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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Zimbabwe (2022–2026)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Zimbabwe for 2022–2026. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made three recommendations, of which two are strategic and one is operational. This management response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It also presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High **Recommendation Deadline: January 2028** **Recommendation 1: Shift WFP's crisis response role away from large-scale humanitarian delivery during predictable seasonal emergencies to a focus on strengthening nationally led systems for social protection and crisis response while retaining the ability to deliver direct assistance during extreme emergencies that exceed government response capacity.**	Country office and global headquarters	Agreed				
1.1 Shift from large-scale, protracted delivery of lean season assistance towards a support model centred on providing technical and common services (including logistics, warehousing and transport coordination). Tailor assistance to the specific vulnerabilities and structural constraints of refugee populations while retaining the capacity to scale up direct delivery of humanitarian assistance when shocks exceed government response capacity.	Country office and global headquarters WFP and its partners have moved beyond planning and have established the systems, capacities and operational arrangements required to act rapidly when risks emerge. This includes agreed triggers for anticipatory action, strengthened government-led preparedness frameworks, and digital	Agreed The forthcoming CSP for Zimbabwe for 2027–2031 prioritizes technical assistance, as validated by the findings from the evaluation of the CSP for 2022–2026 and the demonstrated capacity of the Government in emergency preparedness, and no longer includes protracted delivery of lean season assistance. WFP will provide tailored assistance to refugee populations in the Tongogara Refugee Settlement through an integrated package of assistance and integrated	1. WFP will finalize its Zimbabwe localization strategy, including strategic logistics network arrangements, laying the foundation for a humanitarian staging area, complemented by satellite hubs to enhance emergency readiness and build the capacity of local actors to lead sustained preparedness efforts. In addition, WFP will support the drafting of a "sleeping" humanitarian response plan to ensure	Country office	September 2027	Ongoing

