. Maize yields of 0.79 mt/ha are far below the regional average. Groundnuts and sorghum are the second and third most cultivated food crops; tobacco and cotton are the most cultivated cash crops.<sup>35</sup> Maize prices are set by the government Grain Marketing Board, but consistently late payments lead many producers to sell in other markets or shift to cash crops such as tobacco that are less regulated.
18. In food-deficit areas small traders are constrained by inefficiency and high transaction costs.<sup>36</sup> Widespread informal selling and bartering result in highly localized markets. Private traders are beginning to purchase moderate amounts from smallholder farmers and to develop market linkages with producers.<sup>37</sup> Maize imports help to bridge the cereal gap.
19. Rainfall is expected to be increasingly irregular. Deforestation caused by population growth, urban expansion and wood burning has led to land degradation and reduced soil fertility in many areas.<sup>38</sup> The 2015 integrated context analysis identified five patterns of overlap among levels of recurring food insecurity and exposure to natural shocks - category 1 capturing the most severe levels of risk, category 5 capturing the least severe.<sup>39</sup>

**Figure 2: Areas of Food Insecurity, Exposure to Shocks and Land Degradation**



<sup>34</sup> ZimVAC rural livelihoods assessment reports, 2012–2014.

<sup>35</sup> ZimVAC. 2014. Rural livelihoods assessment, draft report. Harare.

<sup>36</sup> ACIDI/VOCA. 2012. *Market Mechanisms to Achieve Food Security*. Washington DC, USAID.

<sup>37</sup> AUSAID and DFID. 2009. *Understanding Markets in Zimbabwe*. Harare.

<sup>38</sup> Chipika, J. and Kowero, G. 2000. Deforestation of Woodlands in Communal Areas of Zimbabwe: Is it Due to Agricultural Policies? *Agriculture, Ecosystems and Environment* 79(2–3) 175–185.

<sup>39</sup> Food and Nutrition Council and WFP. 2014. *Integrated Context Analysis*. Rome.

## **Government Response and Policy Frameworks**

20. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) (ZimASSET) envisages “an empowered society and a growing economy”. Its four clusters include: i) 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 ii) social services and poverty eradication through human capital development and empowerment, employment and gender mainstreaming.
21. Other policies and programmes address food and nutrition security, food fortification, social protection including community work and cash transfers, and agriculture. The Government provides maize for lean-season assistance programmes and Zimbabwe is a member of Scaling Up Nutrition (SUN), indicative of its commitment to better integrate nutrition-sensitive approaches across sectors. The economic slowdown prevents the Government from meeting budget commitments related to the Maputo declaration and the Comprehensive Africa Agriculture Development Programme (CAADP); investment in the sector is led by external actors.

## **Responses of the United Nations and Others**

22. The 2016–2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) supports ZimASSET and the 2030 agenda. An evaluation of the 2012–2015 ZUNDAF<sup>40</sup> recommended a shift from recovery and transitional funding to approaches that integrate resilience and sustainability, particularly disaster risk reduction, livelihoods and food security.
23. In 2013 and 2014, the Office for the Coordination of Humanitarian Affairs and the European Community Humanitarian Office ended their presence in Zimbabwe, reflecting a shift to support for ZimASSET development priorities. A Humanitarian Coordination Team was re-established to manage collective responses led by the Resident Coordinator.
24. WFP coordinates its work through the United Nations country team, which supports the ZUNDAF. The United Nations Children’s Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), WFP and WHO collaborate through SUN to reduce malnutrition. The Resident Coordinator leads programmes addressing vulnerability with a view to long-term resilience.
25. Development partners collect sex-disaggregated data, but a recent assessment found that gender was not mainstreamed.<sup>41</sup> This will be addressed in the 2016–2020 ZUNDAF.
26. Some donors do not provide direct funding for the Government: the World Bank, for example, limits its support to technical assistance and support for the national social-protection system. The Government is therefore turning to emerging economies for trade and aid. Several donors provide assistance through non-governmental organizations (NGOs) and United Nations agencies, and development partners support social and economic development programmes linked to food and nutrition security. Funds managed by UNICEF for health, education and child protection support government programmes. Bilateral development programmes demonstrate the potential for South-South cooperation.

## **WFP’s Contribution to National Response, and Lessons Learned**

27. The 2011 country portfolio evaluation recommended that WFP should focus on long-term recovery and support for a national social protection framework.<sup>42</sup> The protracted relief and recovery operation that ended in June 2016 addressed livelihoods, resilience, acute malnutrition and food insecurity during lean seasons. A 2014 evaluation found the operation to be in line with

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<sup>40</sup> United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

<sup>41</sup> USAID. 2012. *Gender Analysis and Assessment for Feed the Future Programming*. Washington DC.

