

ZIMBABWE
COUNTRY STRATEGIC PLAN (2016–2020)



Informal Consultation

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EXECUTIVE SUMMARY

This Country Strategic Plan (2016–2020) sets out WFP’s contributions to the work of the Government of Zimbabwe in addressing food insecurity, chronic undernutrition and environmental degradation. The priority actions take into account WFP’s experience and credibility in the country, the Zimbabwe Zero Hunger strategic review and discussions with the Government, donors and partners. The plan consolidates the shift from humanitarian relief to long-term recovery and resilience-building.

A major aim of the plan is to enhance the resilience of the most vulnerable groups by enabling them to manage stressors and shocks: social-protection interventions will stabilize consumption, ensure access to adequate nutrition and build up sustainable assets and skills. Other interventions will address undernutrition specifically the prevention of chronic malnutrition, the integration of smallholder farmers into markets, and short-term food assistance for vulnerable populations in periods of stress. WFP’s operational support will be increasingly complemented with institutional capacity development and government system strengthening.

This strategy is designed to contribute directly to Zimbabwe’s progress towards the commitments of the Malabo Declaration and Sustainable Development Goal 2, which focus on ending hunger. With the Government and partners WFP will pursue the following Strategic Results:

- The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations.
- The livelihoods of at least 30 percent of vulnerable households are more resilient to shocks and stressors by 2025.
- Efficient and effective basic nutrition services delivered through and integrated across sectors contribute to reducing stunting to 10 percent by 2025.
- Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025.
- Basic food needs of vulnerable populations are met all year round by 2030.

The Zimbabwe Country Strategic Plan (2016–2020) is in line with Strategic Objectives 2, 3 and 4 and has a gender marker code of 2a.

COUNTRY ANALYSIS

Context

1. Land-locked, with a population of 13.1 million,¹ Zimbabwe is a low-income food-deficit country ranked 156th of 187 countries in the 2014 Human Development Index and 46th of 78 in the 2013 Global Hunger Index. Life expectancy is 58 years,¹ maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births.² With HIV prevalence at 13.7 percent, there are 1.6 million orphans and other vulnerable children supported by equally vulnerable caregivers.³ The literacy rate is 97 percent.¹
2. After years of difficulties, including hyperinflation in 2007–2008, the economy has begun to recover. Gross domestic product grew by 6.7 percent annually between 2009 and 2011, slowing to 4.5 percent in 2013 and 3.2 percent in 2014; the projection for 2015 is 2.8 percent.⁴ The Government aims to achieve 9.9 percent growth in 2018,⁵ but a realistic expectation would be 3.5 percent⁶ because of sanctions imposed by some donor countries since 2000. Sanctions applied by the European Union were eased in late 2014, 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 2013 Human Development Report gives a Gender Inequality Index of 0.516, placing Zimbabwe 110th of 149.

Food and Nutrition Security

4. Zimbabwe's food and nutrition situation is classified as “serious” in the 2014 Global Hunger Index. The country is on track to reach some Millennium Development Goals, but not Goal 1 – halving extreme poverty and hunger by 2015.⁷ There are significant gaps regarding the main targets of the Sustainable Development Goal (SDG) to end hunger.⁸

¹ Zimbabwe National Statistics Agency. 2013. *Census 2012: National Report*. Harare.

² Zimbabwe National Statistics Agency. 2014. *Multiple Indicator Cluster Survey 2014: Key Findings Report*. Harare.

³ Zimbabwe National HIV and AIDS Strategic Plan (2011–2015).

⁴ See: <http://www.worldbank.org/en/country/zimbabwe/overview>

⁵ Government of Zimbabwe. 2013. *Zimbabwe Agenda for Sustainable Socio-Economic Transformation: Towards an Empowered Society and a Growing Economy*. Harare.

⁶ The Economist Intelligence Unit, 9 July 2014.

⁷ Zimbabwe Ministry of Economic Planning and Investment Promotion and the United Nations. 2013. *Millennium Development Goals Progress Report*. Harare.

⁸ The current draft of SDG 2 is “to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture”. Relevant targets include: 2.1) ensure access to food for all people all year round; 2.2) end all forms of malnutrition; 2.3) double the productivity and incomes of smallholder farmers; and 2.4) ensure sustainable food systems and resilient agricultural practices that increase productivity and build capacity for climate change adaptation.

⇒ *Access to food*

5. Household access to food is constrained by poverty, declining remittances, low productivity, inadequate employment opportunities, high food prices, recurrent climate shocks, macroeconomic instability, depressed economic growth and lack of financial liquidity.
6. An analysis covering 2009–2014 estimated that 1 million people – 8.3 percent of the population – were food-insecure, of whom 38 percent were chronically food-insecure.⁹ In the previous decade, food insecurity affected half of the population at times. Increasingly erratic rainfall results in peaks in food insecurity every four to five years.¹⁰ The 2015/16 consumption year is likely to be one of the worst on record following poor rains in 2014/15 and widespread crop failure.
7. Food insecurity and extreme poverty are correlated: an estimated 62.6 percent of Zimbabweans live below the poverty line, with 16 percent in extreme poverty. In rural areas, 30 percent of the population is extremely poor and 76 percent is poor, compared with 38 percent poor in urban areas.¹¹
8. Food insecurity is most prevalent in southern and western border areas, with pockets in the north (Figure 1). With lower grain production in border areas, people rely on markets for their food. Prices in southern areas can be 45 percent higher than in the north during lean seasons, increasing people’s vulnerability to market shocks. This combination of poverty and high food prices is a major driver of food insecurity.¹⁰

⇒ *Nutrition*

9. The prevalence of undernutrition has fallen since 1999, but remains high. In 2014, 3 percent of children under 5 were acutely malnourished or wasted – an “acceptable” rate according to the World Health Organization (WHO). Rates of 11 percent underweight and 28 percent stunting are classified as “poor”; there has been little improvement since 1999.^{2,12} Boys are more undernourished than girls, largely because boys are weaned at an earlier age;¹³ children in rural areas are significantly more malnourished than children in urban areas. Increasing levels of overweight – 3.6 percent among children under 5 and 33.3 percent among women – indicate a double burden of malnutrition.¹⁴

⁹ WFP and the National Food and Nutrition Security Council integrated context analysis, 2015.

