



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
Rome, 20–24 June 2022

---

Distribution: General	Agenda item 8
Date: 9 May 2022	WFP/EB.A/2022/8-A/6
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

---

## Zimbabwe country strategic plan (2022–2026)

Duration	July 2022–December 2026
Total cost to WFP	USD 593,533,095
Gender and age marker*	3

\* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Executive summary

The WFP country strategic plan for Zimbabwe for 2022–2026 utilizes the planning horizon of the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals. The plan sets forth an ambitious country-led framework for collective action aimed at achieving sustainable development, including by ending poverty and hunger. The Government of Zimbabwe's plans for achieving the country's Sustainable Development Goals are outlined in its national development strategy for 2021–2025.

WFP has a strong track record of delivering food assistance and managing supply chains during crises in Zimbabwe. The country strategic plan provides a road map that enables WFP to position itself as a major player in the promotion of shock-responsive social protection and sustainable and resilient food systems. Throughout the period covered by the plan, WFP will leverage its versatility to vary its footprint and interventions according to the context and conditions.

The country strategic plan articulates collaborative efforts to better anticipate future needs, improve data and forecasting and strengthen livelihoods and local capacities to withstand, respond to and adapt more readily to sudden or chronic stresses. WFP will support informed decision making on food security and nutrition in Zimbabwe, and will integrate nutrition, gender, protection and inclusion, youth engagement, technological innovation and decentralized

---

#### Focal points:

Mr M. Haile  
Regional Director  
Southern Africa  
email: [menghestab.haile@wfp.org](mailto:menghestab.haile@wfp.org)

Ms F. Erdelmann  
Country Director  
email: [francesca.erdelmann@wfp.org](mailto:francesca.erdelmann@wfp.org)

zero hunger action throughout the plan. It will establish new partnerships and leverage existing ones to their full potential, including those with the other Rome-based and other United Nations agencies.

The country strategic plan for 2022–2026 builds on lessons learned from the implementation and evaluation of the plan for 2017–2021 and on consultations with stakeholders, is aligned with the United Nations sustainable development coordination framework for 2022–2026 and the priorities of the Government of Zimbabwe. It aims to achieve the following strategic outcomes:

- Strategic outcome 1: Food- and nutrition-insecure populations in targeted rural and urban areas meet their food and nutrition needs at all times, including during crises.
- Strategic outcome 2: By 2026, food-insecure households in urban areas meet their food and nutrition needs through resilient livelihoods.
- Strategic outcome 3: By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains.
- Strategic outcome 4: By 2026, national and subnational institutions in Zimbabwe have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions to achieve food and nutrition security.
- Strategic outcome 5: Humanitarian and development actors in Zimbabwe can implement their programmes and provide support to their beneficiaries in an efficient, effective and reliable way at all times, including during crises.

### **Draft decision\***

The Board approves the Zimbabwe country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/6) at a total cost to WFP of USD 593,533,095.

---

\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Zimbabwe is a landlocked, low-income, food-deficit country in southern Africa. Between 2020 and 2032, the country's population (two thirds of whom live in rural areas) is expected to grow from 15.6 to 19.3 million,<sup>1</sup> leading to a large, youthful population with a demographic dividend estimated to last until 2060.<sup>2</sup>
2. Between 2017 and 2019, 70.5 percent of households were poor, and between 2011 and 2020 the percentage of people living in extreme poverty increased from 23 to 49 percent.<sup>3</sup> Women, girls and urban households account for disproportionately high shares of those people.<sup>4</sup> In Zimbabwe there are 1.3 million people living with HIV,<sup>5</sup> and 9 percent of the population is living with at least one disability.<sup>6</sup> The country hosts 22,300 refugees and asylum seekers, most of whom are from the Democratic Republic of the Congo and Mozambique.<sup>7</sup>
3. In recent years gross domestic product has shrunk considerably<sup>8</sup> owing to continuing structural deficiencies, high inflation, unsustainable and large external debt and the impact of climatic shocks and the coronavirus disease 2019 (COVID-19) pandemic; economic sanctions have been in place since the early 2000s. The limited fiscal space impedes allocations to the economic and social sectors, including for social protection and infrastructure investment.<sup>9</sup>
4. A 2019 Human Development Index score of 0.571 ranks Zimbabwe as the 150th of 189 countries; scores of 0.550 for women and girls and 0.590 for men and boys lead to a Gender Development Index score of 0.931. In 2020, Zimbabwe's score on the global gender gap index was 0.73, up from 0.7 in 2014. A 2019 Gender Inequality Index of 0.527 reflects women's limited participation in the labour market and their poor representation in government.
5. Zimbabwe's predominantly semi-arid climate is extremely variable, with shifting rainfall patterns, droughts and floods exacerbated by substantial environmental challenges including land degradation, deforestation and inadequate water quantity and quality. Climate stressors affect agriculture and food and nutrition security, disproportionately affecting women and girls.<sup>10</sup>

---

<sup>1</sup> Zimbabwe National Statistics Agency and United Nations Population Fund. 2015. *Zimbabwe Census 2012. Population Projections Thematic Report*.

<sup>2</sup> Government of Zimbabwe. 2017. *Harnessing the demographic dividend in Zimbabwe*.

<sup>3</sup> World Bank Group and Zimbabwe National Statistics Agency. 2021. *Poverty and Social Impact of COVID-19: Results from the Third Round Rapid PICES Phone Survey Data*.

<sup>4</sup> World Bank. June 2021. *Zimbabwe Economic Update. Overcoming economic challenges, natural disasters, and the pandemic: Social and Economic Impacts. Issue 3*.

<sup>5</sup> Joint United Nations Programme on HIV/AIDS. *Zimbabwe country factsheet 2020*.

<sup>6</sup> Zimbabwe National Statistics Agency and United Nations Population Fund. 2017. *Inter-Censal Demographic Survey, 2017*.

<sup>7</sup> Office of the United Nations High Commissioner for Refugees. *Operational data portal: Refugee situations: Zimbabwe*.

<sup>8</sup> The International Monetary Fund estimates a contraction of 10.2 percent in 2020.

<sup>9</sup> United Nations. 2020. *The United Nations Common Country Analysis Zimbabwe 2021*.

<sup>10</sup> *Ibid.*

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

6. The first national development strategy (NDS1) is fully aligned with the Sustainable Development Goals (SDGs), and Zimbabwe's SDG score increased from 56.1 in 2017 to 58.7 in 2021, ranking the country 125th of 165 countries.<sup>11</sup> Since 2010, Zimbabwe's score on the Mo Ibrahim index of African governance has increased by 7.4 points, to reach 46.1 (out of 100).<sup>12</sup>

## 1.3 Progress towards SDGs 2 and 17

### *Progress on SDG 2 targets*

7. *Access to food.* While the right to sufficient food is guaranteed under Zimbabwe's constitution,<sup>13</sup> poverty, disease, economic hardship and low agricultural productivity have impeded the availability of and access to adequate food. Zimbabwe's Global Hunger Index was 34.4 in 2019, ranking the country 109th of 117 countries.<sup>14</sup> Despite a good agricultural season in early 2021, 2.9 million people in rural areas (27 percent of the rural population) were food- or cereal-insecure at the peak of the following lean season.<sup>15</sup> In urban areas, 2.4 million people (42 percent of the urban population) were food- or cereal-insecure.<sup>16</sup> Households headed by women, older people or children are among the most vulnerable.
8. The Government provides grain and cash transfers for destitute families through the food deficit mitigation strategy and the harmonized social cash transfer programme, which are embedded in the national social protection policy framework.<sup>17</sup> Social protection coverage remains low; building resilience and widening social safety nets will help to ease the impact of stressors and to fight poverty.<sup>18</sup>
9. *Ending malnutrition.* The country shows positive results for wasting and obesity among children under 5 (prevalence of 2.9 and 2.5 percent respectively); anaemia among women and girls of reproductive age (28.8 percent); and exclusive breastfeeding of infants age 0–5 months (41.9 percent). By contrast, having decreased from 27 percent in 2015 to 23.5 percent in 2019, stunting in children under 5 increased to 29.4 percent in 2020; with higher prevalence among boys (34.5 percent) than girls (24.3 percent). Obesity is more prominent among women age 18 and above (25.3 percent) than among men (4.7 percent). Rural children experience more stunting, wasting and underweight than their urban counterparts.<sup>19</sup> A third of women of child-bearing age consume diets with minimum dietary diversity, and 6 percent of children age 6–23 months consume a minimum acceptable diet.<sup>20</sup>
10. While the HIV prevalence remains high, at 11.9 percent overall and 14.7 percent among women, Zimbabwe has achieved the “90–90–90” targets,<sup>21</sup> shifting attention from

<sup>11</sup> Sustainable Development Solutions Network. *SDG Index and Dashboards 2017; Sustainable Development Report 2021: The Decade of Action for the Sustainable Development Goals.*

<sup>12</sup> Mo Ibrahim Foundation. *2020 Ibrahim Index of African Governance – Index Report.*

<sup>13</sup> Section 77(b) of the Constitution of Zimbabwe.