<sup>42</sup> WFP. 2012. *Zimbabwe: An Evaluation of WFP’s Portfolio (2006–2010)*. Rome.

corporate objectives and, with its increased emphasis on conditional transfers and building resilience, moving into step with the Government's new agenda on social transfers.<sup>43</sup>

28. A 2014 programme review recommended that: i) seasonal support be conditional, with beneficiaries incorporated into asset-creation schemes; ii) greater attention be given to prevention of stunting; iii) support for agricultural markets be included in WFP's portfolio; iv) targeting be reoriented to optimize synergies, communications and partnerships; and v) evidence be gathered to support policy development.<sup>44</sup>
29. A 2016 nutrition mission to support the formulation of this Country Strategic Plan (CSP) recommended that WFP focus on evidence generation and supporting the Government in building district-level delivery capacities;<sup>45</sup> other missions involved designing a capacity-development strategy, identifying opportunities for South-South cooperation and facilitating the mobilization of resources.

### Gap Analysis

30. The Zimbabwe Zero Hunger Strategic Review identified gaps in: i) implementation of policies and programmes; ii) responses to climate and disaster risks; iii) market integration for smallholder farmers; iv) the strategic grain reserve; v) involvement of the private sector; vi) advocacy for awareness of food and nutrition security issues; and vii) attention to food losses and waste.
31. To exploit its comparative advantages, WFP should accordingly focus on:
  - coordination with partners to agree on food-security priorities for the long term;
  - implementation of policy at the community level, closing resource gaps, enhancing consultation with communities, acquiring data and improving private-sector engagement;
  - resourcing for sustainable food and nutrition security, bearing in mind that only 1 percent of the national budget is allocated to nutrition issues;
  - climate and disaster risk reduction, particularly by encouraging investment by the Government and the private sector, and improved food and nutrition security monitoring linked to early warning;
  - systems for supporting agriculture, particularly production and marketing by smallholders;
  - market incentives, structures and systems, to enable food-insecure people to buy adequate food for healthy diets; and
  - management of land and improvement of agricultural assets such as irrigation schemes.

### WFP Strategic Orientation in Zimbabwe, 2017–2021

32. This CSP takes into account lessons learned, discussions with the Government, donors and partners, the Zero Hunger strategic review and an assessment of funding potential. While maintaining its humanitarian assistance capacity, WFP's aim is to support long-term recovery and resilience and address the underlying causes of food insecurity and malnutrition.
33. The CSP is aligned with the ZimASSET clusters for food and nutrition security, social services and poverty eradication, and is integrated with the ZUNDAF (2016–2020). It operationalizes WFP's Strategic Plan (2017–2021) in Zimbabwe and contributes to WFP's strategic results 1, 2, 4, 5 and 8.<sup>46</sup>

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<sup>43</sup> WFP. 2014. *PRRO 200453: Final Evaluation Report*. Harare.

<sup>44</sup> WFP. 2014. *Findings and Recommendations: Strategic Programme Review Mission to Zimbabwe*. Rome.

<sup>45</sup> WFP. 2016. *Nutrition Support Mission to Zimbabwe Country Office: 3-12 May 2016*. Rome.

<sup>46</sup> See <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>



## **Direction, Focus and Intended Outcomes**

34. The CSP establishes WFP's intentions and identifies areas for investment to ensure that the proposed outcomes are achieved. It is integrated with national social-protection and resilience-building agendas with a view to achieving Zero Hunger.
35. The CSP supports the Government in relation to the following Strategic Outcomes:
  1. Food-insecure people, including refugees, in the most affected districts are enabled to meet basic food and nutrition requirements during severe seasonal shocks or other disruptions.
  2. Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025.
  3. Food-insecure rural households and smallholder farmers achieve food security and resilience to seasonal shocks and stresses.
  4. The social-protection system in Zimbabwe ensures that chronically vulnerable populations across the country are able to meet basic needs all year round.
  5. Humanitarian and development programmes in Zimbabwe are supported by cost-effective and efficient supply chain services.
36. WFP's "less is more" approach harmonizes its activities, refocuses them geographically and links them to innovative financing options. The nutrition-sensitive approach in all programming addresses widespread chronic undernutrition. Programme implementation is based on a "do no harm" approach and will include gender and protection analyses.

## **Strategic Outcome 1**

37. Exposure to high levels of disaster risk and lack of coping capacity trap poor households in a cycle of food insecurity and poverty that deteriorates into crisis when a shock occurs. WFP-supported relief interventions address this situation by promoting response capacities, protecting assets and preventing households from becoming food-insecure.
38. The actions under Strategic Outcome 1 are designed to improve access to food and ensure that vulnerable populations consume an adequate diet in times of need, in line with SDG target 2.1, WFP Strategic Result 1, Malabo declaration commitment 3c and Zimbabwe Zero Hunger Strategic Review Recommendations 1 and 2.<sup>47</sup>

## **Activities**

*Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages*

39. Assistance will be informed by market assessments. Targeting will be based on household vulnerabilities and capacities. Lean-season beneficiaries will be gradually integrated into national social-protection systems or asset-creation schemes to reduce the need for WFP support. Programmes involving transfers of food or cash will be used to train beneficiaries in animal husbandry, crop management, financial skills, nutrition and the maintenance of assets.

*Provide unconditional cash and/or food transfers for refugees in camps*

40. WFP will provide food assistance for refugees in Tongogara camp in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Government.<sup>48</sup> This work will be guided by analyses of refugees' livelihood strategies with a view to increasing their employment opportunities and self-reliance.