¹⁰ WFP. 2014. *Results of Exploratory Food and Nutrition Security Analysis*. Harare.

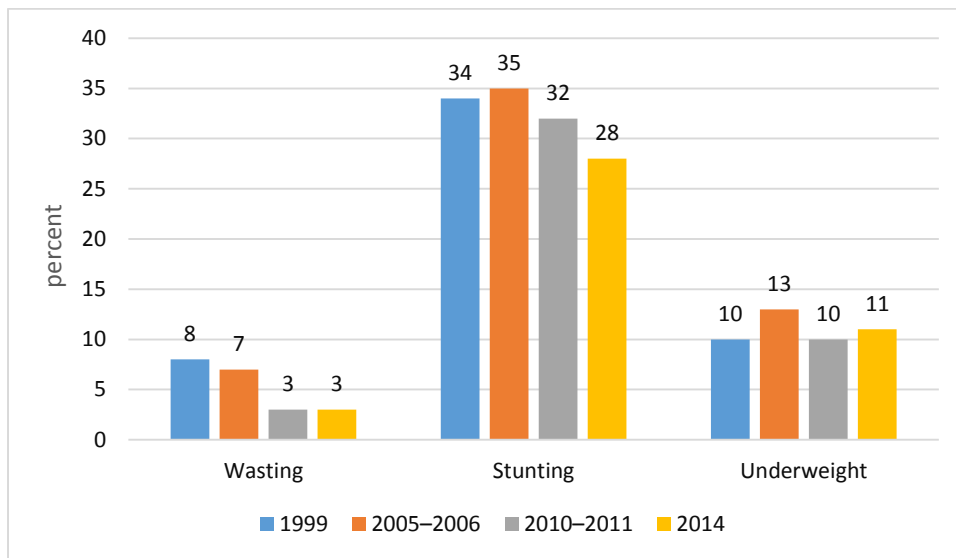
¹¹ Zimbabwe National Statistics Agency. 2013. *Poverty, Income, Consumption and Expenditure Survey: 2011/12 Report*. Harare.

¹² WHO. 2010. *Nutrition Landscape Information System: Country Profile Indicators: Interpretation Guide*. Geneva.

¹³ The 2014 multi-indicator cluster survey found 31.1 percent stunting prevalence among boys and 24.1 percent among girls.

¹⁴ Zimbabwe National Statistics Agency. 2012. *Zimbabwe Demographic and Health Survey, 2010–11*. Harare.

Figure 1: Trends in undernutrition among children under 5



10. Areas with high rates of stunting have moderate and low food insecurity although some have good agricultural production: this shows that access to sufficient cereals does not guarantee nutrition security.¹⁰ Dietary diversity is generally poor, and protein consumption insufficient; only 8.4 percent of children aged 6–23 months receive a minimum acceptable diet.¹⁵ Micronutrient deficiencies, poor feeding practices, morbidity, limited access to health services and lack of clean water and sanitation facilities are also contributory factors. These areas are often the responsibility of women, who generally fetch household water. In rural areas, 69 percent of people have access to improved water sources, but fewer than 40 percent have access to adequate sanitation facilities.¹¹
11. The 70 percent prevalence of anaemia among children under 2 has not improved in the last decade.¹⁴ Prevalence of vitamin-A deficiency is 19 percent among children under 5,¹⁶ but communities tend not to recognize the condition unless children are visibly wasted. Consumption of micronutrient-rich food is low because maize is the preferred staple. Among women of child-bearing age, 61 percent are affected by deficiencies in iron and 23 percent by vitamin-A deficiency.¹⁶
12. Recent evidence indicates that minimum needs for iron, zinc and calcium are still not being met, but improved feeding practices combined with nutrient-rich food meet the micronutrient needs of children aged 6–23 months.¹⁷

¹⁵ Government of Zimbabwe. 2010. *National Nutrition Survey, 2010*. Harare.

¹⁶ Food and Nutrition Council. 2014. *Zimbabwe National Nutrition Strategy*. Harare.

¹⁷ Johns Hopkins Bloomberg School of Public Health. 2012. *ZVITAMBO: Zimbabwe Vitamin A for Mothers and Babies Project*. Baltimore, MD, USA.

13. Acute undernutrition is generally low, but persists among people suffering from chronic illnesses such as HIV and tuberculosis.¹⁸ The prevalence of HIV and AIDS is declining, but at 13.7 percent remains the fifth highest in the world;¹⁹ 80 percent of tuberculosis patients are HIV-positive.¹⁵ A recent survey of people living with HIV showed that their food insecurity is strongly associated with malnutrition.²⁰

⇒ *Smallholder productivity, income and sustainable food systems*

14. Agriculture accounts for 20 percent of gross domestic product; 70 percent of the population rely on agriculture.²¹ Rainfall deficits and variability are expected to increase. Deforestation caused by population growth, urban expansion and fuelwood harvesting has led to increased erosion and land degradation, decreasing soil fertility in many areas.²²
15. Following land reforms in 2000, 98 percent of farmers are smallholders, who work 73 percent of Zimbabwe's agricultural land.²³ Smallholder farming is characterized by low productivity and lack of market competitiveness,²⁴ and by constraints such as limited extension services, poor access to finance, limited access to markets and lack of market information.
16. Women account for 60 percent of the agricultural workforce,¹⁵ but own only 19 percent of commercial farms, have usage rights on 45 percent of plots in communal areas, and are generally unable to make decisions regarding purchases, loans or sales.²⁵ With ownership of assets and titles to land used as collateral for credit, women are at a further disadvantage.²⁶
17. As many men migrate to towns in Zimbabwe and neighbouring countries to find work, 42.6 percent of agricultural households are headed by women.²⁷ Remittances are a major source of non-agricultural income for rural households in some regions.²⁸ Women typically remain at home, supplementing household incomes through agricultural labour.
18. Maize is cultivated by 80 percent of rural households,^{10,29} but there is an estimated annual cereal deficit of 382,000 mt.²⁹ National maize yields of 0.79 mt/ha are far below the regional average.¹⁰

¹⁸ WFP Zimbabwe Country Strategy Design Mission, June 2012.

