



WFP EVALUATION

Evaluation of Zimbabwe WFP Country Strategic Plan 2017-2021



World Food Programme

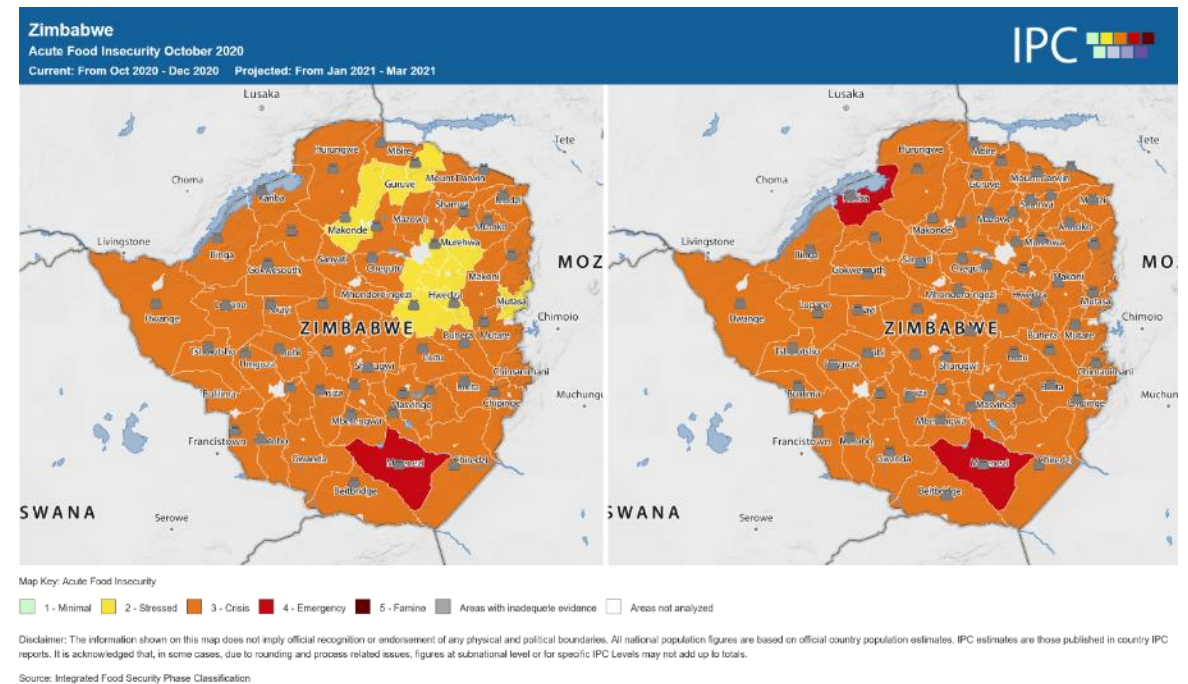
SAVING LIVES
CHANGING LIVES

February 2022

Round Table

Context

- Population 14.9 million
- 68% rural
- Low-income country
- Gross domestic product contracted by 8.1 percent in 2019
- Climate change shocks and natural hazards
- Food security situation deteriorated
- 2020, the majority of the country was in “crisis” (IPC phase 3 or higher)
- COVID-19



CSP 2017-2021: Six Strategic Outcomes

Shift: from addressing short-term humanitarian needs to building long-term resilience to food insecurity and livelihood vulnerability



Food and
nutrition
requirements
met

SO1



Reduce
stunting

SO2



Access to
markets

SO3



Resilience to
seasonal shocks

SO4



Chronically
vulnerable meet
their basic
needs

SO5



Efficient supply
chains

SO6

Data collection methods



- Document review
- 188 Key informant interviews
- Field missions
- Partially remote data collection
- Attention to confidentiality, gender and ethical considerations

Findings

Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?



The CSP was aligned with national policies and balanced with priorities of donors and WFP



Targeting of lean season assistance and resilience activities was appropriate but targeting of urban assistance resulted in exclusion errors



The CSP adapted well to the increased needs and the emergence of COVID-19

Q2. What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (1/3)



SO1 Emergency response: Broadly positive food security and nutrition outcomes



SO2 Stunting: Some improved health outcomes, but stunting outcomes where not achieved or monitored



SO3 Smallholder access to markets: There was no evidence whether market access activities benefitted small-scale, food insecure, producers or large-scale farmers

Q2. What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (2/3)



SO4 Resilience: Food assistance for assets had a positive impact on short-term food security



SO5 Social Protection: The capacity strengthening support for social protection fell short of providing a comprehensive set of activities to address individual, institutional and enabling aspects required



SO6 Supply chains: Excellent logistics and supply chain services to the humanitarian community and the Government

Q2. What is the extent and quality of WFP's specific contribution to CSP strategic outcomes? (2/3)



Gender. Effort to ensure food assistance was adapted to women's specific needs. However, a clear understanding of gender equality and women's empowerment issues within a food systems framework was missing



Sustainability: Lack of clear strategies to: 1) enable emergency assistance through a government-led social protection system; and 2) scale-up pilots by the government



Triple-nexus: Opportunities for working across the nexus was compromised: while WFP provided crises response at scale, work in resilience and addressing root causes was far more limited

Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



Timeliness. The delivery of activities was timely and, in particular, the delivery of lean season activities was impressive



Cost efficiency. In line with economies of scale, direct support cost fell as the overall size of the programme grew

Cost effectiveness. Strategic attention to cost effectiveness was not mainstreamed into management of CSP



Coverage. WFP covered a significant proportion of the assessed needs, ranging from 36 to 67 percent. However, coverage of assistance to urban areas and food assistance for assets, remained modest

Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



Resource Mobilization: Skewed funding and earmarking hindered programmatic flexibility



Partnerships: Strong relationships with government and diversified partnerships with academia and private sector



Monitoring: Oriented towards external reporting and accountability rather than learning

Conclusions



The planned shift to a more developmental role for WFP had to be adjusted after a series of climatic and economic shocks and the onset of COVID-19



The CSP created conceptual links between humanitarian and development work but operational linkages were limited



The CSP increasingly required WFP to collaborate and draw on external expertise



WFP's ability to learn was hindered by inadequate monitoring and knowledge management



The CSP did not enable WFP to become more effective in achieving gender equality and women's empowerment



Transition towards national ownership requires careful assessment and realistic planning

Recommendations

1

Refine strategic focus on the core areas of WFP's comparative advantages (i.e. crisis response and resilience building) and improve and simplify the organization of strategic objectives and activities

2

Reduce reliance on humanitarian assistance through supporting Government in delivering social assistance and increase community resilience

3

Invest in capacities for knowledge management and sharing

4

Deepen WFP strategic and operational partnerships

5

Support and encourage result-based management