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<sup>47</sup> See <https://sustainabledevelopment.un.org/?menu=1300>; <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp285484.pdf>; [http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%2026-.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%2026-.pdf); Women's University in Africa. 2016. *Zimbabwe Hunger Strategic Review*. Harare.

<sup>48</sup> UNHCR and WFP. 2014. *Joint Assessment Mission Report, Tongogara Refugee Camp, Zimbabwe*. Harare.

## Strategic Outcome 2

41. WFP will support the Government's nutrition goals by promoting research for more effective policies and programmes. For a social-protection system to be effective in the context of Zimbabwe, nutrition must be an integral component. This nutrition-focused strategic outcome is therefore intimately linked with all others.
42. The actions under Strategic Outcome 2 are designed to: i) improving the diets of young children and increasing access to low-cost fortified foods; and ii) optimizing the Government's nutrition programming. This Strategic Outcome contributes to SDG target 2.2, WFP's Strategic Result 2, Malabo declaration commitment 3d, the Government's SUN commitments and Zimbabwe Zero Hunger Strategic Review Recommendations 1, 5, and 6.<sup>49</sup>

### Activities

#### *Build evidence for nutrition advocacy, policy direction and programme decision-making*

43. In line with the current Cost of Hunger in Africa study (COHA), WFP will support research into dietary gaps among young children and will support national food fortification and production and delivery mechanisms for special nutritious foods in collaboration with United Nations and academic partners. This includes the mobilization of capacity-building support for Zimbabwe to adopt the COHA methodology facilitated by the African Union and the Economic Commission for Latin America and the Caribbean. Analysis of 2016 Zimbabwe Vulnerability Assessment Committee (ZimVAC) data will clarify the causes of malnutrition in times of crisis and inform preventative programming. The 2014 demographic health survey will be used to identify the causes of malnutrition among adolescent girls and the implications for the rest of the population. WFP will help to monitor activities for the prevention of undernutrition.

#### *Support the Government's nutrition programming at national and sub-national levels*

44. SUN partners United Nations Population Fund (UNFPA), UNICEF, WHO, FAO and WFP will support the Government's community-based approach to addressing stunting in districts where it is prevalent. WFP will conduct operational research and pilot programme types, targeting methods, product choices and complementary services to inform impactful and cost effective programming. The integration of nutrition activities into the social-protection system will be explored.
45. WFP will support the Government in addressing the nutrition requirements of pregnant women through capacity development in policy and programme development and the production of guidelines and training. This component includes the provision of food for women at risk of pregnancy complications, in partnership with UNFPA.
46. Nutrition-focused behaviour change communication will be part of programmes for lean-season support, asset creation, seasonal livelihood programming and community-based participatory planning. It will focus on feeding practices, and will emphasize the importance of diversified diets and fortified foods.
47. WFP will support the development of options for locally produced fortified foods and will coordinate the establishment of a SUN business network to engage the private sector in addressing malnutrition.

## Strategic Outcome 3

48. WFP's experience with Purchase for Progress<sup>50</sup> will support its work to increase access to markets and improve rural livelihoods, which will add value to national programmes for food security,

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<sup>49</sup> See <https://sustainabledevelopment.un.org/?menu=1300>; <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>; [http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%2026-.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%2026-.pdf); <http://scalingupnutrition.org/sun-countries/zimbabwe>; Women's University in Africa. 2016. *Zimbabwe Hunger Strategic Review*. Harare.

<sup>50</sup> WFP/EB.1/2015/5-C.

economic development and resilience building. Local purchases of food can stimulate markets for more nutritious crops such as drought-resistant small grains and pulses, which are traditionally planted by women and are major sources of protein.

49. Rural development gains can be nullified by a natural disaster. The effects of climate change are evident in the increasing food-insecurity of vulnerable rural households with insecure livelihoods and degraded assets.
50. This Strategic Outcome aims to facilitate access to markets, minimize food losses, protect assets and increase rural households' incomes. WFP will work with its Centre of Excellence for Rural Transformation in Beijing and other partners. Activities focus on transferring skills, addressing gaps in infrastructure and reducing gender disparities, contributing to Malabo declaration commitments 3a and 6, SDG targets 2.3 and 2.4, WFP Strategic Result 4 and the Zimbabwe Zero Hunger Strategic Review recommendations.<sup>51</sup>

### **Activities**

#### *Support the development of an efficient local food marketing and procurement mechanism*

51. WFP will assess national marketing and procurement systems to guide its food procurement and support the national operations. The feasibility of restoring warehouse receipt and exchange systems and technical assistance in logistics, food safety, quality control, stock management, policy formulation and training will be considered; links to the national grain reserve system will be explored.
52. WFP will use its local procurement mechanisms to leverage the investments and expertise of stakeholders such as FAO, traders with access to credit and NGOs working with farmers' groups. Traders seeking supplies from smallholder farmers will be able to participate in WFP tenders.