¹⁹ National AIDS Council, 2014.

²⁰ Nutrition assessment and vulnerability profiling study of people living with HIV, 2014.

²¹ Government of Zimbabwe. 2011. *Zimbabwe Medium-Term Plan, 2011–2015*. Harare.

²² Chipika, J. and Kowero, G. 2000. Deforestation of Woodlands in Communal Areas of Zimbabwe: Is it Due to Agricultural Policies? *Agriculture, Ecosystems and Environment*, Volume 79, Issues 2–3, Pages 175–185.

²³ World Bank. 2009. *Zimbabwe Agrarian Sector Baseline Information Study*. Harare.

²⁴ Government of Zimbabwe and the Food and Agriculture Organization of the United Nations (FAO). 2012. *Country Programme Framework, 2012–2015*. Harare.

²⁵ USAID Gender Analysis and Assessment for Feed the Future Programming, 2012.

²⁶ Zimbabwe National Statistics Agency. 2013. *Women and Men in Zimbabwe Report, 2012*. Harare.

²⁷ FAO. *The State of Food and Agriculture, 2010–2011*. Rome.

²⁸ Muza, O. 2009. *Informal Employment, Gender and Vulnerability in Subsistence Based Agricultural Economies: Evidence from Masvingo in Zimbabwe*. Rome, FAO.

²⁹ The Zimbabwe Vulnerability Assessment Committee (ZimVAC) rural livelihoods assessment reports, 2012–2014.

19. Market barriers are particularly challenging in food-deficit areas, where small traders are constrained by inefficiency and high transaction costs.³⁰ 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.³¹ Maize imports by the Government and private traders help to bridge the gap in cereal availability.¹⁰ Independent sources project higher maize imports for 2015/16.
20. Post-harvest storage and handling difficulties lead to significant food losses: 60 percent of rural households store their food crops in unimproved facilities.

Government Response and Frameworks

21. The vision of the 2013–2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) is “an empowered society and a growing economy”. Its four clusters include:
 - 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.
22. Other policies and programmes relevant to food and nutrition security include those for food fortification, social protection and safety nets, mitigation of the food deficit, and agricultural investments. Zimbabwe joined the Scaling Up Nutrition (SUN) movement in 2011, and is involved in joint implementation of the Seasonal Targeted Assistance Programme, under which the Government provides maize and WFP distribution support.

Responses of the United Nations and Other Partners

23. The 2016–2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) supports the economic and social transformation goals of Zim Asset, and takes into account findings from an evaluation of the 2012–2015 ZUNDAF,³² which recommended shifting from recovery and transitional funding to cross-sectoral approaches that integrate resilience and sustainability. Food and nutrition security is the first of its six result areas.
24. The United Nations Children’s Fund (UNICEF), FAO, WFP and WHO will continue to collaborate with the Government on the Flagship Programme on the Prevention and Treatment of Malnutrition, and nutrition will be a priority area for joint programming.
25. Led by the United Nations Resident Coordinator, the strategic frameworks on building resilience and poverty alleviation seek to address vulnerability while building long-term resilience. The overall aim is to maximize sustainability through transition to national ownership.

³⁰ ACDI/VOCA. 2012. *Market Mechanisms to Achieve Food Security*. Washington DC, USAID.

³¹ AUSAID and Department for International Development (DFID). 2009. *Understanding Markets in Zimbabwe*. Harare.

³² United Nations. 2014. *Independent Evaluation of the 2012–2015 ZUNDAF*. Harare.

26. All development partners, including United Nations agencies, collect sex-disaggregated data, but perform little analysis. A recent study found that gender mainstreaming is not consistently applied.³³
27. In 2013 and 2014, the Office for the Coordination of Humanitarian Affairs and the European Community Humanitarian Office ended their presence in Zimbabwe, signalling the international community's desire to shift its focus and support the development priorities of Zim Asset.

⇒ *Institutional capacities in the food security and nutrition sector*

28. Zimbabwe has an enabling policy environment for food and nutrition security programming, but implementation is constrained by weak institutional capacities in coordination, implementation and monitoring.
29. The main challenges include inadequate planning, monitoring and management, lack of data, and lack of knowledge and skills at the national and sub-national levels.
30. Other constraints include: i) limited financial inclusion, particularly of smallholder farmers; ii) poor market regulation and information systems; iii) lack of investment in the national grain reserve; and iv) lack of engagement with the private sector to facilitate entrepreneurship and commercial farming at the local level.

⇒ *Financing the food security and nutrition sector*

31. The economic slow-down has undermined the Government's capacity to meet the budget commitments of the Maputo Declaration and the Comprehensive Africa Agriculture Development Programme (CAADP). Investment in the sector is led by external actors.
32. Some donors and financing agencies do not provide direct funding to the Government; the World Bank limits its support to technical assistance, analysis and support for the national social protection system; and the Government is turning to emerging economies for trade and aid. Some donors provide assistance, primarily through non-governmental organizations (NGOs) and United Nations agencies.
33. Traditional development partners support multi-year social and economic development programmes linked to food and nutrition security. Multi-donor transition 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

34. Based on evaluations of WFP's work in Zimbabwe, the current protracted relief and recovery operation aims to protect livelihoods, enhance resilience, treat acute malnutrition and address transient food insecurity during lean seasons. It will end in December 2015. An evaluation in 2014 found that the operation was in line with corporate objectives and the Government's policy on social transfers.³⁴

³³ See: http://pdf.usaid.gov/pdf_docs/pa00jt8c.pdf

³⁴ WFP. 2014. Protracted relief and recovery operation (PRRO) 200453, final evaluation report. Harare. Zimbabwe.