<sup>14</sup> Welt Hunger Hilfe and Concern Worldwide. 2019. *2019 Global Hunger Index: The Challenge of Hunger and Climate Change.*

<sup>15</sup> Zimbabwe Vulnerability Assessment Committee. *2021 Rural Livelihoods Assessment Report.*

<sup>16</sup> Zimbabwe Vulnerability Assessment Committee. *2020 Urban Livelihoods Assessment.*

<sup>17</sup> Government of Zimbabwe. 2016. *National Social Protection Policy Framework for Zimbabwe.*

<sup>18</sup> United Nations. 2020. *The United Nations Common Country Analysis Zimbabwe 2021.*

<sup>19</sup> Global Nutrition Report. 2020. *2020 Global Nutrition Report: Action on equity to end malnutrition.*

<sup>20</sup> Zimbabwe Vulnerability Assessment Committee. *2021 Rural Livelihoods Assessment Report.*

<sup>21</sup> Meaning that 90 percent of the people with HIV are aware of their HIV status, 90 percent of those diagnosed are receiving antiretroviral therapy, and the virus is suppressed in 90 percent of those receiving treatment. Joint United Nations Programme on HIV/AIDS. *Zimbabwe country factsheet 2020.*

therapeutic nutritional care to the inclusion of people living with HIV and affected by chronic illness in national social assistance programmes.

11. *Smallholder productivity and incomes.* Zimbabwe has 33 million ha of agricultural land and a climate that allows the production of a wide variety of crops and livestock. Agriculture provides the primary livelihood of 70 percent of the population, 20 percent of gross domestic product and 23 percent of total formal employment.<sup>22</sup> Its role as a catalyst for growth in downstream industries has been affected by declining investments and mixed economic performance. Women constitute 61 percent of farmers and 70 percent of the overall agricultural workforce,<sup>23</sup> mainly as unpaid family workers.
12. Smallholders farm an average 1.8 ha, and their productivity is generally low. Between 2017 and 2019, the average maize yield declined from 1.15 mt per hectare to 0.99 mt, against a potential of 5–25 mt per hectare.<sup>24</sup> Zimbabwe's agricultural growth, livelihoods and food security, smallholder irrigation programmes and resilience building fund aim to improve resilience and productivity.
13. *Sustainable food systems.* Food systems in Zimbabwe are characterized by inadequate food production, low value addition, large post-harvest losses, limited access to insurance, low demand for nutritious and diverse food, and fragmented and inefficient markets.<sup>25</sup> The national climate proofing agriculture programme and the agriculture food systems transformation strategy, among other programmes and strategies, pursue climate-smart food systems.

#### **Progress on SDG 17 targets**

14. *Capacity strengthening.* Limited fiscal space has affected the capacities of government institutions. Implementation of the 2020 national decentralization and devolution policy and ambitious reforms aim to reverse this trend and achieve sustained economic growth, gender equality, poverty reduction and human development.
15. *Policy coherence.* The Government's Vision 2030<sup>26</sup> is implemented through NDS1, with the aim of improving coherence among fragmented sectoral and cross-sectoral policy frameworks and implementation systems.
16. *Diversified resourcing.* Debt arrears constrain Zimbabwe's access to international capital markets. The NDS1 foresees fair and equitable trade and technological progress, delivered through partnerships based on accountability and solidarity, as the means of implementing the country's development plans.
17. *Enhancement of global partnership.* The 2019 development cooperation policy<sup>27</sup> aims to increase the efficiency and effectiveness of development cooperation in Zimbabwe and to mobilize resources for activities to complement government efforts to achieve development priorities.

---

<sup>22</sup> Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement. 2020. *Agriculture and Food Systems Transformation Strategy*. (Not available online.)

<sup>23</sup> Food and Agriculture Organization of the United Nations. 2017. *National gender profile of agriculture and rural livelihoods: Zimbabwe*.

<sup>24</sup> Government of Zimbabwe. 2021. *Zimbabwe's Second Voluntary National Review*.

<sup>25</sup> Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement. 2020. *Agriculture and Food Systems Transformation Strategy*. (Not available online.)

<sup>26</sup> Government of Zimbabwe. 2020. *Vision 2030. Towards a Prosperous and Empowered Upper Middle Income Society by 2030*.

<sup>27</sup> Government of Zimbabwe. 2019. *Development Cooperation Policy*.

#### 1.4 Hunger gaps and challenges

18. About 80 percent of agricultural production is rainfed<sup>28</sup> and thus highly vulnerable to drought, resulting in strong annual fluctuations in, and overall decreasing levels of, national maize production over recent decades. The integrated context analysis of 2020 recommended long-term programming for districts that are very vulnerable to food insecurity.<sup>29</sup>
19. Climate models for Zimbabwe predict rising temperatures, increased rainfall variability (and extremes), and delays in the rainy season,<sup>30</sup> resulting in more frequent natural disasters affecting the populations most at risk and leading to increasing humanitarian response costs.
20. Deficits in national food production and inadequate supplies of raw materials result in low incomes, food insecurity, low utilization of industrial capacity and a large volume of imported food and processed products.
21. Malnutrition has enormous social and economic impacts.<sup>31</sup> It is caused by a diet focused on nutrient-poor staples; the high cost of a nutritious diet, compounded by increasing extreme poverty;<sup>32</sup> weak value chains for nutrient-dense foods; and inadequate maternal and childcare practices.<sup>33</sup> Fifty percent of the rural population and 54 percent of poor people in urban areas cannot afford a nutritionally adequate diet.<sup>34</sup>
22. In 2021, the national food systems dialogues highlighted – among other factors – the importance of:
  - improving the productivity and diversification of climate-smart crops, water and soil conditions, improving access to agricultural inputs and state-of-the-art agricultural techniques and reducing post-harvest losses;
  - enhancing food processing and value addition, food quality and safety, market infrastructure and facilities, access to trade opportunities and business literacy and entrepreneurship;
  - improving income earning opportunities and participation in local food systems among poor people in urban areas;
  - Improving the capacity and governance of farmer organizations, the engagement of women and young people in local food systems and value chains and access to finance and insurance products and expanding seller–buyer networks; and
  - enhancing public awareness of and access to diverse and nutritionally adequate diets and expanding social safety nets and feeding schemes to address the nutrition needs of the people most at risk.

---

<sup>28</sup> World Bank Group. 2020. [Climate Risk Country Profile – Zimbabwe](#).

<sup>29</sup> WFP Zimbabwe country office. 2020. Zimbabwe National Integrated Context Analysis (unpublished).

<sup>30</sup> Government of Zimbabwe. 2019. [National Adaptation Plan \(NAP\) Roadmap for Zimbabwe](#).

<sup>31</sup> In 2015, the economic cost of malnutrition was estimated at USD 1.65 billion, or 11.47 percent of gross domestic product.

<sup>32</sup> Human Rights Council. 2020. [Visit to Zimbabwe. Report of the Special Rapporteur on the right to food \(Advance unedited version\)](#).

<sup>33</sup> Zimbabwe National Statistics Agency and United Nations Children's Fund. 2019. [Zimbabwe Multiple Indicator Cluster Survey: 2019 Survey Findings Report](#).

<sup>34</sup> WFP Zimbabwe country office. 2021. Fill the nutrient gap analysis (unpublished).

23. The United Nations common country analysis identified, among others, persons with disabilities, girls and women, the communities and individuals hit hardest by disasters and climate shocks, and young people as requiring specific attention under Zimbabwe's "leave no one behind" agenda.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

24. The 2020 evaluation of the country strategic plan (CSP) for 2017–2021 highlighted:
- WFP's strong comparative advantage in providing humanitarian assistance in Zimbabwe and agility in adapting to fluid conditions and scaling up emergency assistance;
  - improvements in the management of food assistance, notably the inclusion of urban beneficiaries;
  - WFP's effective contribution to work on the humanitarian–development nexus through building synergies between crisis response and resilience-building activities and piloting the use of index-based insurance; and
  - benefits for women derived from the adaptation of food assistance to women's needs and the successful inclusion of women in risk management and asset creation activities.
25. The evaluation concluded that the strengthening of national frameworks, systems and capacities should be embedded in comprehensive strategies for capacity strengthening, transition and knowledge management. An evaluation of the United Nations development assistance framework for Zimbabwe recommended, among other things, increasing the linkages between development and humanitarian goals, strengthening coordination and maintaining advocacy for government leadership.<sup>35</sup>
26. WFP will continue the strategic shift introduced under the first CSP and will deepen its focus on sustainable capacities among households, communities and national and subnational government institutions by:
- focusing on resilience building, crisis response and the continued strengthening of the humanitarian–development nexus;
  - pursuing greater ownership of humanitarian and resilience programmes by national and subnational stakeholders and strengthening national systems and capacities;
  - enhancing strategic and operational partnerships, including those with other United Nations agencies, in order to increase the quality, reach, efficiency and effectiveness of WFP activities; and
  - producing and sharing strategic information to inform national and subnational plans and actions and contributing to the strengthening of national analytics and knowledge management capacities.