#### *Enable farmers' organizations to aggregate and market surplus production*

53. Because most farmers in Zimbabwe are now smallholders who lack the capacities to engage with markets, WFP and FAO will: i) build capacities among farmers' groups, focusing on management, marketing, accounting, utilization of information and standardized contracting; and ii) invest in the repair of storage and processing facilities, in accordance with their study of post-harvest loss management. Links to asset-creation programmes will be established, with particular attention to facilitating market access by women smallholders.

#### *Support the creation and rehabilitation of assets for sustainable food and nutrition security*

54. WFP provides conditional assistance provided that beneficiaries work to create assets, improve livelihoods or build resilience. Livelihood analyses will support the diversification of income sources in line with national social policies, with a focus on women's participation in schemes for the creation of assets such as kitchen gardens, diversified crops, fish ponds and watershed management, which will be linked to WFP's nutrition and market support programmes.

### **Strategic Outcome 4**

55. Recurrent crises have eroded coping capacities, but emergency responses have not addressed the causes of vulnerability. WFP will enhance government capacities to provide coordinated social-protection services that are capable of identifying hunger and responding to shocks. These services build resilience and enhance capabilities to prevent, prepare for, respond to and recover from shocks and seasonal stressors.

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<sup>51</sup> See <https://sustainabledevelopment.un.org/?menu=1300>; [http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%2026-.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%2026-.pdf); <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>; Women's University in Africa. 2016. *Zimbabwe Hunger Strategic Review*. Harare.

56. This Strategic Outcome supports the Social Protection Floors Recommendation,<sup>52</sup> the Sendai Framework for Disaster Risk Reduction 2015–2030,<sup>53</sup> SDG targets 1.3 and 17.9, WFP Strategic Result 5, Malabo declaration commitment 3c and Zimbabwe Zero Hunger Strategic Review recommendations 1, 2, 4, 5 and 6.<sup>54</sup>

### **Activities**

*Provide analytical expertise that supports the planning and management of solutions and responses*

57. WFP will support the Food and Nutrition Council in developing a national food and nutrition information system by enhancing the management of existing early-warning and nutrition analysis mechanisms such as the integrated context analysis. With FAO, UNDP and UNICEF, WFP will support the establishment of a central information system for the Food and Nutrition Council that covers nutrition, HIV and gender aspects so that it can coordinate national hunger-reduction programmes.
58. The Food and Nutrition Council, WFP and partners will enhance the analysis capacities of the ZimVAC with a view to developing multi-sector preparedness, response and recovery programmes, and will assess institutional capacity gaps affecting food and nutrition security as recommended by the Zimbabwe Zero Hunger Strategic Review.
59. At the district level WFP will continue to build government and partner capacities in seasonal livelihood programming and community-based participatory planning; HIV and gender issues will be included, and monitoring and reporting will be enhanced. The response, management and coordination capacities of district councils will be augmented; support for organizations focusing on food and nutrition, civil protection and drought relief will continue.

*Support innovative risk management, insurance and financing mechanisms*

60. WFP will facilitate engagement with the African Risk Capacity, also leveraging South-South opportunities,<sup>55</sup> and with the Food Security Climate Resilience replenishable fund, in partnership with FAO and the Government. The R4 rural resilience initiative will be rolled out as required,<sup>56</sup> focusing on links between early warning and risk financing. Safety nets will be scaled up to address needs in times of stress.

*Support the consolidation, administration and implementation of social transfer programmes under the national social protection system*

61. WFP, UNICEF and the World Bank will support the Government in establishing a central social protection information system, using WFP's SCOPE system for cash operations as a model. The system will include data disaggregated by sex and age for targeting, monitoring and reporting, with links to market monitoring systems and WFP's seasonal assistance and asset-creation programmes; it will be aligned with the Harmonized Social Cash Transfer Programme. WFP will use information about companies providing mobile telephones, security and cash cards to inform policy and optimize the delivery of transfers.

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<sup>52</sup> [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>53</sup> [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>54</sup> See <https://sustainabledevelopment.un.org/?menu=1300>;

<http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>;

[http://pages.au.int/sites/default/files/Malabo%20Declaration%202014\\_11%2026-.pdf](http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%2026-.pdf); Women's University in Africa. 2016. *Zimbabwe Hunger Strategic Review*. Harare

<sup>55</sup> <http://www.africanriskcapacity.org/>

<sup>56</sup> <https://www.wfp.org/climate-change/foodsecure> and <https://www.wfp.org/climate-change/r4-rural-resilience-initiative>

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

62. WFP will assist the Government in re-establishing the national school feeding programme as part of the social-protection system. Links with the agriculture sector will be developed to ensure dietary diversity and micronutrient intake. WFP's support will cover strategy, policy and legislative frameworks, financial management, institutional coordination and programme design and implementation.
63. WFP will mobilize expertise on home-grown school feeding from its Centre of Excellence against Hunger and will seek to improve national safety nets on the lines of Brazil's zero-hunger strategy.