35. A 2013 independent review of WFP's implementation of its HIV and nutrition policy in Zimbabwe recommended that WFP improve its position in the nutrition sector and seek to influence policy by providing sound evidence.³⁵
36. A strategic programme review mission in April 2014 recommended that: i) seasonal support be conditional and beneficiaries gradually incorporated into asset-creation schemes; ii) greater attention be given to the prevention of stunting; iii) support for agricultural markets be part of WFP's portfolio; iv) targeting be reoriented to maximize synergies, improve communication and foster partnerships; and v) research mechanisms be developed to generate evidence and facilitate policy engagement.³⁶

Gap Analysis

37. The Zimbabwe Zero Hunger strategic review identified gaps in: i) implementation of policies and programmes; ii) response to climate and disaster risks; iii) market integration for smallholder farmers; iv) the strategic grain reserve; v) involvement of the private sector; vi) advocacy to enhance awareness of food and nutrition security issues; and vii) attention to food loss and waste.
38. WFP brings significant value-added to issues related to access to food, undernutrition, resilience-building, disaster risk reduction and support for smallholder farmers and their communities. However, to make the most of its comparative advantage, WFP needs to focus on challenges in:
- coordination of national response, particularly fragmented engagement with partners, programming often influenced by partners' priorities, and limited understanding of the long-term consequences of food insecurity;
 - implementation of policy at the community level, with gaps in financial and human resources at the local entities implementing programmes, inadequate consultation with communities, limited data and weak private-sector engagement;
 - resourcing for sustainable food and nutrition security – less than 1 percent of the national budget is allocated to nutrition activities;
 - climate and disaster risk reduction, particularly constraints to investments by the Government, the private sector and civil society, and a lack of food and nutrition security monitoring linked to early warning;
 - institutions and systems for supporting agriculture, particularly for production and marketing by smallholders;
 - market incentives, structures and systems, with many food-insecure people unable to buy adequate food for a healthy diet;
 - management and stewardship of agricultural assets and land – many small dams and irrigation schemes are dilapidated; and
 - perceptions of WFP's role and comparative advantages, as funding shortfalls have constrained WFP's shift to long-term resilience-building, contributing to a perception that WFP provides humanitarian relief only. More must be done to show evidence of WFP's comparative advantages.

³⁵ Institute for Health Policy Analysis. 2013. *Republic of Zimbabwe Country Review: WFP HIV and Nutrition Policy Implementation*. Washington DC.

³⁶ WFP. 2014. *Findings and Recommendations: Strategic Programme Review Mission to Zimbabwe*.

WFP STRATEGIC ORIENTATION IN ZIMBABWE, 2016–2020

39. This country strategic plan addresses the identified challenges, proposing priority actions based on lessons learned, WFP’s credibility, discussions with the Government, donors and other partners, the Zero Hunger strategic review and an assessment of funding possibilities. It reflects a consolidation of the shift from primarily focusing on humanitarian relief towards increasing focus on long-term recovery, resilience-building and financing solutions.³⁷
40. The plan is aligned with Zim Asset clusters relating to food and nutrition security, social services and poverty eradication, and with the 2016–2020 ZUNDAF.

Direction, Focus and Intended Impacts

41. Investment is essential. To integrate its portfolio into national social protection and resilience-building programmes, WFP will continue to work on knowledge management, producing evidence and improving national systems and institutions responsible for achieving zero hunger.
42. WFP is adopting a “less is more” approach, focusing on particular geographic areas of need and linking its activities to innovative financing options. Programmes will be nutrition-sensitive and informed by gender and protection analyses, and will ensure the “do-no-harm” approach is applied. WFP will analyse and address the needs of vulnerable populations.
43. This country strategic plan supports the Government in achieving these Strategic Results:
- The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations.
 - The livelihoods of at least 30 percent of vulnerable households are more resilient to shocks and stressors by 2025.
 - Efficient and effective basic nutrition services, delivered through and integrated across sectors, contribute to reducing stunting to 10 percent by 2025.
 - Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025.
 - Basic food needs of vulnerable populations are met all year round by 2030.

³⁷ Should humanitarian relief be required, WFP will use its existing emergency-response mechanisms.

Strategic Result 1: The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations

44. Recurrent crises have eroded coping capacities. WFP aims to enhance government capacities to prevent, prepare for, respond to and recover from shocks and seasonal stressors. Actions support the priorities of the Sendai Framework for Disaster Risk Reduction 2015-2030,³⁸ and contribute to achievement of SDG target 2.1, WFP's Strategic Objective 3 and Malabo Declaration commitment 3c and the Zimbabwe Zero Hunger Strategic Review recommendations 1, 2, 4, 5 and 6.

Activities

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

45. WFP will support the Food and Nutrition Council (FNC), particularly by enhancing the FNC's capacity to manage early-warning mechanisms, analyse the drivers of food and nutrition security, and manage integrated context analysis for district development planning. WFP will ensure that a central information database is established – including data on nutrition, HIV and gender aspects – enabling the FNC to function as an information centre on food and nutrition security and to monitor and coordinate national hunger-reduction programmes. With the FNC, WFP will also enhance capacities for analysis and programme implementation of the ZimVAC.

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

46. WFP will continue to facilitate engagement with the African Risk Capacity financial risk pooling mechanism³⁹ and will implement phase one of its Food Security Climate Resilience (FoodSECuRE) replenishable fund, with the Government and partners. Other initiatives will be considered.⁴⁰

⇒ *Support social transfer programmes under the national social protection system*

47. WFP and its partners will support the Government in establishing a central sex- and age-disaggregated information system on social protection, covering targeting, monitoring, reporting and transfer mechanisms. The system will integrate the WFP-supported seasonal assistance into the national social protection framework and build the basis for alignment with the Harmonized Social Cash Transfer Programme and advocating for nutrition objectives.

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

48. As recommended by the Zimbabwe Zero Hunger strategic review, the Government will discuss revitalization of the national grain reserve with stakeholders. WFP may be involved in logistics, food safety, quality control, stock management, formulation of procurement policy, and training.