### 2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

27. The CSP is fully aligned with NDS1 and the United Nations sustainable development cooperation framework (UNSDCF) for 2022–2026.

---

<sup>35</sup> United Nations Development Programme. 2019. *The 2016–2020 Zimbabwe United National Development Assistance Framework Final Evaluation*.

28. NDS1 outlines 14 national priorities for the period 2021–2025 as the country advances towards accelerated, inclusive and sustainable economic growth and socioeconomic transformation and development. WFP will directly support three of those priorities: food security and nutrition, social protection and natural resource management.
29. The UNSDCF has four strategic pillars. WFP will contribute directly to pillars 1 and 2, which contemplate that by 2026, all people in Zimbabwe, especially women and girls (pillar 1) and those in the most vulnerable and marginalized communities will:
  - i) realize their rights to equitable and quality social services and protection;
  - ii) benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods;
  - iii) benefit from more inclusive and sustainable economic growth with decent employment opportunities; and
  - iv) benefit from more accountable institutions and systems for rule of law, human rights and access to justice.
30. WFP's social and humanitarian assistance will be embedded in humanitarian response plans and related tools that are launched during humanitarian crises.

### **2.3 Engagement with key stakeholders**

31. Development of the common country analysis and UNSDCF provided solid guidance for the elaboration of the CSP. In addition, WFP undertook a series of consultations and thematic appraisals with a wide array of government, United Nations, civil society and donor stakeholders and benefited from the national food systems dialogues, which included private sector actors. WFP engaged beneficiaries in the design of the CSP by including relevant questions in its post-distribution monitoring surveys.

## **3. WFP strategic portfolio**

### **3.1 Direction, focus and intended impacts**

32. WFP will invest in the humanitarian–development nexus through a resilience-focused strategy that contributes to robust food systems for healthy lives and equitable, sustainable and resilient livelihoods (UNSDCF pillar 2) while providing basic social and humanitarian assistance for the most food-insecure households through shock-responsive social protection mechanisms (UNSDCF pillar 1).
33. In particular, WFP will strengthen the entrepreneurial capacities of food-insecure urban communities and enhance resilient and climate-smart rural livelihoods, facilitating the active participation of smallholder producers in rural food value chains, while enhancing institutional capacity to bring safe, nutritious and affordable foods from producers to consumers. This approach is supported by enhanced capacities, systems, tools and partnerships to address zero hunger in Zimbabwe which utilize WFP's technical, analytical and knowledge competencies, and its ability to broker partnerships. WFP will use its supply chain management expertise to support humanitarian and development actors in their efforts to achieve their goals.
34. WFP will pursue six critical priorities across its portfolio of work:
  - WFP will integrate nutrition actions to improve diversity, adequacy and affordability of diets among the population at large and for population groups with specific nutrition



requirements.<sup>36</sup> Cash-based transfers and diversified local production will boost the affordability of diverse diets, while social and behaviour change communication will stimulate household demand for healthy diets.

- In collaboration with expert partners and community-based organizations, WFP will contribute to gender transformation in support of women's well-being and economic empowerment through the enhancement of livelihood opportunities for women farmers and informal urban entrepreneurs. Gender-transformative communications, including on the prevention of gender-based violence, will be integrated into social and behaviour change communications.
- WFP will promote social cohesion, inclusion and empowerment through transparent and participatory processes<sup>37</sup> that enhance social and economic opportunities for minority groups, including people with disabilities and people living with HIV.
- Building on the demographic dividend, WFP will expand the engagement of young people in identifying and pursuing opportunities in food value chains.
- WFP will build on technological innovations to facilitate the digital transformation of national social protection programmes, enhance vulnerable communities' access to critical information for localized anticipatory action and support the modernization of smallholder farming.
- WFP will work closely with decentralized authorities on connecting national strategies and local action and integrating zero hunger actions into national and subnational plans and budgets.

### **3.2 Strategic outcomes, focus areas, expected outputs and key activities**

#### **Strategic outcome 1: Food- and nutrition-insecure populations in targeted rural and urban areas meet their food and nutrition needs at all times, including during crises**

35. WFP will address urgent rural and urban food and nutrition needs,<sup>38</sup> providing basic food and/or cash-based assistance for selected households<sup>39</sup> in areas with recurring high prevalence of severe food insecurity, while supporting the Government and its capacity to deliver social and humanitarian assistance. WFP will scale up humanitarian assistance during crisis periods<sup>40</sup> and will address the food and nutrition needs of refugees in Tongogara refugee camp.
36. As well as SDG target 2.1, this outcome will contribute to SDGs 1, 5 and 17. Its achievement is connected with the success of activities to achieve strategic outcome 5, while a gradual reduction of WFP's engagement is linked to resilience efforts under strategic outcomes 2 and 3.

#### **Focus area**

37. Strategic outcome 1 is focused on crisis response.

---

<sup>36</sup> Pregnant and lactating women and girls, children under 5 years of age, school-age children, adolescent girls, older people and people living with chronic illness, including HIV.

<sup>37</sup> Including community-based project planning and community-based targeting.

<sup>38</sup> Particularly for pregnant and lactating women and girls, children under 5, older people and chronically ill persons.

<sup>39</sup> Particularly households headed by women, children or older people, those with high dependency ratios and those with disabled and chronically ill household members.

<sup>40</sup> Caused by droughts, floods, cyclones or tropical storms, pandemics or economic challenges.

**Alignment with national priorities**

38. This strategic outcome will contribute to NDS1 priority 8 (social protection), humanitarian actions included in relevant humanitarian response plans, and pillar 1 of the UNSDCF.

**Expected outputs**

39. Strategic outcome 1 will be achieved through five outputs:
- 1.1 Food-insecure women, men, girls and boys in targeted rural and urban areas receive unconditional food and/or cash transfers to meet their basic food and nutrition needs.
  - 1.2 Refugees in Tongogara refugee camp receive unconditional food and/or cash transfers to meet their basic food and nutrition needs.
  - 1.3 Targeted refugees in Tongogara refugee camp receive complementary skills training, tools and non-food items that help to diversify their food basket.
  - 1.4 Managers and implementers of national social and humanitarian assistance programmes benefit from enhanced delivery capacities.
  - 1.5 Vulnerable people affected by acute food and nutrition needs (tier 3) benefit from enhanced capacity to deliver social and humanitarian assistance that meets their urgent food needs.

**Key activity**

*Activity 1: Provide unconditional humanitarian cash and food transfers to food insecure people in targeted areas while supporting national institutions in delivering social and humanitarian assistance*

40. WFP will provide basic food and cash transfers to selected households in most food-insecure areas; in rural areas the assistance will be seasonal. The targeting of assistance will be coordinated with the Government's food deficit mitigation strategy and harmonized social cash transfer programmes. WFP will promote harmonized targeting, registration, delivery and monitoring and will foster efficiencies in the management of food and cash supplies. Where possible, cash transfers will be provided to promote dietary diversity and boost local markets.
41. WFP will expand assistance into affected areas during humanitarian crises; two such crises are foreseen during the CSP implementation period. WFP will use in-house tools including the Global Commodity Management Facility to ensure that stocks are available for immediate response.
42. In Tongogara refugee camp, in collaboration with the Office of the United Nations High Commissioner for Refugees WFP will provide basic food and cash to refugee households and will support dietary diversification through hydroponic vegetable production.
43. WFP will work with the Government and civil society to support national delivery capacity during crises through logistics expertise and infrastructure and the use of programmatic and operational tools developed under strategic outcome 4, including innovative mechanisms that link forecasts of extreme weather to anticipatory actions to mitigate and manage predictable climate-related risks.

**Partnerships**

44. WFP will collaborate with the Ministry of Public Service, Labour and Social Welfare and the Department of Civil Protection in the Ministry of Local Government, Public Works and National Housing in the delivery of food and cash transfers and in support of the Government's food deficit mitigation strategy and harmonized social cash transfer programmes. Collaboration with the Food and Nutrition Council will strengthen food security and nutrition analytics to inform humanitarian action.