### **Strategic Outcome 5**

64. WFP's strength in supply chain management and logistics is well recognized. WFP leads the logistics cluster in Zimbabwe and provides logistics services for partners, thereby saving time and resources. This Strategic Outcome provides supply-chain services for humanitarian and development partners, contributing to SDG target 17.16 and WFP's Strategic Result 8.<sup>57</sup>

### **Activities**

#### *Provide logistics and procurement expertise and services*

65. WFP will provide supply-chain services as required: these may include procurement management, customs clearance, storage and stock management, verification, transport and delivery. It will also mobilize technical assistance from Malawi to operationalize the warehouse receipt and exchange system.

## **Operationalizing the Plan**

### **Approach**

66. This CSP is guided by the following principles:
  - integration with national social-protection and resilience agendas;
  - analysis and evidence-based engagement to inform government programming and policy development;
  - capacity development and technical assistance to optimize national policies, financing mechanisms, institutions and programmes addressing hunger;
  - optimizing nutrition-related approaches, including through strategic partnership with UNICEF, FAO, UNFPA and WHO;
  - focus: WFP's "less is more" approach prioritizes quality rather than breadth of coverage and promotes synergies with partners' interventions; and
  - mainstreaming of gender and protection in all interventions to ensure that the needs of women, men, girls and boys are met, especially with regard to women smallholders.

### **Partnerships**

67. In accordance with WFP's corporate partnership strategy, increased focus is put on strategic, long-term partnerships to collectively achieve the strategic outcomes outlined above. WFP has partnerships with international and national NGOs, many of whom are members of the WFP-led food assistance working group.<sup>58</sup>

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<sup>57</sup> See <https://sustainabledevelopment.un.org/?menu=1300>;  
<http://documents.wfp.org/stellent/groups/public/documents/resources/wfp286248.pdf>

<sup>58</sup> This includes partnerships with FAO, UNDP, UNFPA and UNICEF.

68. WFP will work with the Food and Nutrition Council and other stakeholders in food and nutrition security and livelihood assessments to implement the recommendations of the Zero Hunger Strategic Review.
69. WFP works with the Ministry of Public Service, Labour and Social Welfare, the Ministry of Primary and Secondary Education and UNICEF to support the national social-protection system and to provide cash-based and in-kind transfers for social safety-net programmes, including school feeding. WFP, UNICEF and the World Bank will continue to support the Government in the establishment of a social protection information system.
70. FAO and WFP have developed a joint roadmap on resilience building in Zimbabwe that has a strong focus on support to smallholder farmers and local procurement. This collaboration among the Rome-based agencies will also be supported by the International Fund for Agricultural Development (IFAD).
71. The Ministry of Health and Child Care leads work on nutrition programming in partnership with WFP, which also partners UNICEF and UNFPA in linking research and practice to optimize food and nutrition security policies.
72. WFP's collaboration with the Ministry of Agriculture, Mechanization, and Irrigation Development which focuses on capacity development for smallholder farmers, is expected to increase during the CSP as support for agricultural markets becomes more prominent in WFP's portfolio.
73. WFP works with the Ministry of Local Government through seasonal livelihood and community-based participatory planning to augment the capacities of local authorities for design and managing resilience building. The Meteorological Service Department and the Ministry of Environment, Water and Climate will be counterparts for developing programmes for weather monitoring, risk management and climate resilience.
74. WFP will continue to support its partners with logistics and procurement services and vulnerability analysis and mapping. Agreements with partners will include the mainstreaming of gender and protection, gender equality, women's empowerment, the prevention of sexual abuse and exploitation and monitoring and reporting.

### **Implications for the Country Office**

75. 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. This strategic shift will require additional skills. Accordingly, WFP will train staff in capacity development, policy engagement, social protection, nutrition, market support, cash-based transfers (CBTs), 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.

### **Resources for Results**

76. The budget for this CSP is estimated at USD 207 million. The investments in capacity development in all Strategic Outcomes increase over time.

<b>COUNTRY PORTFOLIO BUDGET (USD)</b>						
	<b>Year 1 2017</b>	<b>Year 2 2018</b>	<b>Year 3 2019</b>	<b>Year 4 2020</b>	<b>Year 5 2021</b>	<b>Total</b>
Strategic Outcome 1	12 042 249	24 052 752	22 031 406	20 320 675	17 150 754	<b>95 597 836</b>
Strategic Outcome 2	2 236 020	3 194 728	2 815 117	2 314 510	1 820 258	<b>12 380 633</b>
Strategic Outcome 3	16 793 060	17 255 713	18 721 522	16 977 400	15 217 617	<b>84 965 313</b>
Strategic Outcome 4	2 481 283	2 014 015	1 994 314	1 995 587	2 034 975	<b>10 520 174</b>
Strategic Outcome 5	691 627	736 580	740 277	745 949	757 610	<b>3 672 042</b>
<b>TOTAL</b>	<b>34 244 239</b>	<b>47 253 789</b>	<b>46 302 636</b>	<b>42 354 120</b>	<b>36 981 214</b>	<b>207 135 998</b>

*Note:* Figures include management costs (DSC and ISC).