³⁸ See: http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf

³⁹ See: <http://www.africanriskcapacity.org/>

⁴⁰ See: <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*

49. WFP will provide technical assistance as the Government re-establishes the national school feeding programme and links it to the social protection system and the agriculture sector to provide dietary diversity and address micronutrient deficiencies.

Strategic Result 2: The livelihoods of at least 30 percent of vulnerable households are more resilient to shocks and stressors by 2025

50. Fragile livelihoods and degraded asset bases magnify vulnerability to shocks among the poorest people. Sub-national capacities to manage development work have declined.
51. Actions aim to enhance the livelihoods of the most food-insecure people by developing and protecting productive assets. The Government's capacity to facilitate this at the district and community levels will be enhanced to ensure integration with other initiatives.
52. This Strategic Result contributes to SDG target 2.1 and WFP's Strategic Objective 3.

Activities

⇒ *Enhance the capacity of prioritized districts to plan and manage resilience-building*

53. WFP will continue to build the capacities of the Government and partners to implement district-level seasonal livelihood programmes and community-based participatory planning. By mid-2015, following integrated context analysis, eight seasonal livelihood programmes and 360 community action plans had been completed. WFP will focus on management capacities in rural district councils and district food and nutrition committees.

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

54. WFP's strategy focuses on conditional transfers⁴¹ and the creation of assets to improve livelihoods and reduce disaster risk. Livelihood analyses that consider gender issues will support the diversification of income sources in line with government policies on social transfers and community works. The creation of productive assets will be linked to WFP's nutrition and agriculture market support⁴² in priority districts to contribute to other Strategic Results.

⁴¹ Conditional on beneficiaries carrying out a qualifying task or activity.

⁴² Activities will be informed by livelihood analyses and are likely to include kitchen gardens, crop diversification, stocking of fish ponds, and watershed management.

Strategic Result 3: Efficient and effective basic nutrition services delivered through and integrated across sectors contribute to reducing stunting to 10 percent by 2025

55. WFP can contribute to the Government's goal of reducing stunting by enhancing the links between research and practice to make food and nutrition policies more effective and coherent across sectors.
56. All social protection systems must include a nutrition component, so this Strategic Result is linked to all the others. Actions aim to reduce undernutrition in targeted populations, reduce gender and age disparities in malnutrition prevalence, and enhance capacities of the Government and stakeholders to design and implement nutrition-sensitive policies and programmes.
57. This Strategic Result contributes to SDG target 2.2, WFP's Strategic Objective 4, Malabo Declaration commitment 3 d) and the Government's commitments to SUN, Zim Asset, the Food and Nutrition Security Policy and the Nutrition Strategy.

Activities

⇒ *Contribute to a nutrition-focused research agenda and nutrition surveillance*

58. To provide the Government with evidence on which to base nutrition policies and programmes, WFP and academic institutions will support research into the causes of undernutrition, assessing national food fortification, delivery mechanisms for special nutritious foods and strategies for promoting local fortification of food. Studies will consider constraints to nutritional recovery and adherence to anti-retroviral therapy. WFP will contribute to monitoring and evaluation of the prevention of undernutrition as part of food security monitoring systems.

⇒ *Support stunting prevention in prioritized districts*

59. WFP, UNICEF, FAO, WHO and the United Nations Population Fund will help district authorities to implement the Government's community-based approach to addressing stunting by promoting awareness of undernutrition, concentrating on the first 1,000 days of life, pre-pregnancy nutrition and the economic rationale for WFP support to initiatives. WFP will focus on cost-effective programme design and scaling up activities to increase access to nutrients. Awareness-raising on nutrition will include messages promoting improved child feeding practices, particularly to address the risk of boys being malnourished.

⇒ *Support treatment of moderate acute malnutrition in areas with high HIV and AIDS prevalence*

60. WFP will support the Ministry of Health and Child Care in reducing moderate acute malnutrition among patients receiving treatment for HIV and AIDS and tuberculosis. Irrespective of HIV, AIDS or tuberculosis (TB) status, children under 5 and malnourished pregnant and lactating women in mother-and-child health programmes will receive nutrition supplements, fortified foods and other nutrition support as appropriate. Integration of nutrition support into treatment services will depend on partnerships with organizations that have the necessary financial resources and expertise. An evaluation in August 2015 will inform programme adjustments, and evidence from studies and evaluations will guide capacity development for the transition to national ownership.

⇒ *Support the Ministry of Health in implementing its micronutrient strategy*

61. WFP will help to coordinate the micronutrient strategy in collaboration with UNICEF. Based on the food fortification assessment,⁴³ WFP will enhance local capacities for food fortification and will advocate for a SUN business network to engage the private sector in addressing undernutrition and micronutrient deficiencies.

Strategic Result 4: Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025

62. WFP's involvement in local and regional procurement, building on the experience gained from Purchase for Progress,⁴⁴ can add significant value to resilience-building initiatives by facilitating access to markets, minimizing food losses improving food quality and safety, and thereby increasing smallholders' incomes to access food and meet other needs.

63. WFP's demand can stimulate under-developed markets for drought-resistant grains, pulses and legumes. Traditionally planted by women, pulses and legumes are important sources of protein. Local purchases for social protection programmes can guarantee steady demand and stabilize income.

64. Activities focus on transferring skills, repairing infrastructure and reducing gender disparities, and contribute to Malabo Declaration commitment 3 a), SDG target 2.3 and WFP's Strategic Objective 3.

⁴³ Ministry of Health and Child Care. 2013. Feasibility Assessment and Background Analysis for Zimbabwe National Food Fortification Strategy. Harare, Zimbabwe.

⁴⁴ "Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013)" (WFP/EB.1/2015/5-C).

Activities

⇒ *Develop a coordinated local procurement mechanism*

65. WFP will use 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.

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

66. Most farmers in Zimbabwe are smallholders who lack the capacities to engage with markets. WFP, FAO and NGO partners will build capacities among farmers' groups, focusing on management, business and accounting skills, access to market information and standard tendering and contracting. WFP will give particular attention to facilitating women smallholders' access to markets.