45. Collaboration with the humanitarian country team will ensure a well-coordinated response, including coordination of food security and livelihoods actions with the Food and Agriculture Organization of the United Nations (FAO). Engagement with local institutions and civil society organizations will ensure community engagement, inclusive access to programmes, and the communication of response plans.

### ***Assumptions***

46. Based on historic trends and climate forecasts, the CSP assumes that food crises will occur twice, during the lean seasons (from October to March) in 2023–2024 and 2024–2025.<sup>41</sup> While the Government will lead the national crisis response and incrementally enhance its financial, institutional and operational capacity to meet needs in full, external assistance may be required when humanitarian requirements are particularly large.

### ***Transition/handover strategy***

47. The aim of the CSP is for Zimbabwe to be able to absorb stresses and shocks through increased resilience and strengthened response capacities on the part of the Government and other domestic actors. However, given the country's challenging recent economic history, WFP will probably continue to deliver assistance directly while it provides implementation support to national stakeholders, building on increasing domestic financing for national crisis response. Deliberate efforts will be made to engage vulnerable households in resilience and livelihood activities under strategic outcomes 2 and 3 to encourage graduation from social and humanitarian hand-outs.

### **Strategic outcome 2: By 2026, food-insecure households in urban areas meet their food and nutrition needs through resilient livelihoods**

48. WFP will work with urban communities, in particular women, young people and persons with disabilities, to promote entrepreneurship, livelihood diversification and income generation and enhance urban infrastructure in support of economic opportunities and resilience to shocks and stresses, thereby contributing to enhanced urban food value chains.
49. In addition to SDG 2 target 1 this outcome will contribute to SDGs 1, 5, 6, 11 and 17.

### ***Focus area***

50. Strategic outcome 2 is focused on resilience building.

### ***Alignment with national priorities***

51. Strategic outcome 2 contributes to NDS1 priority 2 (food and nutrition security) and UNSDCF pillar 2.

### ***Expected outputs***

52. Strategic outcome 2 will be achieved through three outputs:
- 2.1 Targeted food-insecure households in urban areas receive gender-transformative skills training, tools and non-food items to diversify their livelihoods.
  - 2.2 Households and communities in targeted urban areas benefit from assets that support their economic development.
  - 2.3 Communities in targeted urban areas benefit from enhanced coordination and expansion of urban resilience initiatives through the diversification of their livelihood opportunities.

---

<sup>41</sup> Climate analysis by the climate and earth observation team of the Research, Assessment and Monitoring Division.

**Key activity**

*Activity 2: Provide skills training, tools and infrastructure to vulnerable urban households for enhanced livelihoods and entrepreneurship*

53. WFP will engage community members, civil society organizations and local development committees in the creation of market, water and electricity infrastructure, the establishment of loan and savings groups, and the promotion of financial literacy, entrepreneurship and urban and peri urban livelihoods, building on lessons learned and context analyses to gradually enhance urban and peri urban food value chains in fungiculture, rabbit breeding, egg hatcheries, hydroponic vegetable farming and other areas. Activities will include life skills training, nutrition and health promotion and sensitization to social responsibility and gender equality. WFP and its partners will work with women and young people by enhancing their employment and income earning potential. Participants include people from households supported by social and humanitarian assistance under activity 1, thus reducing the duration of cash assistance, and those benefiting primarily from productive assistance (e.g., income earning capacity).

**Partnerships**

54. WFP will collaborate with civil society organizations to mobilize technical expertise, promote participatory community engagement and advance gender transformation through the Stopping Abuse and Female Exploitation partnership, the safe markets initiatives of the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the economic empowerment programmes of the Ministry of Women Affairs, Community, Small and Medium Enterprises Development. Collaboration with local government authorities will enhance coordination and complementarity with government schemes.

**Assumptions**

55. Achievement of this strategic outcome assumes macroeconomic stability, unrestricted mobility and social harmony.

**Transition/handover strategy**

56. While the aim of the CSP is for beneficiaries to graduate from assistance, the need for investment in the livelihoods of urban communities is expected to grow. Collaboration with subnational urban authorities will help to strengthen national capacities.

**Strategic outcome 3: By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains**

57. WFP will work with rural communities to enhance livelihoods, improve agricultural practices, future-proof natural resource management, promote diversified food production and consumption, adopt localized climate risk reduction and adaptation practices and enhance the efficiency with which food is moved “from farm to fork”. WFP will promote the supply of affordable, diverse, nutritious and safe foods to local markets and institutions through stronger linkages between women and men producers, farmer organizations and traders and markets, benefiting consumers’ nutritional well-being while ensuring enhanced and sustained incomes for farmers. The engagement of rural women, young people and persons with disabilities in the production, transformation and marketing of food in local food value chains will add value to rural resilience.
58. As well as SDG 2, this outcome will contribute to SDGs 1, 5, 13, and 17. WFP and its partners will seek close linkages between seasonal relief assistance under activity 1 and rural resilience investments to facilitate households’ eventual graduation from external support.

**Focus area**

59. Strategic outcome 3 is focused on resilience building.

***Alignment with national priorities***

60. Strategic outcome 3 contributes to NDS1 priorities 2 (food and nutrition security) and 10 (environmental protection, climate resilience and natural resource management) and to UNSDCF pillar 2.

***Expected outputs***

61. Strategic outcome 3 will be achieved through four outputs linked to activity 3 and four outputs linked to activity 4:

- 3.1 Targeted rural households and communities benefit from gender-transformative livelihood and life skills training and access to productive and climate-smart assets, financial services and energy products for climate-adapted and sustainable livelihoods.
- 3.2 Food-insecure women, men, girls and boys in targeted rural areas receive conditional food and/or cash transfers to meet their food and nutrition needs.
- 3.3 National and subnational stakeholders have enhanced capacity to promote sustainable livelihoods, strengthen local value chains and protect communities against shocks.
- 3.4 Rural communities benefit from improved national and subnational mechanisms that strengthen localized climate and disaster risk management.
- 4.1 Women and men smallholder producers benefit from access to farming inputs and agricultural extension and information systems that enable them to produce, protect, aggregate and market nutritious, drought-resilient crops.
- 4.2 Local women and men producers, processors, traders and buyers, including schools and clinics, benefit from strengthened public and private capabilities with regard to the procurement of locally produced, nutritious food.
- 4.3 National institutions have enhanced capacity to ensure food quality and safety in national and subnational programmes and rural markets.
- 4.4 Food consumers benefit from better functioning rural food markets and improved food quality assurance mechanisms that meet their need for adequate, diverse and affordable diets.

***Key activities***

*Activity 3: Provide conditional cash and food transfers along with training and tools to rural communities in conjunction with technical assistance for community members and national and subnational authorities*

62. In collaboration with women farmers, young people and persons with disabilities, WFP will support rural farming communities in enhancing rural water and agriculture infrastructure,<sup>42</sup> offering training on climate-smart farming techniques and promoting traditional small grain production, nutritionally diverse horticulture and animal husbandry. Interventions will focus on enhanced entrepreneurial and financial literacy while working to improve nutrition and health awareness and addressing gender norms, social prejudice and other barriers to inclusive rural development. Agriculture risk insurance, savings and credit products will be introduced to smallholder farmers as part of integrated resilience programming.

---

<sup>42</sup> Including dams and reservoirs, grain and produce storage facilities, gardens, ponds and animal rearing assets.

63. Households will receive food and/or cash transfers conditional on their participation in communal activities during the initial stages of a phased resilience building and graduation process.
64. Communities' engagement in the planning and execution of activities, the identification and mobilization of participants, and asset management, combined with the availability of early warning and climate information will promote the sustainable management of natural resources and strengthen localized climate and disaster risk management. WFP will closely collaborate with technical government departments, including the Environmental Management Agency, and follow country by-laws to ensure the quality and adequacy of assets.
65. WFP will help to introduce forecast-based financing models, microinsurance and national insurance systems and will support implementation of the national climate adaptation plan, the civil protection law and the framework for national sovereign risk insurance and access to global climate and forecast-based financing resources.

*Activity 4: Provide technical assistance to farmer organizations, market actors and national and subnational food quality assurance institutions and empower rural consumers with the aim of strengthening "farm-to-fork" food value chains*

66. Building on the enhanced rural productive capacities developed under activity 3, WFP will help rural communities to produce, safeguard, process, aggregate and market diverse, nutritious and climate smart food crops. WFP will enhance rural food value chains through training, infrastructure, tools, information systems and access to savings and credit schemes and the brokering of relations among producers, processors and buyers, enhancing pro-smallholder farmer procurement approaches. WFP will strengthen private and public food procurement mechanisms in support of home-grown school and clinic feeding programmes.
67. WFP will promote the production, sale and consumption of fortified, biofortified and nutrient-dense crops, engage the private sector, including small and medium enterprises – particularly those owned by women – in the processing of nutritious foods, and support food quality and safety assurance mechanisms. Social and behaviour change communication will promote healthy food choices and stimulate public demand for nutritious and diverse food.
68. WFP will undertake assessments of national and subnational supply chains, the mapping and analysis of local food value chains and the costing of associated investments and will support the national grain reserve, the national warehouse receipt system, the commodities exchange and the updating of national guidelines on grain and commodity marketing.