77. Strategic Outcome 1 ensures access to food for vulnerable populations. Its USD 95.6 million budget, which accounts for 46 percent of total resources, is expected to fall because: i) beneficiaries will transition to asset creation; ii) assets created in conditional programmes increase resilience to shocks and reduce the need for lean season support; and iii) risk management, financing and transfer mechanisms under Strategic Outcome 4 will make funding available for disaster response and long-term resilience.
78. Strategic Outcome 2 – the reduction of malnutrition – accounts for USD 12.4 million, 6 percent of the budget, which is allocated to capacity development, technical assistance and the testing of nutrition-specific programmes. The investment will fall as the Government and partners invest in programming on the basis of lessons learned.
79. Strategic Outcome 3 – enhancing the livelihoods of vulnerable rural households and smallholder farmers and building resilience to disaster – accounts for USD 85 million, 41 percent of the CSP budget. Participant numbers will increase in the first two years as beneficiaries of lean-season support are absorbed and stabilize in the third year.
80. Strategic Outcome 4 – equipping the social protection system to enhance food and nutrition security – requires USD 10.5 million, 5 percent of the budget, for investment in human resources, training, systems development and policy and institutional support to ensure that WFP’s support can be reduced as the Government’s capacities are augmented and it implements its own hunger solutions.
81. Strategic Outcome 5 – humanitarian and development programming by the Government and partners, supported with logistics and procurement services – requires USD 3.7 million, 2 percent of the total. The budget increases annually in line with demand for WFP’s services.
82. Given that markets function well throughout Zimbabwe, it is anticipated that the proportion of CBT programmes will increase during the CSP, even though some donors provide significant resources for in-kind assistance. The eventual mix of modalities will reflect the cost-benefit analysis, the integration of WFP’s support into the social protection system, and the knowledge generated through ongoing analysis and experience as the situation in Zimbabwe evolves.

83. WFP Zimbabwe received USD 50 million per year between 2010 and 2014, but contributions fell to USD 20.5 million in 2015. The country office has accordingly developed an advocacy and resourcing plan and is adjusting its strategic orientation with a view to managing fluctuating funding and resource constraints. This will help to foster understanding of WFP's strategic re-positioning and strengths in both emergency and development settings, as well as appropriately message these changes to stakeholders.
84. In the event of a resource shortfall, activities will be prioritized. Nutrition activities under Strategic Result 2 will have the highest priority. Strategic Result 1 will, if necessary, be given priority over asset creation under Strategic Result 3 in the first years of the CSP. Seasonal support will have reduced priority as beneficiaries are absorbed into safety net and livelihood programmes. Shortfalls in Strategic Result 4 are not anticipated.

### **Performance Management and Evaluation**

85. WFP's monitoring and evaluation plan will measure performance against Zimbabwe Zero Hunger Strategic Review targets. Outcome and performance indicators will be assessed annually with the Zimbabwe National Statistics Agency; the Country Office Monitoring and Evaluation Tool will provide information for standard performance reports. By the end of 2016, CBT programming will be managed through SCOPE.
86. Outcome, output and process indicators will be disaggregated by gender and related to baseline information. An evaluation of the CSP at the end of the second year will assess progress to inform subsequent support and will assess gender equity. Monitoring and evaluation will support accountability and guide adjustments to WFP's work.

### **Risk Management**

87. WFP has established preparedness actions for major risks; these will be reviewed periodically, the risk register will be updated and mitigation actions will be monitored.
88. To minimize the risk of insufficient buy-in by the Government and partners, WFP will adopt an evidence-based approach to programming; consultations with partners will ensure that their roles are clear. WFP will counter the risk of insufficient donor support by demonstrating its advantages as a partner in food and nutrition and market support.
89. WFP will review the country office staffing profile and provide training to address gaps. It will help to develop the capacities of government counterparts and partners as necessary. Stringent criteria will be applied to the selection of partners.
90. If political, economic or weather volatility threatens development gains, WFP will maintain its focus on long-term development and resilience, and respond to humanitarian needs as required.
91. Negative impacts on women's workloads and on the quality of food procured will be minimized through gender analysis, targeting, capacity development in post-harvest handling and storage, and engagement of a reputable food inspection company to manage food quality along the supply chain. Operational risks associated with CBTs will be addressed through regular assessments of markets, cost efficiency and the application of appropriate modalities.
92. WFP complies with minimum operating security standards and liaises with the United Nations Department of Safety and Security to ensure staff safety.