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

67. WFP and FAO will study post-harvest loss management. Investments in building or repairing storage and processing facilities may also be required. Links to asset-creation programmes will be established if possible.

⇒ *Support the development of a warehouse receipt system*

68. Since 2014, WFP has participated in government-led discussions on restoring the national warehouse receipt system, and may support the repair of facilities and new management mechanisms. Links to the national grain reserve system will be explored.

Strategic Result 5: Basic food needs of vulnerable populations are met all year round by 2030

69. The aim of this Strategic Result is to improve access to food and facilitate consumption by vulnerable populations. It contributes to SDG target 2.1, Malabo Declaration commitment 3 c) and WFP's Strategic Objective 2.

Activities

⇒ *Provide conditional assistance to address seasonal food and nutrition needs*

70. Targeting will be based on households' capacity and context. Households will gradually be absorbed into the asset-creation scheme, reducing the need for lean-season support. Links to livelihood and market support will help lift households out of poverty. WFP will integrate its response to seasonal hunger into the emerging social protection system.

⇒ *Enhance the operational capacity of district-level disaster-response and seasonal support entities*

71. WFP will support district governments with technical assistance, training and operationalization of the Food and Nutrition Security Policy linked to the social protection system. The focus will be on district civil protection units, food and nutrition committees and drought relief committees responsible for lean-season support.

⇒ *Provide timely and appropriate food assistance for refugees*

72. Zimbabwe hosts 7,000 refugees and asylum-seekers in Tongogara refugee camp. Following a recent assessment of food and nutrition security and livelihoods among these refugees – carried out by WFP and the Office of the United Nations High Commissioner for Refugees – WFP will provide them with food assistance, resources permitting. Assistance will gradually become conditional; food and cash-based transfers will ensure diverse and nutritious diets.⁴⁵

OPERATIONALIZING THE PLAN

Approach

73. This country strategic plan is guided by the following principles:
74. *National policy integration.* Under the guidance of Zim Asset and the National Food and Nutrition Security Policy, WFP, the Government and other stakeholders will integrate actions into emerging social protection and resilience programmes.
75. *Analysis and evidence-based engagement.* WFP will continue to use its comparative advantage in analysis to enhance understanding of the causes of hunger and vulnerability, providing the Government and stakeholders with evidence to inform programming and policy development.
76. *Capacity development and technical assistance.* WFP will focus on enhancing government institutions and programmes that sustainably address hunger, identifying technological needs with the Government.
77. *Nutrition.* WFP’s support will seek to optimize nutrition-related approaches.
78. *Focus – “Less is more”.* WFP’s approach will prioritize quality rather than breadth of coverage. Based on integrated context analysis, districts will be grouped according to actions required. District-level seasonal livelihood programmes will leverage synergies with partners’ interventions.
79. *Mainstreaming of gender and protection.* WFP’s gender and protection policies will apply in all interventions. A large percentage of smallholder farmers are women, and WFP will ensure that they are able to participate in asset-creation and market-support schemes.

⁴⁵ Office of the United Nations High Commissioner for Refugees and WFP. 2014. *Joint Assessment Mission Report, Tongogara Refugee Camp, Zimbabwe.* Harare.

Partnerships

80. In accordance with WFP's corporate partnership strategy, this plan focuses on long-term partnerships that exploit complementary resources and skills.
81. Many of WFP's NGO partners participate in its food assistance working group. Under the flagship programme on nutrition, WFP, FAO, UNICEF and WHO apply a multi-sector approach to addressing stunting in four districts, and will extend this to other districts. WFP, the Government and stakeholders are considering how WFP can contribute to development of a safety-net programme with asset-creation, nutrition and market-support elements. WFP works with the United Nations Development Programme and FAO on a joint resilience and poverty alleviation strategy, and will harmonize gender mainstreaming with partners.
82. WFP is working with the FNC, food-security stakeholders and the Ministry of Public Service, Labour and Social Welfare to finalize the social protection policy, and will collaborate with the ministry on cash and voucher schemes. The Ministry of Health and Child Care is another WFP partner. Collaboration with the Ministry of Agriculture, Mechanization and Irrigation Development focuses on capacity development and market engagement for smallholder farmers. WFP supports the Ministry of Local Government by enhancing the planning and coordination capacities of local authorities. In late 2014, WFP engaged with the Ministry of Primary and Secondary Education on developing a school feeding policy.
83. WFP will promote South–South and triangular cooperation with bilateral development partners in Zimbabwe and with the Southern Africa Development Community.

Implications for the Country Office

84. The shift to a systems-based technical assistance approach will encourage the perception that WFP can add significant value to development and resilience-building as well as responding to emergencies. WFP will train staff in capacity development and policy engagement and will balance budget allocations between operations and strategic engagement. Additional skills will be needed in social protection, nutrition, market support, vulnerability analysis, disaster risk reduction, resilience, post-harvest handling, food technology, research, policy engagement and partnership-building. Support from Headquarters and the regional bureau will be requested as required.

RESOURCES FOR RESULTS

85. The estimated budget for this five-year plan is USD 155 million (Table 1). Continued improvements in the situation in Zimbabwe are assumed, and investments in capacity development will gradually increase.

86. Table 1 indicates the cost for each Strategic Result.

| TABLE 1: ESTIMATED ANNUAL BUDGET (USD) | | | | | | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------|
| | Year 1 2016 | Year 2 2017 | Year 3 2018 | Year 4 2019 | Year 5 2020 | Total |
| Strategic Result 1 | 780 000 | 1 220 000 | 1 480 000 | 1 800 000 | 2 260 000 | 7 540 000 |
| Strategic Result 2 | 9 140 000 | 10 480 000 | 12 690 000 | 12 050 000 | 12 410 000 | 56 770 000 |
| Strategic Result 3 | 4 260 000 | 4 260 000 | 3 240 000 | 2 820 000 | 1 850 000 | 16 430 000 |
| Strategic Result 4 | 850 000 | 1 300 000 | 1 720 000 | 2 250 000 | 2 360 000 | 8 480 000 |
| Strategic Result 5 | 25 000 000 | 14 040 000 | 11 610 000 | 10 710 000 | 5 120 000 | 66 480 000 |
| TOTAL | 40 030 000 | 31 300 000 | 30 740 000 | 29 630 000 | 24 000 000 | 155 700 000 |

87. The budget for Strategic Result 1 – 4.9 percent of the total – covers investments in human resources, training, systems development, and policy and institutional support to ensure that national capacities are increased and the Government takes over the management of hunger solutions.