### **Partnerships**

69. WFP will partner with the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement in formulating local development plans and promoting microinsurance for smallholder farmers, expanding climate-smart agriculture, introducing digital information products and enhancing rural food value chains. Collaboration with FAO, the International Fund for Agricultural Development and UNDP will enhance synergies in agricultural and value chain investments and climate risk management and adaptation efforts. The United Nation's multi-year resilience planning will ensure coherence and synergies across key actors. Collaboration with the Ministry of Environment, Climate Change, Tourism and Hospitality Industry and its Meteorological Services Department will strengthen climate services.
70. WFP will collaborate with the Ministry of Health and Child Care on feeding in clinics, food safety and fortification, and with the Ministry of Primary and Secondary Education on school feeding. Collaboration with the Ministry of Women Affairs, Community, Small and Medium

Enterprises Development, the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, the United Nations Population Fund and the United Nations Children's Fund (UNICEF) will enhance entrepreneurship among women and young people while ensuring that enhanced value chains address the specific needs of women, children and persons with disabilities and chronic illness.

71. WFP will seek guidance, expertise and collaboration with organizations of women and men farmers, academia and the private sector, including through the Scaling Up Nutrition (SUN) business network, particularly in sourcing solutions for sustainable agriculture marketing and risk financing. Coordination with local organizations will facilitate communities' access to comprehensive resilience investments and ensure active community participation.

### ***Assumptions***

72. The achievement of strategic outcome 3 requires macroeconomic and monetary stability and recovery, the availability of medium- to long-term donor financing, and government investment in the structural transformation of food systems. Substantial progress will depend on the absence of disasters that hinder resilience investments.

### ***Transition/handover strategy***

73. WFP will strengthen long-term resilience capacities through integrated context analysis, seasonal livelihood programming, community-based project planning and the enhancement of rural value chains, empowering farming communities and public and private food system actors. WFP and FAO will set out multi-year strategies for facilitating communities' graduation from assistance.

### **Strategic outcome 4: By 2026, national and subnational institutions in Zimbabwe have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions to achieve food and nutrition security**

74. WFP will contribute to the establishment and strengthening of anticipatory and shock-responsive social protection mechanisms and emergency preparedness and response capacities by providing technical and strategic assistance for the elaboration of national policies, strategies and programme implementation tools and skill-building and training for the strengthening of individual capacities. WFP will help to generate strategic information and convene stakeholders for the planning and financing of evidence-based zero hunger actions.
75. As well as SDG 17, this outcome will contribute to SDGs 1, 2 and 5 and supports the strengthening of sustainable national capacities needed for delivery of the assistance foreseen under strategic outcomes 1, 2 and 3.

### ***Focus area***

76. Strategic outcome 4 is focused on resilience building.

### ***Alignment with national priorities***

77. This strategic outcome contributes to NDS1 priorities 1 (food and nutrition security), 8 (social protection) and 10 (environmental protection, climate resilience and natural resource management) and to UNSDCF pillars 1 and 2.

### ***Expected outputs***

78. Strategic outcome 4 will be achieved through two outputs linked to activity 5 and three outputs linked to activity 6:
- 5.1 Managers and implementers of national anticipatory and shock-responsive social protection and emergency preparedness and response programmes benefit from

skills, knowledge and capacities that enable them to develop equitable, efficient, reliable and timely social and humanitarian assistance mechanisms and tools.

- 5.2 Food-insecure women, men, girls and boys benefit from enhanced equitable, anticipatory and shock-responsive social protection policies, tools and systems and national emergency preparedness and response actions that meet their urgent food needs.
- 6.1 National and subnational institutions benefit from enhanced skills, knowledge and capacities that enable them to improve food security, nutrition and climate change analytics, information and knowledge management and advocacy.
- 6.2 National and subnational stakeholders benefit from improved information, tools and partnerships for strengthened planning, budgeting and financing for zero hunger.
- 6.3 Food-insecure communities (tier 3) benefit from the enhanced ability of national and subnational institutions to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and adequate nutrition.

### **Key activities**

*Activity 5: Provide technical assistance to national and subnational social protection and emergency preparedness and response institutions in order to improve social and humanitarian assistance preparedness, planning and response*

79. WFP will help to strengthen social protection policies and tools and the coordination of stakeholders and will support forecast-based financing approaches with standard operating procedures for the equitable and timely implementation of safety nets for emergency relief, recognizing the specific needs of households headed by women, children and older people, those with high dependency ratios and those with disabled and chronically ill household members. WFP will support the integration of humanitarian and risk financing tools into the Government's risk layering strategy, thus enhancing linkages among disaster risk finance, emergency preparedness, response and social protection systems. The results under activity 5, along with global best practices and lessons learned from implementation of activity 1, will inform long-term national social and humanitarian assistance approaches.

*Activity 6: Provide strategic, technical and coordination assistance to national and subnational institutions in support of well-informed and capacitated zero hunger actions*

80. WFP will support the collection, analysis and dissemination of gender-relevant and gender-disaggregated data, advocacy materials and public information, and will contribute to the effective coordination and partnering of national, subnational and international actors in support of the development and implementation of informed and unified zero hunger plans and budgets. Results from activity 6 will contribute to the achievement of activities 1 to 5.

### **Partnerships**

81. WFP will work with the Ministry of Public Service, Labour and Social Welfare, the national social protection steering committee, the national cash working group, the Department of Civil Protection in the Ministry of Local Government, Public Works and National Housing and the Ministry of Information, Publicity and Broadcasting Services in enhancing social and humanitarian assistance mechanisms. Collaboration with the Food and Nutrition Council, the Meteorological Services Department and the National Bureau of Statistics will be key to joint analytics.
82. Collaboration with FAO, the International Labour Organization, UNAIDS, UNDP, UNICEF, UN-Women, the World Health Organization and the World Bank will strengthen collective support for national social protection and emergency preparedness and response systems and analytics and information management capacities. WFP will co-lead and engage in the



national expanded technical working group for food security and nutrition, the Renewed Efforts Against Child Hunger and undernutrition partnership and various SUN networks.

83. WFP will enhance partnerships with donors, civil society, academia and the private sector and will work with subnational authorities on the integration of food security and nutrition priorities into local plans and budgets.

### **Assumptions**

84. Successful progress towards strategic outcome 4 will rely on national investments in Zimbabwe's social protection system and disaster risk management and improved macroeconomic conditions and fiscal space. It is also dependent on continuity within national institutions and progress in the national devolution strategy.

### **Transition/handover strategy**

85. While strengthened capacities will allow a gradual decrease of WFP's direct implementation of programmes, technical support will be required beyond the duration of the CSP. It is foreseen that WFP will continue to function as a trusted knowledge partner for national institutions.

### **Strategic outcome 5: Humanitarian and development actors in Zimbabwe can implement their programmes and provide support to their beneficiaries in an efficient, effective and reliable way at all times, including during crises**

86. WFP will provide supply chain and other services and expertise for humanitarian and development actors in Zimbabwe in support of their efforts to protect and promote sustainable development and humanitarian action.

### **Focus area**

87. Strategic outcome 5 is focused on crisis response.

### **Alignment with national priorities**

88. Strategic outcome 5 will contribute to the entire range of NDS1 priorities, humanitarian response plan strategies and UNSDCF aspirations.

### **Expected outputs**

89. Strategic outcome 5 will be achieved through one output linked to activity 7 and one output linked to activity 8:
- 7.1 At-risk populations in Zimbabwe benefit from humanitarian and development partners' ability to rely on effective, efficient and reliable supply chain and other services for their operations.
  - 8.1 Crisis-affected populations in Zimbabwe benefit from humanitarian actors' access to vital logistics coordination, services and expertise in case of an emergency and activation of the cluster system.

### **Key activities**

*Activity 7: Provide bilateral supply chain and other services to humanitarian and development actors on demand*

90. WFP will provide on-demand, at-cost supply chain services and expertise to partners and will expand services based on the needs and interests of key humanitarian and development partners and on WFP's comparative advantages.

*Activity 8: Provide mandated services through the logistics cluster to Government and humanitarian actors when the cluster is activated*

91. In case of a humanitarian crisis and the activation of the logistics cluster, WFP will provide mandated common services to humanitarian actors, including information management, logistics coordination and common logistics services for the uninterrupted supply of life-saving relief assistance.