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	tools that support monitoring, early warning and decision-making. By maintaining delivery mechanisms and standby agreements with service providers, WFP is positioned to rapidly scale up assistance when early warning thresholds are reached and resources are available.	resilience support developed with the Government under the new CSP. A multi-year memorandum of understanding for United Nations common back offices in Zimbabwe, reflecting WFP's expanded common services offer, has been finalized.	that, in the event of a major shock, the response can be rolled out and adjusted quickly, thereby maintaining WFP's capacity to scale up in an emergency. *(Cross-reference: preparedness actions under recommendation 3, including with regard to the social registry, and long-term agreements under recommendation 1.3.)*			
1.2 In collaboration with selected partners, support the rollout of the national social registry through technical work on system design and data governance, digital integration and financing frameworks to ensure coverage of the groups most at risk of food insecurity.	Country office and global headquarters	Agreed WFP supports the harmonization of data standards linking vulnerability assessments, registry data and social assistance programme data. WFP is building on significant strides made, as evidenced by the mapping of SCOPE criteria and social registry criteria and WFP's participation in the social registry operational working group. Furthermore, privacy impact assessments for lean season assistance were successfully concluded between 2024 and 2026.	2. WFP will conduct an initial round of data collection in priority districts most at risk of food insecurity in order to support the population of the registry and coverage of at-risk groups. This will inform sustained provision of technical support for the development of the Zimbabwe social registry throughout the duration of the CSP.	Country office and global headquarters	June 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.3 Strengthen national anticipatory action systems by continuously enhancing triggers and thresholds as well as helping the Government to operationalize contingency planning, linking preparedness measures to dedicated flexible financing windows and streamlined procurement and supply chain processes so that resources can be released rapidly when triggers are met.	Country office and global headquarters	Agreed WFP and its partners have moved beyond planning and have established the systems, capacities and operational arrangements required to act rapidly when risks emerge. This includes agreed triggers for anticipatory action, strengthened government-led preparedness frameworks, and digital tools that support monitoring, early warning and decision-making. By maintaining delivery mechanisms and standby agreements with service providers, WFP is positioned to rapidly scale up assistance when early warning thresholds are reached and resources are available.	3. WFP has finalized triggers and thresholds for anticipatory action, used its PRISM platform for data visualization and monitoring and supported the Government in finalizing and operationalizing multi-hazard contingency and anticipatory action plans, in liaison with partners. In addition, WFP has established a roster of transport service providers and vendors and maintains long-term agreements so that it is ready for emergency response when financing becomes available or triggers are met.	Country office	July 2026	Concluded, ready for closure
Priority: High **Recommendation Deadline: July 2028** **Recommendation 2: Concentrate rural and urban resilience programming on interventions with demonstrated effectiveness and sustainability, supported by proactive integration with partner and government systems.**	Country office and global headquarters	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.1 Strengthen the generation of evidence on urban and rural resilience programming to consolidate lessons and standardize models (clarifying core components across food systems while allowing for context-specific adaptation), including through cross-country or regional evaluations that can inform future programme design, advocacy, resource mobilization and strategic partnerships.	Country office and global headquarters	Agreed The forthcoming CSP directly responds to this recommendation, with outcome 2 designed around integrated resilience support developed with the Government and partners and taking a whole-of-Zimbabwe approach rather than a geographically driven approach. WFP has documented and consolidated an initial standardized yet contextually adaptable resilience framework defining core components across food systems, based on evidence and lessons generated through early implementation. The corresponding implementation plan will continue to be refined iteratively throughout the duration of the CSP as new evidence emerges. WFP has developed a joint resource mobilization and communication strategy with key strategic partners, government institutions and academic and private sector actors to support resilience programming.	1. The country office is strengthening evidence generation in several ways. WFP will establish a centralized knowledge repository to consolidate evidence and lessons learned in joint programmes and consortium-based approaches. This will build on strides made in documenting lessons learned that showcase WFP's comparative advantage, which have already led to WFP being selected to lead consortium-based approaches.	Country office	April 2027	Ongoing
			2. WFP will commission and complete a decentralized evaluation of selected resilience programmes to consolidate evidence that supports further replication by the Government beyond the CSP period.		December 2029	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: Medium **Recommendation Deadline: January 2027** **Recommendation 3: Support the institutionalization of evidence-based targeting and social protection systems within government frameworks while ensuring that WFP maintains the operational independence to determine and deliver needs-based assistance.**	Country office	Agreed				
3.1 Ensure alignment between WFP and government programme objectives and targeting frameworks through joint planning and harmonized vulnerability criteria while systematically monitoring and documenting operational independence to identify and manage potential trade-offs constraining effective and equitable outcomes.	Country office	Agreed WFP participated in the development of a social registry manual and supported the development of a food deficit mitigation strategy, providing the operational basis for harmonized targeting and vulnerability assessment processes. WFP has co-developed a harmonized targeting framework, including standardized vulnerability criteria for marginalized groups, through the Food Deficit Mitigation Strategy and Zimbabwe Livelihoods Assessment Committee processes and has submitted	1. WFP will establish an engagement tracking system to systematically document WFP interactions with the Government, cooperating partners and other stakeholders on targeting, vulnerability assessment and social protection issues. WFP will also conduct an annual review of assistance programme targeting and social protection processes, documenting instances where trade-offs between alignment and needs-based programming were identified along with the actions taken to manage them and lessons learned	Country office	January 2027	Ongoing

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		it to the Government for endorsement. In addition, WFP has established an internal process for validating results and documenting operational independence.	in order to strengthen institutional knowledge and decision-making.			
3.2 Strengthen national food security and social protection data systems by addressing gaps in data integration, analysis and use. This should be done by linking vulnerability assessments, beneficiary registries and early warning systems and by enhancing data visualization tools with the aim of supporting evidence-based targeting, planning and budgeting and ultimately, reinforcing operational independence.	Country office	WFP has developed an internal plan, "Targeting the Zim Way", which outlines approaches for maintaining independent food security analytical capability, market price monitoring and complementary vulnerability analysis capacity. While developed in the context of lean season assistance programming, similar analytical functions continue to support evidence-based decision-making where national systems face constraints.	2. WFP will develop a capacity strengthening plan and tracker for national food security and social protection data collection and analysis systems, ensuring that data integration protocols are established and resources are optimally allocated. WFP will establish standard operating procedures for responding to capacity strengthening requests by the Government. This will identify priority actions for technical support throughout the CSP, including measures to strengthen institutional retention of technical capacity and enable the development of a coherent evidence base for targeting and programme planning at the national and subnational levels.	Country office	January 2027	Ongoing

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		WFP has enhanced data visualization and analytical tools in order to support government targeting, planning and anticipatory action processes through PRISM, strengthening the accessibility and use of evidence for decision-making. PRISM is now supporting climate risk monitoring and the dissemination of anticipatory action trigger status information to inform preparedness and response actions.				