88. The 37 percent of the budget allocated to Strategic Result 2 covers an increase in beneficiary numbers in years 1 and 2 as people previously receiving unconditional support are absorbed into other activities. As investments in asset creation take effect, WFP could eventually limit itself to an advisory function.

89. Strategic Result 3 accounts for 11 percent of the budget and includes USD 10 million in nutrition-related transfers to beneficiaries. These investments will diminish as the Government and partners take over.

90. Strategic Result 4 accounts for 5 percent of the budget. Investments are low in year 1, but grow during the plan.

91. Strategic Result 5 accounts for 42 percent of the budget. These investments will gradually fall as: i) beneficiaries transition to asset creation; ii) the assets created improve communities' resilience, reducing the need for lean-season support; and iii) innovative risk management, financing and transfer mechanisms give rise to additional sources of funding for disaster response and resilience programming. WFP's lean-season support should not be required after 2020.

92. Choice of transfer modalities will be based on assessments. The proportion of market-based transfers will increase during the plan, with cash as the eventual modality of choice as WFP's support is integrated into the social protection system.

93. The country office received USD 50 million per year between 2010 and 2014, and has confirmed contributions of USD 20.5 million for 2015. It has been restructured in line with the changing context, and has recognized capabilities in areas other than humanitarian response. The regional bureau is helping to mobilize resources so that the country office can communicate these changes to stakeholders.

94. In the event of a resource shortfall, activities will be prioritized. For example, prevention of stunting would be prioritized over nutritional support for anti-retroviral and tuberculosis patients, and lean-season support over asset-creation in the first years of the plan. Seasonal support will become a lower priority as beneficiaries are absorbed into productive safety net and livelihood programmes.

PERFORMANCE MANAGEMENT AND EVALUATION

95. WFP will develop a monitoring and evaluation plan that measures performance against Zimbabwe Zero Hunger strategic review targets. Outcome and performance indicators will be assessed annually in coordination with the Zimbabwe National Statistics Agency. The country office monitoring and evaluation tool (COMET) will capture information for standard performance reports.
96. Outcome, output and process indicators will be disaggregated by gender. Baseline information will be generated from current data and future surveys. There will be a mid-term review in year 3 and a country portfolio evaluation at the end of year 4, to assess progress and inform subsequent support; both will measure progress towards gender equity.
97. Monitoring and evaluation will help ensure accountability and – together with lessons learned – provide evidence to guide adjustments to WFP’s work.
98. Key performance indicators will be identified in line with targets generated by the food and nutrition security monitoring system managed by the FNC. Analysis of trends every three and five years will gauge achievements for comparison with historical trends. The key performance indicators will track progress in closing the gender gap.

RISK MANAGEMENT

99. To reduce the risk of insufficient buy-in by the Government and partners, WFP will ensure that they are consulted and have clear roles in implementing the plan, and will support an evidence-based approach.
100. WFP will counter the risk of insufficient donor support by demonstrating its advantages as a partner in food and nutrition and safety nets, including in consultations on the Zero Hunger strategic review and finalization of this plan.
101. 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.
102. If political, economic or weather volatility threatens development gains, WFP will maintain its focus on long-term development and resilience while responding to humanitarian needs as required.

ANNEX I: LOGICAL FRAMEWORK

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|---|--|
| Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture | |
| Zim Asset mission Provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe | Zim Asset pillars: 1) Food security and nutrition 2) Social services and poverty eradication |
| Zimbabwe Food Nutrition Security Policy Goal 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 | Core commitments: 1) Agriculture and food security 2) Social assistance and social protection 3) Food safety and standards 4) Nutrition security |
| ZUNDAF outcomes: 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 6.1) Vulnerable populations have increased access to and utilization of quality basic social services 6.3) Households living below the food poverty line have improved access to and utilization of social protection services | |
| Strategic Result 1 The social protection system is strengthened to enhance resilience for food and nutrition security among acutely and chronically vulnerable populations | SDG 2 Target 1 By 2030, end hunger and ensure access for all people, particularly the poor and vulnerable, to adequate nutritious food all year round |
| Outcome 1.1 Food security-enhancing and nutrition-sensitive safety-net programmes embedded in the national social protection system and implementation plans | Assumptions Continued government commitment to investing resources in the national social protection system Continued support for social protection programmes from development partners |
| Outcome 1.2 Capacity developed to address national food-security needs | |
| Strategic Result 2 The livelihoods of at least 30 percent of vulnerable households are more resilient to shocks and stressors by 2025 | SDG 2 Target 1 By 2030, end hunger and ensure access for all people, particularly the poor and vulnerable, to adequate nutritious food all year round |
| Outcome 2.1 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks for targeted food-insecure communities and households | Assumptions Government commitment to empowering, equipping and, where necessary, re-establishing district food and nutrition and development committees Availability of partners with technical expertise and financial resources for asset creation and rehabilitation |
| Outcome 2.2 Enhanced risk reduction capacities of countries, communities and institutions | |