### **Partnerships**

92. WFP will collaborate with the United Nations Office for the Coordination of Humanitarian Affairs and the inter-cluster coordination mechanism to identify priority support needs while maintaining routine engagement with the broader humanitarian and development community to provide supply chain services.
93. WFP will work with the Department of Civil Protection, the Ministry of Public Services, Labour and Social Welfare and their subnational counterparts to coordinate the delivery of emergency assistance.

### **Assumptions**

94. WFP staff with supply chain expertise working on activities 1–4 will also provide services under activities 7 and 8. WFP will ensure that its staff's ability to provide third-party services keeps pace with demand even as the scale of operations increases.

### **Transition/handover strategy**

95. WFP may continue to provide on-demand services as long as they add value and complement local commercial services.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

96. WFP will target the most food-insecure areas and households in the country based on the livelihood assessments by the Zimbabwe Vulnerability Assessment Committee, Integrated Food Security Phase Classification system assessments, WFP's consolidated approach to reporting indicators of food security and thematic assessments. In rural areas, geographic targeting will be followed by community-based targeting. In urban areas, a categorization-based, data-driven targeting process will be followed to determine vulnerability criteria and the ranking of vulnerable households.
97. For resilience activities, WFP selects districts with high levels of chronic vulnerability through an integrated context analysis that considers frequent shocks and stresses, enabling environments, agricultural potential and the presence of relevant development programmes that facilitate synergies. Participating households are identified through community-based targeting based on vulnerability and labour capacity.

### **4.2 Transfers**

#### ***Food and cash-based transfers***

98. Minimum essential basket, cost of diet and fill the nutrient gap analyses inform decisions regarding appropriate ration composition and transfer values. Transfer sizes are based on the degree to which people rely on external assistance and the cost of diets in rural, urban and refugee settings. Household rations will largely consist of staple foods complemented by Super Cereal Plus for pregnant and lactating women and girls, children under 5 and chronically ill people in crisis situations. The fortification of staple products with micronutrients will be explored with national stakeholders.

99. WFP will use cash-based transfers to increase the flexibility of distributions and the dietary diversity of beneficiaries (including their consumption of fresh produce) and to protect the dignity of women and men beneficiaries. Transfers will be informed by market and sectoral assessments that take into consideration seasonality, price trends, monetary policies, food supply and the availability of staple and nutritious foods, cost efficiency and effectiveness and gender analyses.
100. Cash will be delivered through electronic vouchers, remittance management companies and other channels, with enhanced private sector engagement. Market feasibility analyses will be undertaken periodically.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, OUTPUT, ACTIVITY AND MODALITY (2022-2026)

Strategic outcome	Output	Activity	Modality	Beneficiary group	2022	2023	2024	2025	2026	Total	
1	1.1	1	Rural food/cash	Girls	95 600	191 200	286 800	382 400	152 960	<b>505 724</b>	
				Boys	96 000	192 000	288 000	384 000	153 600	<b>507 840</b>	
				Women	112 000	224 000	336 000	448 000	179 200	<b>592 480</b>	
				Men	96 400	192 800	289 200	385 600	154 240	<b>509 956</b>	
				<b>Total</b>	<b>400 000</b>	<b>800 000</b>	<b>1 200 000</b>	<b>1 600 000</b>	<b>640 000</b>	<b>2 116 000</b>	
			Urban cash	Girls	19 120	35 850	35 850	35 850	19 120	<b>102 770</b>	
				Boys	19 200	36 000	36 000	36 000	19 200	<b>103 200</b>	
				Women	22 400	42 000	42 000	42 000	22 400	<b>120 400</b>	
				Men	19 280	36 150	36 150	36 150	19 280	<b>103 630</b>	
				<b>Total</b>	<b>80 000</b>	<b>150 000</b>	<b>150 000</b>	<b>150 000</b>	<b>80 000</b>	<b>430 000</b>	
	1.2				Girls	3 871	4 022	4 082	4 143	4 234	<b>4 234</b>
					Boys	4 116	4 277	4 342	4 406	4 502	<b>4 502</b>
					Women	3 226	3 352	3 402	3 452	3 528	<b>3 528</b>
					Men	4 147	4 309	4 374	4 439	4 536	<b>4 536</b>
					<b>Total</b>	<b>15 360</b>	<b>15 960</b>	<b>16 200</b>	<b>16 440</b>	<b>16 800</b>	<b>16 800</b>
	1.3				Girls	960	998	1 013	1 233	1 260	<b>1 260</b>
					Boys	998	1 037	1 053	1 282	1 310	<b>1 310</b>
					Women	845	878	891	1 085	1 109	<b>1 109</b>
					Men	1 037	1 077	1 093	1 332	1 361	<b>1 361</b>
					<b>Total</b>	<b>3 840</b>	<b>3 990</b>	<b>4 050</b>	<b>4 932</b>	<b>5 040</b>	<b>5 040</b>



TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, OUTPUT, ACTIVITY AND MODALITY (2022-2026)											
Strategic outcome	Output	Activity	Modality	Beneficiary group	2022	2023	2024	2025	2026	Total	
	4.1	4		Girls							
				Boys							
				Women	4 000	8 000	8 000	8 000	8 000	<b>36 000</b>	
				Men	4 000	8 000	8 000	8 000	8 000	<b>36 000</b>	
				<b>Total</b>	<b>8 000</b>	<b>16 000</b>	<b>16 000</b>	<b>16 000</b>	<b>16 000</b>	<b>72 000</b>	
	4.2			Girls							
				Boys							
				Women	1 000	4 000	4 000	4 000	4 000	<b>17 000</b>	
				Men	1 000	4 000	4 000	4 000	4 000	<b>17 000</b>	
				<b>Total</b>	<b>2 000</b>	<b>8 000</b>	<b>8 000</b>	<b>8 000</b>	<b>8 000</b>	<b>34 000</b>	
	<b>Total (without overlap)</b>					<b>569 360</b>	<b>1 046 960</b>	<b>1 447 200</b>	<b>1 847 440</b>	<b>817 800</b>	<b>2 754 600</b>

Abbreviation: CBTs = cash-based transfers

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY												
	Strategic outcome 3									Strategic outcome 3		
	Activity 1						Activity 3					
Beneficiary type	Rural				Urban		Refugees			Food assistance for assets		Insurance
	Standard	Children under 5 and PLWG*	Standard	Children under 5 and PLWG*	Standard	Children under 5 and PLWG*	Standard	Children under 5 and PLWG*	New arrivals	Standard	Standard	Standard
Modality	Food		CBTs		CBTs		Food/CBTs	Food/CBTs	Food	Food	CBTs	CBTs
Cereal	283 (grain)						450 (meal)		450 (meal)	333 (grain)		
Pulses	57								67	67		
Fortified vegetable oil	20								25	25		
Iodized salt									5			
Super Cereal Plus		200**						200				
Total kcal/day	1 403	787					1 665	787	2 114	1 664		
% kcal from protein	11.2	16.6					7.7	16.6	8.8	11.1		
Cash-based transfers (USD/person/day)			0.3	0.12	0.4	0.16	0.23	0.092			0.4	0.0346***
Number of feeding days per year	180	180	180	180	365	365	365	365	365	180	180	30

\* May also include chronically ill people, people living with HIV or older people. \*\* During humanitarian crises. \*\*\* Contribution to insurance premium.

Abbreviations: PLWG = pregnant and lactating women and girls.

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	165 391	46 379 539
Pulses	30 887	18 277 659
Oil and fats	11 025	16 255 966
Mixed and blended foods	14 087	14 062 924
Other	1	251
<b>Total (food)</b>	<b>221 391</b>	<b>94 976 338</b>
Cash-based transfers		160 405 846
<b>Total (food and cash-based transfer value)</b>	<b>221 391</b>	<b>255 382 184</b>

### 4.3 Country office capacity and profile

101. WFP will seek to maintain its overall office size and sub-office structure in Zimbabwe. The 2021 organizational alignment exercise prioritized capacities for high-level strategy and technical assistance, strengthened partnerships and engagement at the subnational level. Complementary expertise will be drawn from teams at the regional bureau and headquarters. Surge requirements are identified to meet urgent humanitarian response needs. WFP will maintain its successful gender parity and gender competencies among staff.

### 4.4 Partnerships

102. WFP will position itself as a reliable, results-oriented partner and will expand its engagement with the Government, other United Nations agencies, non-governmental organizations and government donors, exploring opportunities for engagement with other key stakeholders such as international financial institutions, academia, think-tanks, the private sector and emerging donors. Multi-year agreements with Government institutions will clarify mutual accountability and collective and respective investments towards national priorities.

103. WFP is part of the United Nations country team and will collaborate with the Government at the national and subnational levels on informing and planning zero hunger action and developing tools for the enhancement of national systems and capacities, using CSP activities as a platform for research and development and increasingly delivering together.