## ANNEX I: LOGICAL FRAMEWORK

### Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

<b>ZimASSET mission</b> Provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe	<b>ZimASSET pillars:</b> 1) Food security and nutrition 2) Social services and poverty eradication
<b>Zimbabwe Food Nutrition Security Policy Goal</b> Promote and ensure adequate food and nutrition security for all people at all times in Zimbabwe, particularly among the most vulnerable, in line with cultural norms and values and the concept of rebuilding and maintaining family dignity	<b>Core commitments:</b> 1) Agriculture and food security 2) Social assistance and social protection 3) Food safety and standards 4) Nutrition security
<b>ZUNDAF outcomes:</b> 1.1) Targeted households in rural and urban areas have improved food and nutrition security 1.2) Communities are equipped to cope with climate change and build resilience for household food and nutrition security 4.1) Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty in communities 4.2) Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women 5.3) Government and its partners generate and utilize data for development 6.1) Vulnerable populations have increased access to and utilization of quality basic social services 6.2) Key institutions provide quality and equitable basic social services 6.3) Households living below the food poverty line have improved access to and utilization of social protection services	
<b>Strategic Outcome 1</b> Food insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions <i>(linked to outcome category 1.1)</i> .	<b>WFP Strategic Result 1</b> By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year <i>(SDG Target 2.1, Strategic Objective 1)</i>
<b>Output 1.1:</b> WFP targeted populations received cash- or food-based transfers sufficient to enable them to meet their basic food and nutrition requirements <i>(linked to output categories A1 and A2)</i>	<b>Assumptions</b> <ul style="list-style-type: none"> <li>• National social protection system able to cover an increasing proportion of seasonal food needs</li> <li>• Functioning markets available in areas of refugee settlement</li> </ul>
<b>Strategic Outcome 2</b> Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025 <i>(linked to outcome category 2.1)</i> .	<b>WFP Strategic Result 2</b> By 2030 no one is malnourished, and by 2025 the internationally agreed targets on stunting and wasting in children are met <i>(SDG Target 2.2, Strategic Objective 2)</i> .