ANNEX I: LOGICAL FRAMEWORK

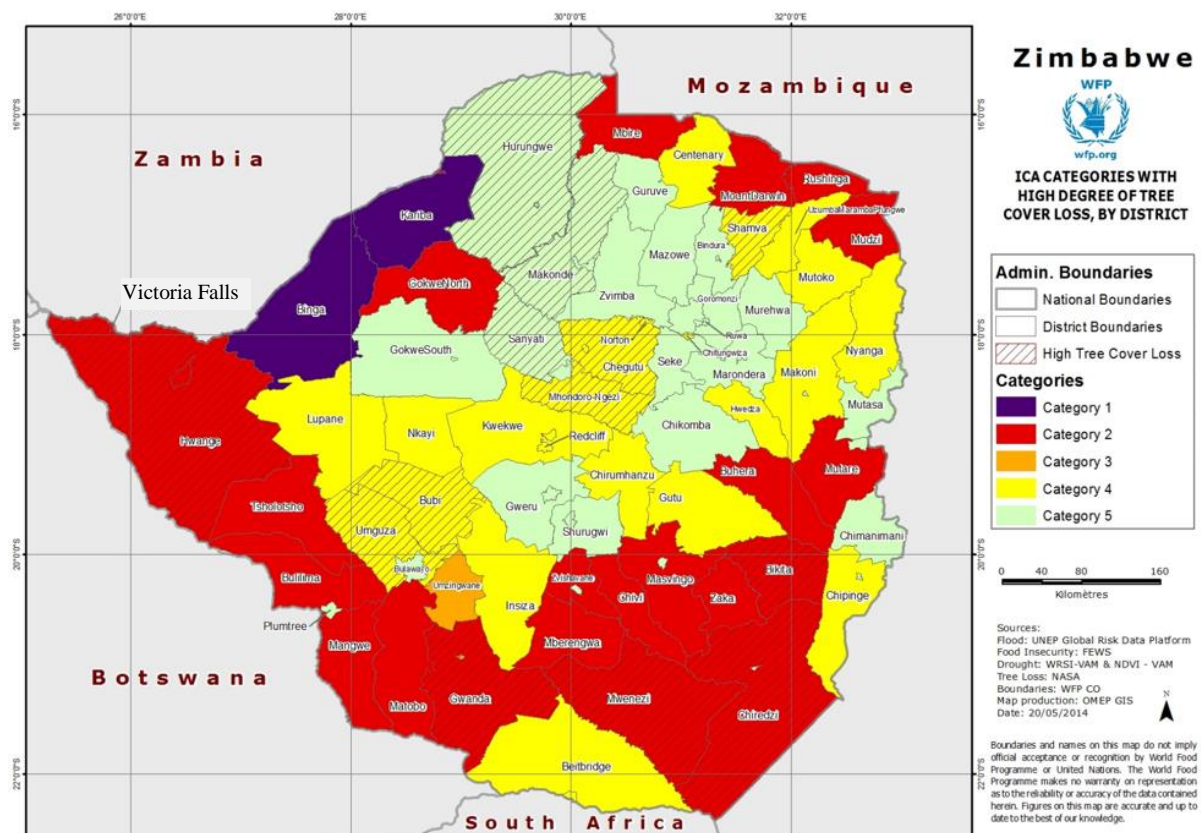
| | |
|--|--|
| <p>Strategic Result 3 Efficient and effective basic nutrition services delivered through and integrated across sectors contribute to reducing stunting to 10 percent by 2025</p> | <p>SDG 2 Target 2 By 2030, end all forms of malnutrition and achieve by 2025 the internationally agreed targets on stunting and wasting in children under 5, and address the nutritional needs of girls, pregnant and lactating women and older people</p> |
| <p>Outcome 3.1 Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and patients on anti-retroviral and directly observed short-course therapies</p> | <p>Assumptions Investigation of nutrition-specific and nutrition-sensitive issues by academic and research institutions Availability of partners with expertise to provide clients with sustainable livelihood programming opportunities Uninterrupted government treatment and care services</p> |
| <p>Outcome 3.2 Enhanced ownership of and capacity in reducing undernutrition and increasing access to education at the regional, national and community levels</p> | |
| <p>Outcome 3.3 Government systems use evidence from research and evaluations in developing nutrition legislation, policies and budgets</p> | |
| <p>Strategic Result 4 Smallholder farmers are empowered to triple the marketing of drought-resistant grains and pulses by 2025</p> | <p>SDG 2 Target 1 By 2030, end hunger and ensure access for all people, particularly the poor and vulnerable, to adequate nutritious food all year round</p> |
| <p>Outcome 4.1 Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels</p> | <p>Assumptions National investment in smallholder agriculture increased to CAADP commitment levels Market regulation of agricultural produce, helping smallholders to engage</p> |
| <p>Outcome 4.2 Enhanced capacities of national agriculture research, extension and training institutions and farmers' unions to engage in markets</p> | |

ANNEX I: LOGICAL FRAMEWORK

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|--|---|
| <p>Strategic Result 5 Basic food needs of vulnerable populations are met all year round by 2030</p> | <p>SDG 2 Target 1 By 2030, end hunger and ensure access for all people, particularly the poor and vulnerable, to adequate nutritious food all year round</p> |
| <p>Outcome 5.1 Adequate food consumption reached or maintained over the assistance period for targeted households</p> | <p>Assumptions National social protection system able to cover an increasing proportion of seasonal food needs Functioning markets available in areas of refugee settlement</p> |
| <p>Outcome 5.2 Capacity developed to address national food-security needs</p> | |
| <p>Cross-cutting results Gender: gender equality and empowerment improved Protection and accountability to affected populations: WFP assistance delivered and utilized in safe, accountable and dignified conditions Partnership: food assistance interventions coordinated and partnerships developed and maintained</p> | <p>Questions What conditions are required to obtain the intended cross-cutting results? What are the plans of the Government and other actors for contributing to these results?</p> |

ANNEX II

Zimbabwe: Forest cover loss and vulnerability to food insecurity



WFP district prioritization is based on integrated context analysis (ICA). Categories 1 and 2 will be prioritized for all programme interventions. To avoid duplication, districts covered by ongoing substantial 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 the World Food Programme (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 |
| FAO | Food and Agriculture Organization of the United Nations |
| FNC | Food and Nutrition Council |
| NGO | non-governmental organization |
| SDG | Sustainable Development Goal |
| SUN | Scaling Up Nutrition |
| UNICEF | United Nations Children’s Fund |
| WHO | World Health Organization |
| Zim Asset | Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2013–2018) |
| ZimVAC | Zimbabwe Vulnerability Assessment Committee |
| ZUNDAF | Zimbabwe United Nations Development Assistance Framework |