104. WFP and its partners will increase their joint, complementary multi-year plans in order to facilitate long-term investments in predictable, efficient and effective programme delivery and will seek maximum complementarity in geographic focus, technical expertise, operational capacities and strategic advocacy and communication.

105. WFP will collaborate with organizations with specialized expertise in protection, gender issues, disability and the engagement of young people to pursue the inclusion and empowerment of marginalized groups and address social and gender norms in the communities participating in its programmes. To strengthen the impact of CSP activities on addressing the structural barriers to gender equality, WFP will work with community-based committees and structures that promote gender equality and with organizations that have expertise in gender-transformative programming.



## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

106. CSP implementation will be monitored and evaluated in accordance with WFP's corporate results framework, the CSP's "line of sight" from resources to results and the UNSDCF. A baseline will be established in 2022, drawing on the end-line information from relevant completed activities and existing vulnerability data, complemented by data on new indicators. WFP will pursue joint monitoring and evaluation and real-time, periodic vulnerability analyses with key partners and the Government, particularly within the UNSDCF.
107. A knowledge management strategy will inform periodic programme reviews and broader advocacy and guide thematic analyses undertaken with strategic and knowledge partners, including analyses of gender, age, disability and other attributes, to facilitate full understanding of the food and nutrition security of various groups.
108. WFP will strengthen its community feedback mechanisms to facilitate accountability to affected populations and response to beneficiary concerns based on periodic hotline reports and analysis triangulated with other sources.
109. WFP will commission a decentralized mid-term review of the CSP in early 2024 and a centralized final evaluation in 2025. Decentralized evaluations will be carried out on urban resilience building in 2024 and integrated climate risk management for rural food security and livelihoods in 2025. WFP will include Zimbabwe in relevant global and regional strategic and thematic evaluations.

### **5.2 Risk management**

#### ***Strategic risks***

110. WFP will apply strict humanitarian principles and ensure transparent, accountable and needs-based targeting and selection of beneficiaries, promoting community ownership.
111. The Government's focus on the mid-2023 elections may temporarily slow the strengthening of national systems and capacities.
112. Continued limited fiscal space may affect national social protection, climate risk and emergency preparedness and response frameworks. With the United Nations country team, WFP advocates that the Government remove obstacles to investment in Zimbabwe's development and increase funding for social programmes.
113. Donor stipulations and the preponderance of single-year contributions may restrict investments in national systems and medium- to long-term resilience and capacity strengthening plans. WFP and its partners will seek opportunities for securing multi-year broad thematic funding in order to optimize comprehensive programming.

#### ***Operational risks***

114. The COVID-19 pandemic causes risks to the health, safety and security of staff, partners and beneficiaries, while restrictions on movement and congregation hinder participatory discussion and beneficiary gatherings. Border closures and movement restrictions may cause severe supply chain disruptions that affect the sourcing, transport and storage of commodities. WFP uses updated standard operating procedures for operations in the context of COVID-19 and its business continuity plan to ensure full operational capacity.

#### ***Fiduciary risks***

115. WFP will address the risk of fraud and diversion of resources through detective and preventive measures and by establishing clear protocols and escalation mechanisms for follow-up on "red flags" identified through transaction monitoring.

**Financial risks**

116. Inflation or monetary policies may undermine the purchasing power of beneficiaries and other vulnerable households, particularly in urban areas, affecting the quality of WFP's cash-based assistance. WFP will adjust transfer values and mechanisms to mitigate such risks.

**5.3 Social and environmental safeguards****Gender**

117. A strong mainstreamed focus on gender issues will ensure adequate consideration of specific gender-related needs with respect to food and nutrition security, asset creation, natural resource management and food systems. Informed by gender analysis, community-based project planning will use gender-sensitive tools to ensure that prioritized assets benefit all community members equally and have a gender-transformative impact.

**Sustainable natural resource management**

118. Any unintended negative environmental effects of WFP's engagement in natural resource management will be countered by ensuring strong technical partnerships for ex-ante environmental impact assessments and promoting the comprehensive management of resources.

**Accountability to affected populations, protection and prevention of sexual exploitation and abuse**

119. All interventions will be designed to meet the standards of non-discrimination, integrity, safety, dignity and respect, the prevention of further harm and adherence to policies, guidelines and protocols for the prevention of sexual exploitation and abuse.
120. Interventions will be based on context and protection risk analyses that capture conflict and diversity challenges and propose adequate responses. With a focus on disaster settings, WFP will work with its partners to identify risks and vulnerabilities, build on the capacities of the people and communities it serves and contribute to protection outcomes.
121. The engagement of affected populations during CSP development and monitoring will ensure that potential conflicts, risks and unwanted developments are recognized and addressed.
122. Social and behaviour change communication will be based on a comprehensive communication strategy that clearly outlines how best to involve communities and individuals while taking into account sex, age, disability, diversity and other factors in order to leave no one behind.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Activity	2022	2023	2024	2025	2026	Total
1	1	29 802 830	94 342 980	122 944 531	96 638 015	64 701 474	<b>408 429 830</b>
2	2	6 005 446	12 415 124	12 510 066	13 639 841	13 951 049	<b>58 521 525</b>
3	3	9 991 061	16 710 385	16 950 067	17 157 704	17 513 653	<b>78 322 870</b>
3	4	2 101 277	3 014 069	3 020 734	3 125 954	3 134 663	<b>14 396 697</b>
4	5	1 824 092	4 451 264	4 592 542	4 593 386	4 737 068	<b>20 198 353</b>
4	6	1 127 831	1 671 407	1 575 059	1 600 913	1 608 663	<b>7 583 872</b>
5	7	614 536	1 139 200	1 137 761	1 177 965	1 219 922	<b>5 289 384</b>
5	8	0	0	790 563	0	0	<b>790 563</b>
<b>Total</b>		<b>51 467 072</b>	<b>133 744 430</b>	<b>163 521 322</b>	<b>137 933 777</b>	<b>106 866 493</b>	<b>593 533 095</b>

123. The resources required for the CSP reflect annually recurring activities under strategic outcome 1 and activities under strategic outcomes 2–5. While the budgets for these outcomes are not expected to change substantially over the years, they reflect turnover in beneficiaries and participants and a gradual shift towards national ownership.
124. Two humanitarian crises causing the budget for strategic outcome 1 to surge in 2023, 2024 and 2025 are anticipated during the CSP period. Humanitarian surge requirements constitute 17 percent of the overall budget.
125. Social and humanitarian assistance activities under strategic outcome 1 represent 69 percent of the budget, while 25 percent is dedicated to urban and rural livelihoods and food systems under strategic outcomes 2 and 3. Capacity strengthening activities under strategic outcome 4 require 5 percent of the budget, while on-demand and common services under strategic outcome 5 are estimated at 1 percent.
126. Activities that promote gender equality account for 7 percent of the budget.

### 6.2 Resourcing outlook and strategy

127. Under the CSP for 2017–2021, up to 16 government donors provided a large share of the budget, most of which was earmarked for crisis response.
128. WFP will seek flexible, multi-year funding and focus on diversifying the donor base by including development donors, South–South cooperation and the private sector and fostering joint programming with other United Nations agencies.
129. WFP is the preferred emergency responder in Zimbabwe. A partnership action plan has been developed to support WFP's shift to providing support for shock-responsive social protection and food systems. In case of funding shortfalls, WFP will prioritize crisis response activities.

**ANNEX I****LOGICAL FRAMEWORK FOR ZIMBABWE COUNTRY STRATEGIC PLAN (2022–2026)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Food- and nutrition-insecure populations in targeted rural and urban areas meet their food and nutrition needs at all times, including during crises**

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Nutrition-sensitive

**Assumptions**

External assistance required to fully cover national needs

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI (rCSI)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

## Activities and outputs

### 1. Provide unconditional humanitarian cash and food transfers to food insecure people in targeted areas while supporting national institutions in delivering social and humanitarian assistance (URT: Unconditional resource transfers to support access to food)

1.1 Food-insecure women, men, girls and boys in targeted rural and urban areas receive unconditional food and/or cash transfers to meet their basic food and nutrition needs. (A: Resources transferred)

1.4 Managers and implementers of national social and humanitarian assistance programmes benefit from enhanced delivery capacities. (C: Capacity development and technical support provided)

1.2 Refugees in Tongogara refugee camp receive unconditional food and/or cash transfers to meet their basic food and nutrition needs. (A: Resources transferred)

1.3 Targeted refugees in Tongogara refugee camp receive complementary skills training, tools and non-food items that help diversify their food basket. (A: Resources transferred)

1.5 Vulnerable people affected by acute food and nutrition needs (tier 3) benefit from enhanced capacity to deliver social and humanitarian assistance that meets their urgent food needs. (C: Capacity development and technical support provided)

### Strategic outcome 2: By 2026, food-insecure households in urban areas meet their food and nutrition needs through resilient livelihoods

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: resilience building

Nutrition-sensitive

## Assumptions

Macro-economic stability

## Outcome indicators

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

## Activities and outputs

### 2. Provide skills training, tools and infrastructure to vulnerable urban households for enhanced livelihoods and entrepreneurship (ACL: Asset creation and livelihood support activities)

2.3 Communities in targeted urban areas benefit from enhanced coordination and expansion of urban resilience initiatives through the diversification of their livelihood opportunities. (C: Capacity development and technical support provided)

2.2 Households and communities in targeted urban areas benefit from assets that support their economic development. (D: Assets created)

2.2 Households and communities in targeted urban areas benefit from assets that support their economic development. (L: Infrastructure and equipment investments supported)

2.1 Targeted food-insecure households in urban areas receive gender-transformative skills training, tools and non-food items to diversify their livelihoods. (A: Resources transferred)

2.1 Targeted food-insecure households in urban areas receive gender-transformative skills training, tools and non-food items to diversify their livelihoods. (D: Assets created)

## Strategic Objective 3: Achieve food security

### Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes

**Strategic outcome 3: By 2026, targeted rural populations achieve climate resilient livelihoods, sustainable management of natural resources and enhanced participation in local markets and value chains**

Outcome category: Increased smallholder production and sales

Focus area: resilience building

## Assumptions

Macroeconomic stability; medium to long-term donor financing; absence of extensive disasters that hinder resilience investment.

## Outcome indicators

Consumption-based coping strategy index, reduced CSI (rCSI)

Economic capacity to meet essential needs

Food consumption score

Food expenditure share

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Proportion of the population in targeted communities reporting environmental benefits

Value and volume of smallholder sales through WFP-supported aggregation systems

### **Activities and outputs**

#### **3. Provide conditional cash and food transfers along with training and tools to rural communities in conjunction with technical assistance for community members and national and subnational authorities (ACL: Asset creation and livelihood support activities)**

3.2 Food-insecure women, men, girls and boys in targeted rural areas receive conditional food and/or cash transfers to meet their food and nutrition needs. (A: Resources transferred)

3.4 Rural communities benefit from improved national and subnational mechanisms that strengthen localized climate and disaster risk management. (C: Capacity development and technical support provided)

3.3 National and subnational stakeholders have enhanced capacity to promote sustainable livelihoods, strengthen local value chains and protect communities against shocks. (C: Capacity development and technical support provided)

3.1 Targeted rural households and communities benefit from gender-transformative livelihood and life skills training and access to productive and climate-smart assets, financial services and energy products for climate-adapted and sustainable livelihoods. (A: Resources transferred)

3.1 Targeted rural households and communities benefit from gender-transformative livelihood and life skills training and access to productive and climate-smart assets, financial services and energy products for climate-adapted and sustainable livelihoods. (D: Assets created)

3.1 Targeted rural households and communities benefit from gender-transformative livelihood and life skills training and access to productive and climate-smart assets, financial services and energy products for climate-adapted and sustainable livelihoods. (G: Linkages to financial resources and insurance services facilitated )

#### **4. Provide technical assistance to farmer organizations, market actors and national and subnational food quality assurance institutions and empower rural consumers with the aim of strengthening “farm-to-fork” food value chains (SMS: Smallholder agricultural market support activities)**

4.4 Food consumers benefit from better functioning rural food markets and improved food quality assurance mechanisms that meet their need for adequate, diverse and affordable diets. (C: Capacity development and technical support provided)

4.2 Local women and men producers, processors, traders and buyers, including schools and clinics, benefit from strengthened public and private capabilities with regard to the procurement of locally produced, nutritious food. (C: Capacity development and technical support provided)

4.3 National institutions have enhanced capacity to ensure food quality and safety in national and subnational programmes and rural markets. (C: Capacity development and technical support provided)

4.1 Women and men smallholder producers benefit from access to farming inputs and agricultural extension and information systems that enable them to produce, protect, aggregate and market nutritious, drought-resilient crops. (A: Resources transferred)

4.1 Women and men smallholder producers benefit from access to farming inputs and agricultural extension and information systems that enable them to produce, protect, aggregate and market nutritious, drought-resilient crops. (F: Purchases from smallholders completed)

4.1 Women and men smallholder producers benefit from access to farming inputs and agricultural extension and information systems that enable them to produce, protect, aggregate and market nutritious, drought-resilient crops. (G: Linkages to financial resources and insurance services facilitated )

## **Strategic Goal 2: Partner to support implementation of the SDGs**

### **Strategic Objective 4: Support SDG implementation**

#### **Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs**

**Strategic outcome 4: By 2026, national and subnational institutions in Zimbabwe have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions to achieve food and nutrition security**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

### **Assumptions**

National investments in Zimbabwe's social protection system and disaster risk management

### **Outcome indicators**

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening



## Activities and outputs

### **5. Provide technical assistance to national and subnational social protection and emergency preparedness and response institutions in order to improve social and humanitarian assistance preparedness, planning and response (EPA: Emergency preparedness activities)**

5.2 Food-insecure women, men, girls and boys benefit from enhanced equitable, anticipatory and shock-responsive social protection policies, tools and systems and national emergency preparedness and response actions that meet their urgent food needs. (C: Capacity development and technical support provided)

5.1 Managers and implementers of national anticipatory and shock-responsive social protection and emergency preparedness and response programmes benefit from skills, knowledge and capacities that enable them to develop equitable, efficient, reliable and timely social and humanitarian assistance mechanisms and tools. (C: Capacity development and technical support provided)

### **6. Provide strategic, technical and coordination assistance to national and subnational institutions in support of well-informed and capacitated zero hunger actions (CSI: Institutional capacity strengthening activities)**

6.3 Food-insecure communities (tier 3) benefit from the enhanced ability of national and subnational institutions to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and adequate nutrition. (C: Capacity development and technical support provided)

6.1 National and subnational institutions benefit from enhanced skills, knowledge and capacities that enable them to improve food security, nutrition and climate change analytics, information and knowledge management and advocacy. (C: Capacity development and technical support provided)

6.2 National and subnational stakeholders benefit from improved information, tools and partnerships for strengthened planning, budgeting and financing for zero hunger. (C: Capacity development and technical support provided)

## **Strategic Objective 5: Partner for SDG results**

### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 5: Humanitarian and development actors in Zimbabwe can implement their programmes and provide support to their beneficiaries in an efficient, effective and reliable way at all times, including during crises**

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

**Assumptions**

Demand for WFP supply chain management expertise and experience

**Outcome indicators**

User satisfaction rate

**Activities and outputs****7. Provide bilateral supply chain and other services to humanitarian and development actors on demand  
(CPA: Service provision and platforms activities)**

7.1 At-risk populations in Zimbabwe benefit from humanitarian and development partners' ability to rely on effective, efficient and reliable supply chain and other services for their operations. (H: Shared services and platforms provided)

**8. Provide mandated services through the logistics cluster to Government and humanitarian actors when the cluster is activated  
(CPA: Service provision and platforms activities)**

8.1 Crisis-affected populations in Zimbabwe benefit from humanitarian actors' access to vital logistics coordination, services and expertise in case of an emergency and activation of the cluster system. (H: Shared services and platforms provided)

---

**Strategic goal 1: Support countries to achieve zero hunger**

---

**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences**

---

**Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

---

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**

---

**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

---

**C.3. Improved gender equality and women's empowerment among WFP-assisted population**

---

**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

---

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**

---

**Cross-cutting indicators**

C.4.1\*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1/SDG target 2.1	Strategic Result 1/SDG target 2.1	Strategic Result 3/SDG target 2.3	Strategic Result 5/SDG target 17.9	Strategic Result 8/SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	321 405 500	45 218 468	64 269 079	20 263 050	5 060 113	<b>456 216 211</b>
Implementation	38 710 286	6 222 964	17 231 413	4 164 813	597 059	<b>66 926 536</b>
Adjusted direct support costs	23 386 401	3 508 357	5 560 135	1 658 733	374 525	<b>34 488 149</b>
<b>Subtotal</b>	<b>383 502 188</b>	<b>54 949 789</b>	<b>87 060 626</b>	<b>26 086 596</b>	<b>6 031 697</b>	<b>557 630 896</b>
Indirect support costs (6.5 percent)	24 927 642	3 571 736	5 658 941	1 695 629	48 250	<b>35 902 198</b>
<b>Total</b>	<b>408 429 830</b>	<b>58 521 525</b>	<b>92 719 567</b>	<b>27 782 225</b>	<b>6 079 947</b>	<b>593 533 095</b>

## Acronyms

COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
NDS1	first national development strategy
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women