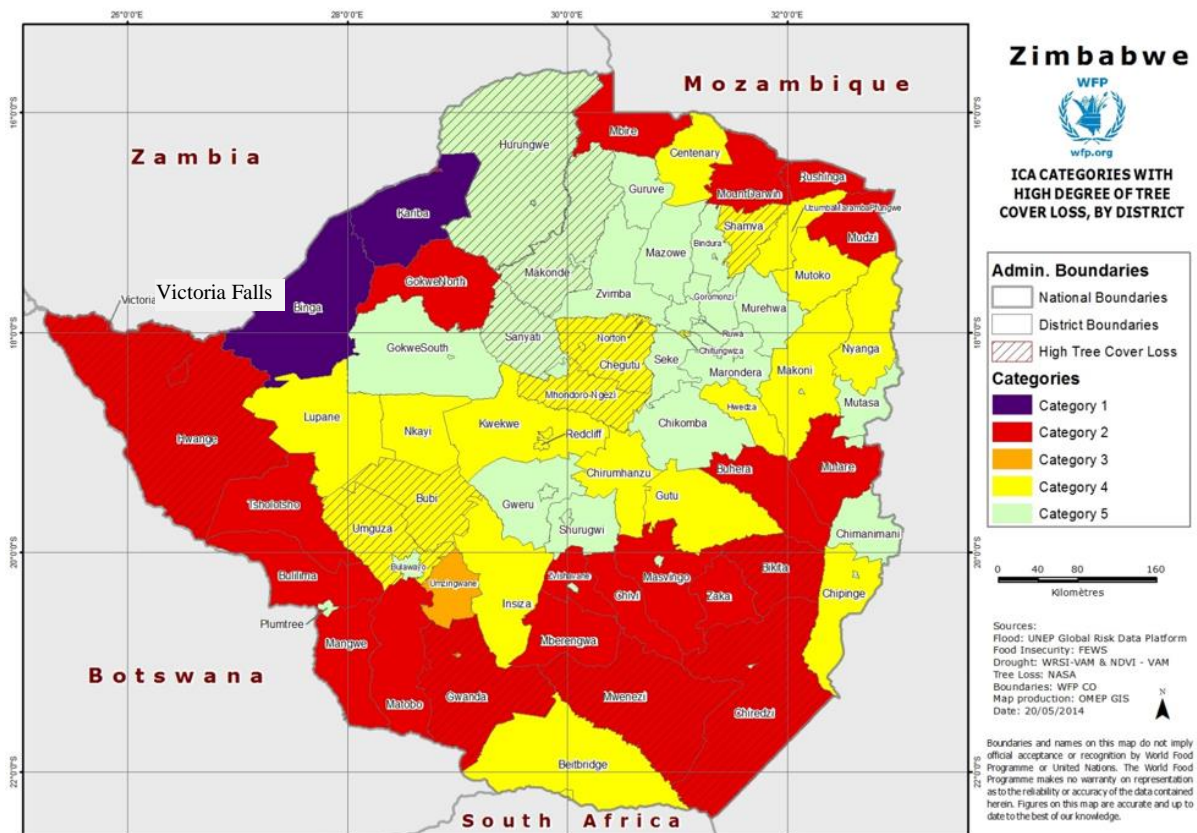
## ANNEX I: LOGICAL FRAMEWORK

<p><b>Output 2.1:</b> Sufficient local knowledge and evidence base for national policy and decisions relating to nutrition specific and nutrition sensitive interventions <i>(linked to output categories I and J)</i>.</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>➤ Investigation of nutrition-specific and nutrition-sensitive issues by academic and research institutions.</li> <li>➤ Availability of partners with expertise to provide clients with sustainable livelihood programming opportunities.</li> <li>➤ Uninterrupted government treatment and care services.</li> </ul>
<p><b>Output 2.2:</b> Targeted beneficiaries provided with cash- and/or food-based transfers, inclusive of specialized nutrient dense products, as appropriate and sufficient to enable them to meet their nutrition requirements <i>(linked to output category A2)</i>.</p>	
<p><b>Output 2.3:</b> Tailored nutrition-focused behavioural change messages adequately delivered to targeted populations <i>(linked to output category E)</i>.</p>	
<p><b>Output 2.4:</b> Local production of nutrient-dense food products to meet local needs is in place and utilized <i>(linked to output category C)</i>.</p>	
<p><b>Strategic Outcome 3</b> Food insecure rural households and smallholder farmers achieve food security and demonstrate resilience to seasonal shocks and stresses <i>(linked to outcome category 4.2)</i>.</p>	<p><b>WFP Strategic Result 4</b> By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality <i>(SDG Target 2.4, Strategic Objective 3)</i>.</p>
<p><b>Output 3.1:</b> National and subnational food procurement and marketing systems enhanced <i>(linked to output category C)</i>.</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>➤ National investment in smallholder agriculture increased to CAADP commitment levels</li> <li>➤ Market regulation of agricultural produce, helping smallholders to engage</li> <li>➤ Government commitment to empowering, equipping and, where necessary, re-establishing district food and nutrition and development committees</li> <li>➤ Availability of partners with technical expertise and financial resources for asset creation and rehabilitation</li> </ul>
<p><b>Output 3.2:</b> Smallholder farmers’ net sales, including of drought-resistant crops, increased <i>(linked to output category F)</i>.</p>	
<p><b>Output 3.3:</b> Micro-storage and other post-harvest infrastructure available and accessed by smallholder farmers and farmers’ organizations across the country <i>(linked to output categories C and D)</i>.</p>	
<p><b>Output 3.4:</b> Income generating assets linked to food security are produced and/or rehabilitated and made available to rural communities <i>(linked to output category D)</i>.</p>	
<p><b>Output 3.5:</b> Prioritized districts are better able to plan and manage resilience-building linked to food security and nutrition <i>(linked to output category C)</i>.</p>	
<p><b>Strategic Outcome 4</b> The social protection system in Zimbabwe ensures that chronically vulnerable populations across the country are able to meet their basic needs all year round <i>(linked to outcome category 5.1)</i>.</p>	<p><b>WFP Strategic Result 5</b> Countries have strengthened capacities to implement the SDGs. International support for capacity-strengthening, including through South–South and Triangular cooperation, provides common services, improves implementation of national plans to achieve all the SDGs, especially through greater technology transfer, innovation, improved data collection and quality, and knowledge sharing. <i>(SDG Target 17.9, Strategic Objective 4)</i>.</p>

**ANNEX I: LOGICAL FRAMEWORK**

<p><b>Output 4.1:</b> National and local safety nets and programmes have increased capacity to target and reach all food-insecure people (<i>linked to output category C</i>).</p>	<p><b>Assumptions</b></p> <p>Continued government commitment to investing resources in the national social protection system.</p> <p>Continued support for social protection programmes from development partners.</p>
<p><b>Output 4.2:</b> National Social Protection Systems are able to expand and scale-up services in times of crises (<i>linked to output categories C and G</i>).</p>	
<p><b>Output 4.3:</b> Policy and regulatory frameworks, and design and delivery of national food security programmes reflect global best practices and experiences (<i>linked to output category C</i>).</p>	
<p><b>Output 4.4:</b> Prioritized districts are better able to plan and manage resilience-building linked to food security and nutrition (<i>linked to output category C</i>).</p>	
<p><b>Strategic Outcome 5</b></p> <p>Humanitarian and development programmes in Zimbabwe are reliably supported by world-class, cost effective and efficient supply chain services (<i>linked outcome category 5.1</i>).</p>	<p><b>WFP Strategic Result 8</b></p> <p>Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs. In humanitarian and other situations, and when called on by partners, WFP provides common services, mobilizes and shares knowledge, expertise, technology and financial resources, including through South-South and Triangular cooperation (<i>SDG Target 17.16, Strategic Objective 5</i>).</p>
<p><b>Output 5.1:</b> Humanitarian and development agencies in Zimbabwe are accessing WFP-provided supply-chain services (<i>linked to output category H</i>).</p>	<p><b>Assumptions</b></p> <p>Steady increase in demand from partners.</p>
<p><b>Cross-cutting results</b></p> <p>Accountability to affected populations: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences.</p> <p>Protection: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.</p> <p>Gender: Improved gender equality and women’s empowerment among WFP-assisted population.</p>	

Zimbabwe: Forest Cover Loss and Vulnerability to Food Insecurity



WFP’s district prioritization is based on integrated context analysis. Categories 1 and 2 will be prioritized for all programme interventions. To avoid duplication, districts covered by food security and livelihood programmes will be excluded.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

## **Acronyms Used in the Document**

CAADP	Comprehensive Africa Agriculture Development Programme
CBT	cash-based transfer
COHA	Cost of Hunger in Africa
CSP	Country Strategic Plan
DSC	Direct support costs
FAO	Food and Agriculture Organization of the United Nations
ISC	Indirect support costs
NGO	non-governmental organization
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNICEF	United Nations Children’s Fund
WHO	World Health Organization
ZimASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018)
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework