

Decentralized Evaluation

Evaluation of WFP's Lean Season Assistance through the Protracted Relief and Recovery Operation 200453 in Zimbabwe

May 2013 – June 2016

Evaluation Report

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Evaluation Manager: Kudzai Akino

Prepared by

Bert Lof, Team Leader

Shannon Doocy, Evaluation Team Member

Hannah Tappis, Evaluation Team Member



World Food Programme

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Table of Contents

Acknowledgements	i
Disclaimer	i
Table of Contents	ii
Tables and Figures	iii
Acronyms	iv
Executive Summary	vi
1. Introduction	1
1.1. Background of the Decentralized Evaluation	1
1.2. Overview of PRRO 200543 - Lean Season Assistance Programme	1
1.3. Context.....	4
1.4. Evaluation Methodology and Limitations	5
2. Evaluation Findings	8
2.1 Relevance/ Appropriateness	8
2.2 Effectiveness	13
2.3 Efficiency	20
2.4 Impact.....	24
2.5 Lessons learned to enhance resilience.....	28
3. Conclusions and Recommendations	35
3.1 Overall Assessment/Conclusions	35
3.2 Recommendations	37
Annexes	42
Annex 1: Terms of Reference	42
Annex 2: PRRO Budget Revisions, Resource requirements	51
Annex 3: Logical Framework (as per Budget Revision 01/ Sept 2013)....	53
Annex 4: LSA and PAC Program Areas by Lean Season	55
Annex 5: Evaluation Matrix	60
Annex 6: Methodological Approach (as per the Inception Report)	63
Annex 7: Documents Reviewed	67
Annex 8: Data Collection Tools	69
Annex 9: Stakeholders Interviewed	84
Endnotes	88

Tables and Figures

Tables

Table 1: Planned PRRO Outputs by Program 2013-2015	2
Table 2: Planned Beneficiaries by Program, Modality and Season	3
Table 3: Modality preference of LSA Focus Group Discussions	17
Table 4: Assets created under PAC 2011-2015	29
Table 5: Number of PAC districts and beneficiaries	30

Figures

Figure 1: Food Insecurity Prevalence by District, March 2016	4
Figure 2: LSA Beneficiaries by Modality and Season	11
Figure 3: Percent of Targeted Households with at least Borderline FCS	14
Figure 4: Percent of Targeted Households Achieving Dietary Diversity Target	15
Figure 5: FCS scores at the beginning and end of LSA assistance	16
Figure 6: Duration of Food Assistance by WFP per district	21

Acronyms

CAP	Community Action Plan
CBT	Cash-Based Transfer
CFA	Cash for Asset
CI	Confidence Interval
CIT	Cash in Transit
CO	Country Office
C-SAFE	Consortium for Southern Africa Food Security Emergency
CSI	Coping Strategy Index
CSP	Country Strategic Plan
DDRC	District Disaster Relief Committee
DDS	Diet Diversity Score
DFID	Department for International Development (UK)
DHS	Demographic and Health Survey
DSS	Department of Social Services
ECHO	European Commission Humanitarian Office
EM	Evaluation Matrix
FAO	United Nations Food and Agriculture Organisation
FCS	Food Consumption Score
FDMS	Food Deficit Mitigation Strategy
FFA	Food for Asset
FGD	Focus Group Discussion
FHH	Female Headed Household
FNC	Food and Nutrition Council
FNS	Food and Nutrition Security
GAM	Global Acute Malnutrition
GDP	Gross Domestic Product
GFD	General Food Distribution
GPHH	Grandparent Headed Household
GOZ	Government of Zimbabwe
HDD	Household Diet Diversity
HDI	Human Development Index
H&N	Health and Nutrition
ICA	Integrated Context Analysis
IP	Implementing Partner
JR	Joint Responsibility
KII	Key Informant Interview
LSA	Lean Season Assistance
OEV	Office of Evaluation (WFP Rome)
MT	Metric Tonne
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PAC	Productive Asset Creation

PRRO	Protracted Relief and Recovery Operation
QDA	Quantitative Data Analysis
RLA	Rural Livelihood Analysis
SAM	Severe Acute Malnutrition
SOP	Standard Operating Procedure
SLP	Sustainable Livelihood Programming
STA	Seasonal Targeted Assistance
STPF	Social Transfers Policy Framework
SUN	Scaling-Up Nutrition
TOR	Terms of Reference
UN	United Nations
UNICEF	United Nations Children's Fund
USD	US Dollar
VAME	Vulnerability Analysis Monitoring and Evaluation
WB	World Bank
WHA	World Health Assembly
WFP	World Food Programme
ZimASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

Executive Summary

The decentralized evaluation of the Lean Season Assistance (LSA) was commissioned to provide an analysis of lessons learned and to formulate recommendations for future food assistance programming in rural Zimbabwe. Evaluation objectives were: 1) to assess the effectiveness and efficiency of Lean Season Assistance (LSA) with particular attention to transfer modalities and linkages with the Productive Assets Creation (PAC) Programme (implemented under the same PRRO); and 2) to provide evidence-based findings to refine ongoing activities and inform implementation of the Country Strategy Plan (CSP) that will commence in 2017.

The Protracted Relief and Recovery Operation (PRRO) 200453 was designed to transition WFP engagement in Zimbabwe from the provision of emergency assistance to support for recovery and resilience, while maintaining the capacity to respond to disasters when required. The subject of the evaluation are the Lean Season Assistance (LSA) and Productive Asset Creation (PAC) programs implemented between May 2013 and June 2016 under PRRO 200453 which targeted 2.8 million chronically food insecure people.

Methodology

The evaluation was designed to assess the LSA component and linkages to PAC against the following evaluation criteria: relevance/appropriateness, effectiveness, efficiency, impact and connectedness. The main evaluation questions, as indicated in the Terms of Reference, were:

EQ 1: To what extent was the design and implementation of the WFP Lean Season Assistance Programme aligned with Zimbabwe's relief and recovery needs?

EQ 2: How effective was the WFP Lean Season Assistance Programme in achieving its main objectives?

EQ 3: Was the WFP Lean Season Assistance Programme implemented in an efficient manner?

EQ 4: What was the impact of the Lean Season Assistance Programme on beneficiary households?

EQ 5: How can lessons learned from the WFP Lean Season Assistance Programme be used to develop resilience strategies in Zimbabwe and in the context of climactic shocks?

In order to respond to these questions, the evaluation team conducted a comprehensive review of available program data and documentation, 32 focus group discussions (18 LSA groups and 14 PAC groups) with programme beneficiaries and 30 key informant interviews with programme stakeholders. In analysing findings, particular attention was given to transfer modalities and linkages with the WFP Productive Assets Creation (PAC) Programme. Limitations included the timing of the field visits in the midst of the 2016/17 LSA implementation season characterized by the El Niño emergency and the recall of beneficiaries with regard to earlier seasons before 2015/16. In two districts WFP only implemented LSA programmes during earlier seasons. Documentation missing included monthly breakdowns of beneficiaries and distribution outputs, sampling methodology for baseline/endline surveys, and the lack of programme budgets with sufficient yearly detail for cost-efficiency analysis. Measures were taken to mitigate against these as far as possible; data with regard to 2013/14 and 2014/15 are mainly based on WFP reports.

Key Findings

The key findings of the evaluation team are summarised below, structured according to the main evaluation questions.

Evaluation question 1: Relevance/ Appropriateness

The WFP Lean Season Assistance Programme is well aligned with Zimbabwe's relief and recovery needs as they evolved over the course of the project period. The targeting of districts and number of households for food assistance is based on the best available information in the country (Zimbabwe Vulnerability Assessment Committee (ZimVAC) and well aligned with the agreed approach of vulnerability assessment by most stakeholders. The WFP additional assessment tools (national ICA, district SLPs and ward CAPs) are providing good information of causes of food insecurity, vulnerability and potential action. The LSA programme is well aligned with national policies, priorities and implementation strategies such as the government Food Deficit Mitigation Strategy of 2010. WFP demonstrated a commitment to introducing cash-based assistance approaches where markets are viable in line with the ZimVAC Market Assessment study 2015. Gender aspects have not been included in the analysis, targeting and programming of LSA. Only in beneficiary monitoring gender differentiated data are being collected. Nutrition aspects are being targeted under the PRRO's Health & Nutrition programme and have not been included in the LSA programme.

Evaluation question 2: Effectiveness

The LSA Programme was effective in maintaining or improving food security to targeted households during annual assistance periods. Targets for the percent of beneficiary households with at least borderline Food Consumption Score (FCS) and Dietary Diversity Score (DDS) were met and exceeded during each year of the PRRO. No significant differences were observed between improvements in FCS and DDS based on gender of primary food assistance beneficiary (head of household). Coordination of sub-district beneficiary target setting is a critical factor in ensuring beneficiary households receive adequate support to meet dietary needs. The major factors driving effectiveness of assistance modalities are the existence of established partnerships, inter-operable information systems, and the duration of implementation.

Evaluation question 3: Efficiency

With respect to the timeliness of food distributions all stakeholders indicated that they were conducted on time. Due to cash shortages in the country, cash deliveries have been delayed by some weeks to up to a month. The quality of distributed food items was considered sufficient. WFP has been able to scale-up the LSA programme in a very short period of time following the decision to declare a level 3 emergency situation. The lack of a harmonized targeting system has led to a situation of transfer of households/beneficiaries from government support to WFP support and vice-versa. In the period 2005-2016 the average duration of LSA support at district level was 6.4 years. Nineteen districts have received support over a longer period of time (nine to twelve years). According to most stakeholders the perspective of achieving a sustainable reduction of food insecurity has not increased in this period.

Evaluation question 4: Impact

LSA has reduced the use of negative coping strategies and had a positive impact on quantity of food consumed; among cash transfer recipients, some households reported

increased dietary diversity as a result of transfers. In PAC, dams, dip tanks and community nutrition gardens had positive effects on livelihoods, including improved food security during the dry season, better cattle health and income generating opportunities. Few negative effects on gender were observed for in-kind and cash-based seasonal transfers or among PAC beneficiaries. In-kind assistance was not reported to affect prices and was perceived as positive in areas with grain shortages. Some stakeholders noted that large scale in-kind assistance harmed markets and that cash or market interventions are preferable. CIT was perceived as having positive effects on markets by stakeholders at all levels; these included increasing local available of currency and demand which translated to increased availability of commodities in many locations.

Evaluation question 5: Enhanced Resilience

Created assets under the PAC programme – in particular water harvesting systems – have proven to be of great importance to communities in terms of enhanced food consumption during the dry season and income generation. Under the PAC programme WFP has been able to reach out to about 100,000 beneficiaries per year in an average of 15 districts in the period 2013-15. However, the number of beneficiaries and districts reached is on the decline from its high in 2013. The assets created contribute to improving the capacity of communities to cope with drought and to improve their food and nutrition security in difficult years. About 60% of participants in the construction work of assets are women; they also benefit from the created assets in particular the nutrition gardens. Stakeholders have indicated that LSA being a short-term ‘survival-oriented’ intervention through temporary food assistance does not contribute to enhancing resilience of the target communities in the long run. Beneficiaries have commented that “PAC is better than LSA” as it provides productive assets bringing benefits to the communities including improved food security. Asset management has been given due attention; however, design shortages and the lack of repair and maintenance services create challenges to the sustainability of the assets created.

Overall conclusions

In response to the first evaluation questions, the evaluation team concluded that:

EQ 1 : Relevance and Appropriateness

- WFP targeting of vulnerable households is based on a sound analysis.
- WFP analytical studies have provided substantial insight and understanding of causes, key drivers and trends of food insecurity and exposure to climatic and economic shocks.
- The WFP LSA programme is well aligned with relevant national Zimbabwean policies.
- WFP has demonstrated a good commitment to introduce cash-based transfer modalities in line with ZimVAC Market Analysis 2015
- Gender aspects are not included in the analysis, targeting and programming of LSA.
- Nutrition aspects targeting most vulnerable groups such as women and young children, who are often disproportionately affected by drought, have not been taken into consideration during the LSA design.

EQ 2 : Effectiveness

- Based on the Food Consumption Score and Household Dietary Diversity Score, the LSA Programme was effective in maintaining or improving food security to targeted households during annual assistance periods.

- The LSA Programme was equally effective at maintaining or improving food security in both male- and female-headed households.
- The convergence of FCS and DDS scores at the end of two completely different seasons in terms of previous harvest indicate at the effectiveness of LSA food assistance.
- All LSA modalities including in-kind distribution, cash transfers and a mix of food and cash - have proven to be effective in terms of FCS and DDS for target households.
- Programmatic and contextual factors (market conditions and cash availability) were the main drivers for the selection of transfer modality.
- The recent effort by WFP to introduce mobile cash at a wider scale appears to be promising despite initial start-up problems and user challenges.

EQ3 : Efficiency

- Food distributions by WFP and implementing partners were executed in a timely manner. Cash deliveries, however, have been delayed due to cash shortages in the country.
- The ranking approach was considered adequate by beneficiaries but less appreciation exists with regard to the exclusion of household as a result of the use of a ceiling.
- WFP has been flexible to the extent that it was responsive to the declared emergency and able to scale-up in due course.
- The lack of a harmonized targeting system has led to an unclear situation of inclusion of households into the LSA programme and to a situation of surpassing the ZimVAC ceiling in some districts.
- The LSA support over a longer period of time (in some districts up to twelve years) has led to unwelcome coping strategies by local authorities and beneficiaries.

EQ4 : Impact

- LSA seasonal transfers had a positive impact on quantity of food consumed.
- In general, LSA transfers – in-kind and cash – are not sufficient to cover the full month, so households are still applying a wide range of coping strategies.
- In PAC, the assets created had positive effects on livelihoods, including improved food availability, cattle health and income generating opportunities.
- Few negative effects on gender were observed for in-kind and cash-based seasonal transfers or among PAC beneficiaries. Though some intra-households tensions or social pressures were reported with regard to cash transfers.
- In-kind assistance was not reported to affect prices and was perceived as positive in areas with grain shortages.
- CIT was perceived as having positive effects on markets by stakeholders at all levels.

EQ5 : Contribution to Resilience

- The WFP LSA programme with its focus on short-term, ‘survival-oriented’ interventions through temporary food assistance does little to contribute to restoring food security and enhancing resilience of the targeted communities.
- On the contrary, the WFP support to the creation of assets through PAC have significantly contributed to enhancing the productive capacity of communities and have resulted in improved food consumption and rebuilding of livelihoods through savings and income generation.
- Women have participated substantially (60%) in asset creation activities and have benefitted from the created assets in particular the nutrition gardens.

- The WFP programme for the creation of productive assets is bringing many long-term benefits to targeted communities in particular in fragile settings prone to climatic variations.
- Asset management has been given due attention; however, design flaws in some of the assets and the lack of repair and maintenance services create challenges to the sustainability of the assets created.

Recommendations

The findings and conclusions of this evaluation led to the evaluation team making the following recommendations. These are structured by strategic orientation reflecting its relevance for the operationalization of the WFP Zimbabwe Country Strategic Plan (CSP) 2017-2022.

Strategic orientation

The main recommendation to WFP is to shift the emphasis of its support strategy from short-term, survival-oriented to a more long-term development-oriented: *“From Dependence to Resilience”*. This is very much in line with the Zimbabwe CSP.

Operational recommendations

In operational terms it is recommended that:

- 1) WFP should differentiate its support strategy towards two different livelihood categories (see also below):
 - i. the needy, vulnerable labour-constrained households who are (almost) permanently food insecure (estimated to be about 10% of the rural population); and
 - ii. the borderline, non-labour constrained households who are only food insecure during below average production years (about 20-35% of the rural population; these categories often include female-headed households).
- 2) WFP should consider a gradual phasing-out of LSA (in 3-5 years); only in years with a substantial shortfall in agricultural production at national level should WFP return to LSA food assistance;
- 3) WFP should put a greater emphasis on Asset Creation: Increase focus on Resilience Programming (Strategic) along the lines of current PAC interventions (mainly water harvesting, garden development and dip tanks);
- 4) The Programme for Asset Creation should further include labour-intensive development work such as erosion control (in particular watershed protection, appropriate drainage in areas prone to flooding, gully protection, etc.);
- 5) In line with the recent evaluation¹, WFP should make a deliberate effort to establish a long-term relationships with about 15-20 target districts in Eco-Regions 4 and 5;
- 6) WFP should develop framework contracts with Implementing Partners for a period of 3 years (instead of annual tendering) for all aspects of support to target districts;
- 7) Targeting for PAC participation should be based on ranking but with some fixed criteria (livestock ownership; access to gardens; remittances)
- 8) WFP should give more priority to the participation of female-headed households in PAC; also possibility for soft participation (10%) of vulnerable households should be maintained.
- 9) In terms of transfer modality, preference should be given to mobile cash (if possible with shorter intervals; e.g. every two weeks);

10) In Disaster years LSA to be provided in-kind in combination with mobile cash; a pilot could be started whereby households can indicate their preference (mobile cash; in-kind or a mix) on a quarterly basis.

Operational recommendations linked to CSP 2017-2021

In operational terms and in relationship to its new Country Strategic Programme 2017-2021 WFP-Zimbabwe should develop its programme according to the following Operational Strategies:

I. Social safety net – in line with CSP SO 4

From LSA to social protection for vulnerable groups through support to Ministry of Social Welfare to operationalize the recently launched national social protection policy with its focus on developing/strengthening national social protection system targeting labour-constrained households, and its operationalization at district level

II. Targeted nutrition support: - in line with CSP SO 2

In order to enhance the nutrition security of vulnerable categories, nutrition support could be provided to specific target groups: Pregnant and Lactating Women (PLW), Children Under 2, and Children Under 5 in districts with stunting rates of 30% and above. This includes the i) provision of supplementary feeding support; ii) School Feeding programme for children (6-11 years); iii) iron-fortified supplementation for Adolescent girls (12-19 years) and iv) continuation of support to HIV-AIDS affected persons.

III. Expansion of PAC – in line with CSP SO 3

Main emphasis of WFP support should be to create assets (PAC) that respond to rural livelihood needs: water harvesting (dams) linked to gardens for food and nutrition security; watering of animals and supplementary feed production; erosion control; support to livestock production through construction or rehabilitation of dip tanks, sales pens, or animal housing.

IV. Linking to markets – in line with CSP SO 3

In the years of above average production years, Livelihood category II (borderline food secure households) could be supported with the storage and marketing of small grains and pulses. The following elements should be considered to enhance marketing : i) linking production to markets and schools through a P4P approach; ii) improved storage (central or homestead); and iii) Introduction of a system of warehouse receipts.

V. Continued Disaster preparedness – in line with CSP SO 1

In order to be able to respond to climate shocks expected to appear in about 2 out of 5 years with below average nation agricultural production, WFP should be equipped and organized for continued Disaster preparedness: i) together with the national government and other humanitarian assistance organisations a harmonized registry should be introduced, ii) give priority for mobile Cash transfer; with possibility to shift to in-kind; iii) LSA targeting should exclude HHs with access to gardens and/ or livestock ownership; and iv) LSA ranking should include some pre-defined fixed criteria.

1. Introduction

1.1. Background of the Decentralized Evaluation

1. Since 2002, WFP has been active in Zimbabwe providing targeted food distribution during the lean season – which traditionally lasts from October through March. The main modality of the Lean Season Assistance (LSA) programme has been in-kind food distribution, however in recent years, both physical and mobile cash transfers have also been used. In fourteen consecutive years of implementation, no comprehensive LSA evaluation has been conducted; however, two evaluations examined LSA as part of broader evaluations of Zimbabwe and Southern Africa Protracted Relief and Recovery Operations (WFP-OEV/2014/07, WFP-OEDE/2007/05)². The 2014 evaluation recommended an increased focus on resilience and reconfiguration of food assistance to support to household food production.¹
2. In this context, the Zimbabwe Country Office (Zimbabwe CO) commissioned an evaluation of LSA delivered under PRRO 200453 to provide an analysis of lessons learned and to formulate recommendations for future food assistance programming in rural Zimbabwe. Evaluation objectives are:
 - To assess the effectiveness and efficiency of LSA with attention to transfer modalities and linkages with the Productive Assets Creation (PAC) Programme (implemented under the same PRRO).
 - To provide evidence-based findings to refine ongoing activities and inform implementation of the Country Strategy Plan (CSP) that will commence in 2017.
3. The evaluation covers the full duration of the PRRO, from May 2013 thru June 2016, which differs slightly from the 18-month period (October 2014 to March 2016) suggested in the original Terms of Reference (*Annex 1*).
4. The evaluation serves two functions: an accountability function assessing the achievements of the LSA programme over time, and a learning function synthesizing lessons from LSA implementation. Conclusions and recommendations from this evaluation can be used to guide future planning, including implementation strategies for the Zimbabwe Country Strategy Plan (2017-2021). The expected users for this Evaluation Report are the WFP Zimbabwe CO, the WFP Regional Bureau (RB) and the WFP Office of Evaluation (OEV) based in Rome in addition to other stakeholders working in food and nutrition security in Zimbabwe.

1.2. Overview of PRRO 200543 - Lean Season Assistance Programme

5. PRRO 200453 was designed to transition WFP engagement in Zimbabwe from the provision of emergency assistance to support for recovery and resilience, while maintaining the capacity to respond to disasters. It was approved by the WFP Executive Board on February 19, 2013. The operation began as a 24 month project (May 2013–Apr 2015) and was extended to 40 months (May 2013–June 2016). The PRRO 200453 consisted of three components a) Lean Season Assistance (LSA), b)

Health and Nutrition (H&N) and c) Productive Asset Creation (PAC) programme, ultimately targeting 2.8 million chronically food insecure people. LSA was the principal programme in the PRRO, and as such, the evaluation focus is the effectiveness and efficiency of LSA with attention on transfer modalities and linkages to PAC.

6. The strategic objectives of the PRRO were:⁵
 - **Strategic Objective 1:** Save lives and protect livelihoods in emergencies
 - **Strategic Objective 2:** Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies
 - **Strategic Objective 3:** Reduce risk and enable people, communities and countries to meet their own nutrition needs.
7. The original PRRO funding requirement was USD 206,091,594.³ A total of eight budget revisions took place which included alignment of objectives with the WFP Strategic Plan 2014-2017, increases in the budget and number of beneficiaries in 2015 and 2016, extension of PAC into 2016, and extension of the implementation period (from April 2015 to June 2016). At the end of the PRRO, the funding requirement was estimated at USD 321,957,172 and the funding level was reported at 50.1%.⁴ A summary of PRRO budget revisions and program revisions as well as funding sources are presented in *Annex 2*.¹ The final budget (revision 8) included 134.3 MT of food and USD 27,426,851 in cash transfers under the LSA program^{II} and 34.1 MT of food and USD 10,312,500 in cash transfers under the PAC program. It was not possible to disaggregate the corresponding budgetary amounts for cash and in-kind transfers in the LSA and PAC programs; however, the final budget revision included USD 196,693,714 for food transfers and related costs and USD 63,085,425 for cash transfers and related costs.
8. The logical framework, was used as a point of reference for the evaluation, was adequately developed and provided performance indicators and assumptions associated with each of the PRRO Strategic Objectives. Planned outputs, outcomes and assumptions for each strategic objective are detailed in the PRRO 200453 Logical Framework (*Annex 3*).⁵ Planned beneficiaries by program are summarized by calendar year in Table 1, and by lean season in Table 2.

Table 1: Planned PRRO Beneficiaries by LSA, PAC and Calendar Year

	2013		2014		2015	
	Male	Female	Male	Female	Male	Female
LSA	590,400	639,600	1,053,600	1,141,400	196,800	213,200
PAC	24,000	26,000	168,000	182,000	48,000	52,000
H&N	144,000	156,000	25,440	27,560	8,887	9,626
Other		5,000	4,900	5,100	0	0
Total	758,400	826,600	1,251,940	1,356,060	253,687	274,826
	1,585,000		2,608,000		528,513	

¹ See budget revision documents for justification of changes and more in-depth explanation of PRRO evolution

^{II} Food and cash recipients only; excludes amounts for returnees, refugees and contingency funds

Table 2: Planned Beneficiaries by Program, Modality, and Lean Season

	2013/2014			2014/2015			2015/2016		
	Food	Cash or Mixed	Total	Food	Cash or Mixed	Total	Food	Cash or Mixed	Total
LSA	1,055,733	296,433	1,352,166	178,176	---	178,176	264,291	437,783	702,074
PAC	47,592	24,054	71,646	45,165	25,975	77,390	93,285	----	93,285

Data source: WFP COMET database; gender disaggregation not possible

9. The focus of the evaluation is the LSA Programme, implemented under Strategic Objective 1, which was the central program of the PRRO more broadly, accounted for more than 80% of beneficiaries in each year. LSA entailed distribution of staple foods or cash to purchase foods to households during the lean season. The PAC programme, implemented under Strategic Objective 3, included food for assets (FFA) and cash for assets (CFA). PAC is included in the evaluation to assess LSA and PAC connectedness and programmatic contributions to resilience. LSA was aimed at disaster response and risk reduction whereas PAC was designed to create assets and contribute to resilience. Health and Nutrition (H&N) Programming under Strategic Objective 2 was not included in the evaluation.
10. The geographic scope of the LSA and PAC changed over the course of the program period because of fluctuating numbers of beneficiaries, food insecurity and efforts to coordinate food security programming with the government and other organizations. Maps of the LSA and PAC program coverage areas for each lean season are provided in [Annex 4](#). LSA was the largest program in the PRRO and implemented in the greatest number of districts; the PAC program was implemented in only some districts where LSA was implemented, and usually not within the same communities.
11. The LSA and PAC programs are carried out by WFP implementing partners, which are non-government organizations (NGOs) in coordination with the district and national government and other organizations working in food security.^{III} Multiple transfer modalities have been employed for PAC and LSA over the course of the PRRO. These include in-kind food distribution managed by WFP implementing partners, physical cash distribution (known as “cash in transit” or “CIT”) where a private security company is contracted to transport and distribute cash in coordination with WFP partners, and to a lesser extent, electronic transfers (“EcoCash”) where a mobile banking service provider is contracted to transfer electronic vouchers for redemption or exchange for goods at designated service points.

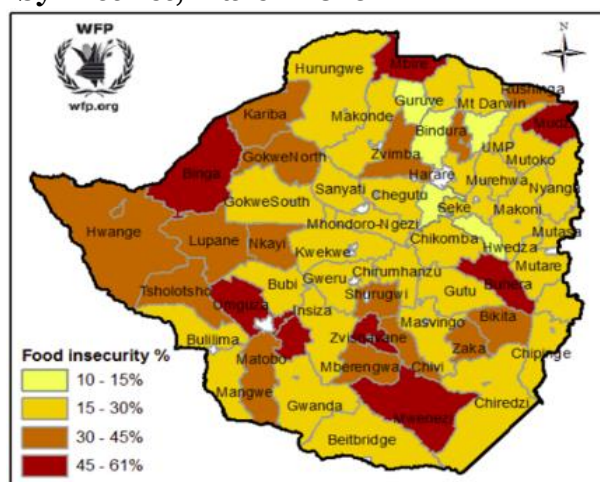
^{III} NGO implementing partners varied over time and place and included the Adventist Relief and Development Agency, Africare, Care, Christian Care, Catholic Relief Services, Community Technology Development Organization, Hlekweni, Hocic, Lower Guruve Development Association, Mwenzwi Development Training Center, Organization of Rural Associations for Progress, Plan, Save the Children, United Methodist Committee on Relief and World Vision.

1.3 Context^{IV}

12. Zimbabwe’s agricultural sector is critical to the national economy and accounts for 20% of Gross Domestic Product (GDP) and 66% of the national labour force.⁶ Zimbabwe once had a thriving economy and was a net exporter of agricultural products, but productivity has been insufficient to meet national demand since the late 1990s. Zimbabwe’s national food production has been characterized by recurrent shocks over the past two decades. The period of hyper-inflation from 2006-2010, and more recently, political turmoil and climate shocks (drought) have undermined the resilience of many rural communities in Zimbabwe. Incomplete land reform, uncoordinated land occupations and settlements, and the deterioration of irrigation and water harvesting infrastructure have further aggravated the situation.⁷ It is estimated that nearly 75% of the population of Zimbabwe lives in poverty.⁸
13. The 2015/16 drought exacerbated a situation already characterized by poor crop production, high staple food prices and low incomes from other sources, especially for poor households. With increased poverty and vulnerability the share of household expenditure spent on food is known to increase.⁹ Food insecurity has followed an increasing trend since 2011, and in 2016, 42% of the population was food insecure. Because of the El Niño drought and associated poor harvests, Zimbabwe is currently facing the highest food insecurity over the past decade.¹⁰

14. The 2015/16 El Niño drought came on top of a poor 2014/15 rainfall that left the country with about 650,000MT of cereal deficit.^V As a result WFP declared for Zimbabwe a Level 3 response in the first half of 2016. This situation, with more than 4 Million people at risk, is expected to last through the end of the Lean Season which is projected for March 2017. The Zimbabwe Vulnerability Assessment Committee (ZimVAC) report of April 2016 describes the humanitarian situation in Zimbabwe. Figure 1 gives a picture of the food insecurity prevalence by location in March 2016. Overall the food insecurity prevalence is 43% with the most food insecure areas located in Agro-Ecological Regions IV and V.

Figure 1. Food Insecurity Prevalence by District, March 2016



15. In terms of nutrition status, data for Zimbabwe indicate that overall stunting levels are at 27.6% with some progress over the past years but not on course to reach the WHA targets of 40% reduction in 2025.¹¹ In the Global Nutrition Report 2016 it is

^{IV} More detailed information on the context can be found in the Inception Report and WFP program documents.

^V Most of the cereal gap was filled via Government and the private sector imports (ZimVAC April 2016)

indicated that Zimbabwe is amongst the countries with high vulnerabilities^{VI} related to achieving a stunting below 15%, a level acceptable for developing countries.

16. Zimbabwe ranks number 155 (out of 188) on the *Gender Inequality Index*, with the situation rapidly declining.¹² High maternal mortality and a large number of female headed households due to the HIV/AIDS epidemic are both concerns, with an estimated 19% of households headed by widowers.^{VII} Women's educational attainment is relatively high with 48.7% of women having some form of secondary education.¹³ Female headed households are often especially vulnerable to food insecurity for a variety of reasons and gender will be considered as a component of the evaluation.
17. International donor assistance to Zimbabwe has significantly fallen over the past 20 years, in particularly bilateral aid. Sanctions and barriers to working directly with the national government make Zimbabwe a difficult environment for WFP to operate in, and donor contributions often have strings attached such as restrictions on government participating or benefitting from any activities.¹⁴ The Humanitarian Response Plan for the 2015/16 drought was formulated as a collaborative effort of UN agencies and NGOs and in line with Government priorities. The response is coordinated by the Agriculture and Food Security Sector Working Group which includes 18 NGOs and 2 UN organisations (FAO and WFP), with the aim of ensuring a coordinated and cohesive food assistance and livelihood response.¹⁵

1.4 Evaluation Methodology and Limitations

18. The evaluation followed the OECD criteria^{VIII} plus one of the two added humanitarian evaluation criteria: connectedness^{IX}; in total there were five evaluation criteria: 1) Relevance/appropriateness, 2) Effectiveness, 3) Efficiency, 4) Impact, and 5) Connectedness. There were five key evaluation questions reflecting the different evaluation criteria, each of which was divided into detailed sub-questions for which indicators of progress, main sources of information, data collection methods and data analysis methods are presented. The sub-questions reflect the original evaluation questions but were to some extent rephrased and re-ordered. The Evaluation Question 5 'Connectedness' is focussing on the question of resilience, which has been covered by addressing the links between LSA and Asset Creation, and how they have impacted on community resilience to food insecurity. Gender issues are mainly being addressed in relation to the targeting of women by the LSA and PAC programs and intra-household decision-making with regard to the use of received food or cash. The

^{VI} Vulnerabilities related to thresholds of per capita calories in food supply; calories from non-staples; access to improved water and sanitation; female secondary school enrolment; and male: female life expectancy ratio.

^{VII} 68% of households are male headed; 5% are divorced/separated and 1,5% never married (ZimVAC April 2016)

^{VIII} The TOR indicated that the sustainability criteria was not to be included in the evaluation

^{IX} Other humanitarian evaluation criteria have been merged with relevance as the specific evaluation questions were considered to be congruent with the relevance criteria.

evaluation matrix is presented in [Annex 5](#) and a complete description of the planned methodology, as described in the inception report, is presented in [Annex 6](#).

19. A two-step process was used for selecting communities to be visited for evaluation fieldwork. Criteria used to identify districts included:

1. Lean season assistance was received after 2013/2014 (to ensure good recall)^x
2. At least 2 years of assistance was received during the PRRO (intervention dose)
3. Enables comparison of all transfer modalities, as well as PAC
4. Provides a representative sample of the program, including sites managed by all field offices and with varying levels of food security

In the nine districts identified for field work, wards were selected from lists provided by WFP Field Offices with consideration to food security, number of beneficiaries, years of PAC and LSA programs, logistics considerations and advice of WFP staff. Within each selected ward, one or two communities were selected for both LSA and PAC modalities in consultation with WFP Field Office staff who then assisted, along with implementing partners, in preparing communities by identifying FGD participants and arranging key informant interviews with district stakeholders. LSA and PAC sites were visited in nine and eight districts, respectively.

20. The evaluation employed a mixed method approach, including:

1. Document review. The documents provided by WFP were in relation to the five key evaluation questions. The documents reviewed and their relation to the key evaluation questions is presented in [Annex 7](#).

2. Focus Group Discussions (FGD) were implemented with 1) beneficiaries receiving LSA transfers, and 2) beneficiaries engaged in productive asset creation. A total of 18 LSA sites and 14 PAC sites in nine districts were visited. Special attention has been given to assuring the participation of women in the FGDs. Two focus groups per site were carried out including a women's only group and a mixed gender group. Focus groups ranged from 1-2 hours in duration and were usually facilitated by a WFP team member; separate note taker(s) were present. FGD interview guides are presented in [Annex 8](#). In total, 213 beneficiaries participated in the 18 LSA FGDs including 168 women and 156 beneficiaries participated in the 14 PAC FGDs, including 98 women. Overall, 369 beneficiaries participated in the FGDs, of which 72% were women. Gender-related issues were addressed in accordance with the FGD interview guides, in particular intra-household decision-making.

3. Key Informant Interviews (KII). Five different categories of key informants were identified: 1) external stakeholders such as Government Ministries, donor agencies and national and international NGOs; 2) WFP staff at Country Office and Field Office levels; 3) government authorities and implementing partners at the district and provincial levels; 4) Private sector service providers including CIT and mobile transfer companies; and 5) retailers involved in food retail at the community,

^x 20 of 40 districts and 19 of 20 districts were eligible based on the first and second criteria, respectively.

ward or district levels. KIIs were conducted in each district with implementing partners and local stakeholders, most often Drought Relief Committees; in some districts retailer interviews were also conducted. The interview guides and a list of key informants are presented in [Annex 8](#) and [Annex 9](#), respectively. A total of 9 meetings were held with local district stakeholders (District Disaster Relief Committees), 13 meetings with implementing partners (individual or group), 5 meetings with WFP staff and 8 meetings with external stakeholders (two government institutions, two donors, two cash service providers, one INGO and the Cash Working Group).

4. Quantitative Data Analysis (QDA). WFP baseline and endline survey databases for 2014/15 and 2015/16 lean seasons were analysed^{XI}. Sample sizes varied from survey to survey, and sampling weights were not provided to adjust analyses for survey design. Data were analysed for all districts where WFP worked and are representative of the overall LSA program (and not the districts visited by the evaluation team for qualitative data collection). Data sets were cleaned prior to undertaking analysis and analysed using Stata 13.

21. Gender was taken into account in the evaluation design by ensuring that both male and female participants were included in primary data collection. Mixed male/female and female only focus group discussions were conducted and the majority of beneficiaries participating in primary data collection were female. Data were collected on household decision making/dynamics, risks and preferences for transfer modalities and targeting of vulnerable households were included to address gender considerations and ensure that various perspectives on these issues were adequately captured. In quantitative analysis, data was disaggregated by gender where possible however because the programs were implemented at the household level and the outcome indicators were measured at the household level, disaggregation by gender was not feasible or appropriate.
22. Several limitations were identified during the course of the evaluation. First, fieldwork was conducted in November 2016, more than 6 months after the PRRO had ended and in the context of a level 3 emergency with high levels of food insecurity. Many households were facing difficulties with accessing food, thus duration of FGDs was kept to a minimum and the voluntary nature of participation and non-compensation were explained as part of ethical procedures. Enthusiasm for participation in FGDs was high and sometimes resulted in more participants than perceived as ideal by the evaluation team; key informants were generally available and participation was high. Some data and documentation were missing as noted in the Inception Report; the most significant gaps were monthly breakdowns of beneficiaries and distribution outputs, sampling methodology for baseline/endline surveys, and budgets with sufficient detail for cost-efficiency analysis. In some cases, there were disconnects between the Logical Framework and data collected, meaning that not all

^{XI} WFP Zimbabwe used a Community and Household Surveillance (CHS) system to collect data for performance monitoring and reporting during the 2013/14 lean season. This methodology used different tools, sampling and analysis methods from the 2014/15 and 2015/16 baseline and endline surveys and is not directly comparable.

desired outcomes could be evaluated in depth; a particular challenge was reporting by calendar year when lean season assistance (which spans two calendar years) was the desired focus of the evaluation. In addition, program reporting change over time (ex: 2013/14 data was not comparable with 2014/15 and 2015/16 data) and program coverage areas also evolved over time which was a further challenge with respect to outcome evaluations in terms of trends over time and pre/post comparisons. Furthermore, there was a lack of sex-disaggregated data which limited the ability for extensive gender analysis; this was in part due to the fact the intervention was implemented on a household level and that outcomes were reported on a household level. Finally, detailed financial reports were not made available to the evaluation team and approved budget revisions were not sufficiently detailed to allow for analysis of comparative cost efficiency of the LSA programme from one season to the next, or by assistance modality.

23. Internal and external quality assurance process were undertaken following WFP’s Decentralized Evaluation Quality Assurance System (DEQAS) guidance and using the associated process guide and quality assurance checklists.¹⁶ The evaluation was carried out in line with the UNEG Ethical Guidelines with respect to independence, impartiality, no conflict of interest, accountability and confidentiality.

2. Evaluation Findings

24. The evaluation findings and the evidence to substantiate them are presented below. They are structured as a response to each evaluation question in turn.

2.1 Relevance/ Appropriateness

Evaluation Question 1: To what extent was the design and implementation of the WFP Lean Season Assistance Programme aligned with Zimbabwe’s relief and recovery needs?

2.1.1 Alignment of the LSA Programme with Humanitarian Needs

Alignment with national policies and priorities

25. The WFP LSA programme is in line with the national Social Transfers Policy Framework (STPF) of 2012. This framework envisages “To strengthen the risk management capacities of vulnerable population groups to promote continuous improvements in living standards and to reverse welfare losses throughout their lives.” Strategies to achieve this should, according to the framework, be based on enhanced resilience, asset creation, improved production but also access to welfare support. Both LSA and PAC are contributing to the overall goal of the STPF. However, the formulated harmonization of social transfer programmes has not been realized due to lack of clearly formulated and agreed upon goals between the government and its technical and financing partners.

26. The WFP LSA programme is also well aligned with the national Food Deficit Mitigation Strategy (FDMS).¹⁷ This strategy was developed by Government in close collaboration with donors and humanitarian partners in 2010. The FDMS calls for a clear distinction between ‘labour constrained’ households including chronically ill, elderly, or child headed households, and ‘non-resource constrained’ households. The strategy envisages free food assistance for ‘labour constrained’ households and increased food access through improved market distribution and rehabilitation of irrigation schemes. The WFP approach is aligned with the FDMS strategy in terms of its objectives, timing of PAC and LSA implementation, partnership promotion, targeting at various levels (national, district and community), involvement of local level committees to prioritise Asset Creation and how supervision is to be organized.

Responsiveness to changing context

27. Over the past few years WFP has been able to adjust its LSA programme to changing conditions in Zimbabwe. It was able to refocus its programming on the basis of a thorough analysis of funding available and changing donor priorities (see above). Further, rapid adjustments in implementation modality were made in response to severe cash shortages described above. Recently, WFP has also started to experiment with the introduction of mobile cash transfers; although other development partners have been using delivery mechanisms for some time now.¹⁸ As a last indication of WFP responsiveness, it should be noted that WFP has been very quick in responding to the 2015/16 drought and the consequent need to scale-up its LSA programme in only a couple of months.

Targeting

28. Targeting of the LSA Programme is based on the Rural Livelihood Assessment (RLA) implemented under responsibility of the Zimbabwe Vulnerability Committee (ZimVAC) and coordinated by the national Food and Nutrition Council (FNC). The RLA has been carried out annually since 2002 with the Government and many Development Partners providing technical, material, financial and analytical assistance. On the basis of an elaborate survey of more than 14,000 households in (almost) all districts of Zimbabwe, food production, cash income, livestock production, household expenditures are assessed and used to provide estimates of food access. Together with the annual Crop and Livestock Assessment the RLA serves as the basis for estimating the number of food insecure households at district level. According to a number of interviewees, ZimVAC RLA data are the ‘best information one can use for targeting’, ‘that there is broad agreement on its usefulness’ and ‘that there is no alternative.’ The ZimVAC Rural Livelihood study is complemented by a number of other analyses including the ZimVAC Market Assessment study of October 2015 which examines the rural markets and the traders’ capacity to provide food in a timely, cost-efficient and sufficient manner and was implemented to assess the feasibility of cash based interventions.

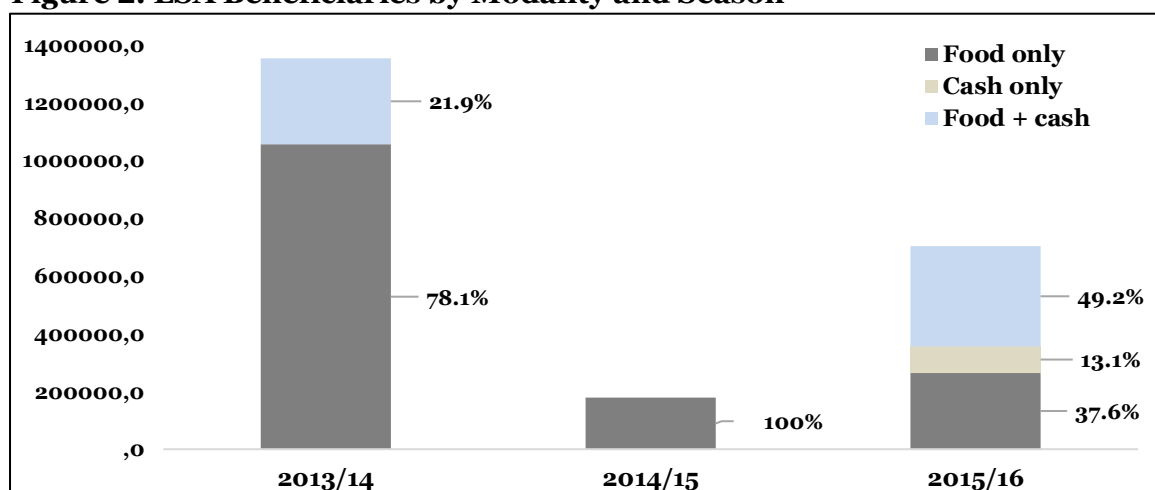
29. In 2014 WFP did two more analytical studies which have provided insights into the variation of food insecurity and vulnerability at district level. The Integrated Context Analysis provided a good analysis of the different levels of food insecurity and exposure to shocks. The study provided guidance to identify five categories of districts on the basis of a trend analysis on the basis of many indicators affecting and contributing to food insecurity and exposure to shocks. The additional WFP Vulnerability Assessment Monitoring and Evaluation (VAME) Unit's study 'Results of exploratory food and nutrition security analysis' of October 2014¹⁹ also provided analysis of the structural drivers of food insecurity in Zimbabwe making use of a principal component analysis of 26 data sets. The two studies have formed the basis of the selection of target districts as from 2014/15 season onwards^{XII}. WFP identified 15 so-called priority districts which they intended to support under the remainder of PRRO 200453. On the basis of these 2014 assessments WFP took the decision to re-orient its strategic programming from a strong focus on Seasonal Targeted Assistance (STA) to more resilience building oriented approaches including cash or food for asset creation (PAC). WFP radically reduced the number of districts to be supported from 40 in 2013/14 to only six in 2014/15 (out of 15 priority districts). In 2015/16 – due to the earlier poor harvest – the number of LSA supported districts increased again to nineteen. WFP also introduced – in line with the Government policy of Food Assistance – conditionality-based LSA. *Annex 4* provides an overview of the districts covered by the WFP LSA programme for the three lean seasons.
30. At district and ward level WFP instruments used to further assess vulnerability and possible development actions at community levels are the District Seasonal Livelihood Programming (SLP) and the Ward Community Action Plans. These programming instruments were implemented in close collaboration with District authorities and communities at Ward level. These reports also served as planning tool for further action with respect to Asset Creation through Food or Cash For Assets (C/FFA) under the PAC programme, in particular water harvesting and dip tanks.
31. The application of the community-based ranking of households in terms of food insecurity does not include fixed criteria such as access to gardens under irrigation, level of remittances from abroad or livestock ownership. This may lead to inclusion of households that should not be eligible for support or manipulation by local authorities. In some FGD LSA interviews participants confirmed the inclusion of less vulnerable households.
32. In summary, the WFP targeting approach is based on good quality government generated data at the national level and agreed upon participatory approaches at lower level administrative units. Programming areas and beneficiaries were selected on the basis of food insecurity and need and in coordination with various organizations implementing food assistance, including both the government and other consortiums, to prevent overlapping coverage and maximize the number of beneficiaries.

^{XII} WFP personal communication

2.1.2 Appropriateness of selected LSA transfer modalities

33. The above mentioned ZimVAC market study in 50 food insecure districts has assisted WFP to assess the feasibility of cash-based assistance modalities. During the 2015/16 season, WFP adopted cash-based assistance modalities in most but not all districts where the assessment found it to be a viable assistance modality, but continued to provide in-kind food assistance in one district where cash was found to be completely viable (Hwange) and four districts where cash was found to be viable with certain pre-conditions (Binga, Kariba) or viable in some wards but not others (Chiredzi, Mwenezi)^{XIII}. These decisions may have been driven by practical considerations, such as resource availability, donor policies/preferences on assistance modalities, or varied feasibility within the district.
34. Given the changes in food insecurity and market dynamics during the PRRO, the variation in LSA transfer modalities was appropriate and WFP Zimbabwe had demonstrated both a data-driven and context-responsive approach to selection of lean season assistance modalities and delivery mechanisms. In line with Government of Zimbabwe and international humanitarian assistance strategies, WFP has demonstrated a commitment to introducing cash-based assistance approaches where markets are viable, and has increased the proportion of beneficiaries assisted by cash transfers over the course of the PRRO, from 21.9% during the 2013/14 lean season to 62.4% during the 2015/16 lean season (Figure 2).

Figure 2: LSA Beneficiaries by Modality and Season*



* The Food and Cash combined transfer modality in 2013/14 and 2015/16 (with 49.2% the largest modality in that season) refers to the Joint Responsibility programme by the Government and WFP. Under the Joint Responsibility it was agreed that Government through its Ministry of Social Welfare and its District Social Services would provide grains whereas WFP would assist in providing cash for pulses and oil, and would provide logistical assistance for the transport of the grains. Data source: WFP COMET database

2.1.3 Gender Sensitiveness

^{XIII} Cash transfers were found to be a viable option in at least 33 of the 50 districts. Of the remaining 17 districts, cash was determined to be viable so long as certain conditions were met (6 districts); in selected wards only (6 districts); only in the form of vouchers (1 district) and unviable (4 districts).

35. Overall, the analysis on which the assessment of humanitarian needs is based does not in all respects explicitly involve gender issues, nor does it include gender aspects in the targeting of vulnerable districts or food insecure households. The ZimVAC RLA pays limited attention to gender aspects, thus national data is not available to inform program planning.^{xiv} The ICA 2014 and the 2014 Exploratory Analysis did include gender in its analysis of trends and structural drivers of food and nutrition security. The fact that 35% of households are headed by women should have been taken into consideration in the two analyses, as coping mechanisms are limited due to labour-constraints. Female headed households are reported to be more likely to have poor consumption compared to male headed households.²⁰ Targeting of women as beneficiaries in the LSA programme is not directly done, potentially because it is a household level intervention. The PRRO 200453 project document mentions 50-70 percent of beneficiaries to be women but does not specify the criteria or approach per which this can be achieved. Only participation of women in community planning and targeting and the identification of asset creation projects are described.²¹ Only the SLP documents give attention to gender aspects, labour availability, but only in a descriptive way. In particular households with widows, divorced women or grandparents are labour-constrained as therefore more vulnerable to food insecurity and should be targeted; however it appears there was no consistently applied approach within the community-based targeting exercise to ensure that female-headed households were prioritized.
36. Appropriate monitoring was, however, done to assess differences of effectiveness and impact for male- and female-headed households as part of the Post-Distribution Monitoring. Also the registration and reporting of beneficiaries distinguishes between male and female beneficiaries. Gender issues were systematically considered in the agreements with Implementing Partners through the incorporation of standards for their monitoring and reporting to WFP.
37. The WFP LSA programme has not included a specific target for women and young children who are considered to be disproportionately impacted upon as a consequence of food insecurity due to drought. Moreover, nutrition has not been taken into consideration in the LSA programme to prevent malnutrition among young children, pregnant women or breastfeeding mothers, contrary to the claim that these categories are key target groups for WFP during emergencies.²² The Health & Nutrition (H&N) programme has no links to the LSA programme to the extent that it aims at the treatment of moderate acute malnutrition and stunting prevention. Moreover, H&N targeting other categories in other geographical areas, e.g. HIV/AIDS affected persons in urban areas.

Key findings and conclusions – Question 1

- The WFP Lean Season Assistance Programme is well aligned with Zimbabwe's relief and recovery needs as they evolved over the course of the project period.

^{xiv} Only in its demographic description it distinguishes between Male and Female Headed Households (MHH/ FHH)

- The targeting of districts for food assistance is based on the best available information in the country and well aligned with the agreed approach of vulnerability assessment by most stakeholders.
- The quantification of the level of food insecure households based on the ZimVAC Rural Livelihood Analysis is the best available source of information; some overestimation of vulnerable households might take place as important coping mechanisms are not fully taken into consideration.
- The WFP additional assessment tools (national ICA, district SLPs and ward CAPs) are providing substantial additional information of causes of food insecurity, vulnerability and potential action. The analysis has greatly contributed to the selection of fifteen target districts of the LSA and PAC programs from 2014 onwards. Potential action at district and ward levels have been identified on the basis of appropriate, additional participatory analysis.
- The WFP LSA programme has been aligned with national policies, priorities and implementation strategies such as the Social Transfers Policy Framework (STPF) of 2012 and the Food Deficit Mitigation Strategy (FDMS) of 2010.
- WFP adopted cash-based assistance modalities in most but not all districts where the ZimVAC Market Assessment study 2015 found it to be a viable assistance modality.
- Targeting of women as beneficiaries in the LSA programme is not directly done. Gender aspects are insufficiently addressed in the analysis, targeting and programming of LSA. Only in beneficiary monitoring gender differentiated data are being collected.
- Nutrition aspects are only being targeted under the Health & Nutrition programme and have not been included in the LSA programme

2.2 Effectiveness

Evaluation Question 2: How effective was the WFP Lean Season Assistance Programme in achieving its intended objectives?

2.2.1 Achievements of LSA programme per the original design and objectives

52. The objective of the LSA programme was to protect food consumption of targeted households over each lean season assistance period. Food consumption was measured in terms of two standardized indicators:

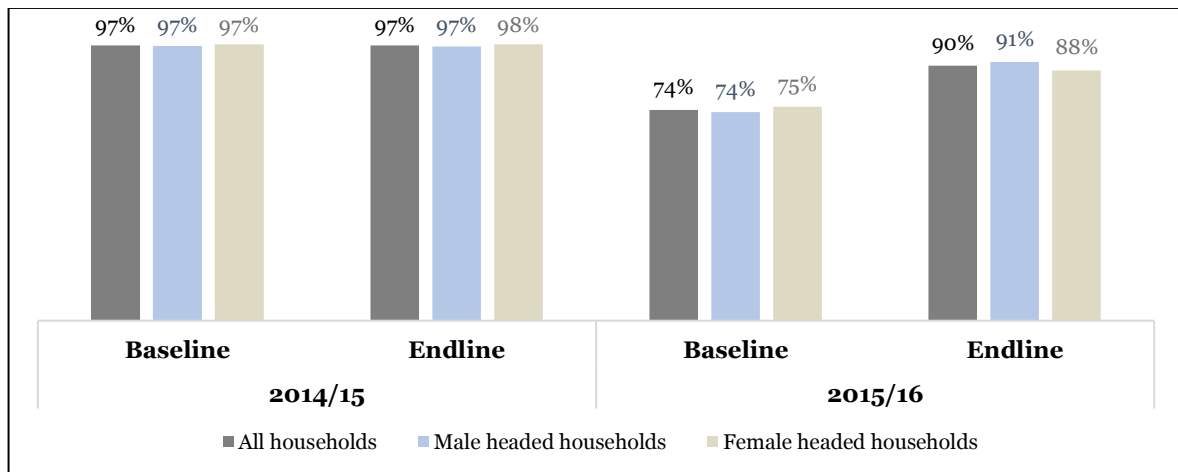
- *Household Food Consumption Score (FCS)^{xv}*

^{xv} Food Consumption Score (FCS) is a weighted dietary diversity score, calculated by applying standardized weights to the frequency with which foods were consumed over a 7-day recall period. The formula is: $FCS = 2*(starches) + 3*(pulses) + vegetables + fruit + 4*(meat) + 4*(dairy) + 0.5*(fat) + 0.5*(sugar)$. It is measured on a scale of 0-112, and reported as the percentage of targeted households with poor food consumption (a score of 0 – 21), borderline food consumption (a score of 21.5-35), and acceptable food consumption (a score of 36-112).

- Household Dietary Diversity Score (HDDS)^{23, XVI}

53. Re-analysis of household surveys conducted at the beginning (October) and end (March/ April) of 2014/2015 and 2015/2016 lean seasons show that the LSA programme was effective in meeting targets set for these indicators by either maintaining or improving food consumption of targeted households during lean season assistance periods (see logframe in *Annex 2* for targets). The LSA programme was effective in meeting its target of ensuring that at least 85% of targeted households have borderline or acceptable food consumption scores.
54. As Figure 3 shows, WFP’s endline survey of 2014/2015 LSA beneficiaries found that 97% (95% CI: 93.7, 98.9) of households assisted had at least borderline FCS (no significant change from baseline). During the 2015/2016 lean season, the proportion of households with at least borderline FCS increased from 74.2% (95% CI: 71.3%, 77.4) at baseline to 89.9% (95% CI: 86.9%, 92.4) at endline (p <0.001). There were no significant differences in achievement of this target for male and female headed households.

Figure 3: Percent of Targeted Households with at least Borderline Food Consumption Scores



Data source: WFP Zimbabwe 2014/2015 and 2015/2016 LSA baseline and endline household survey datasets

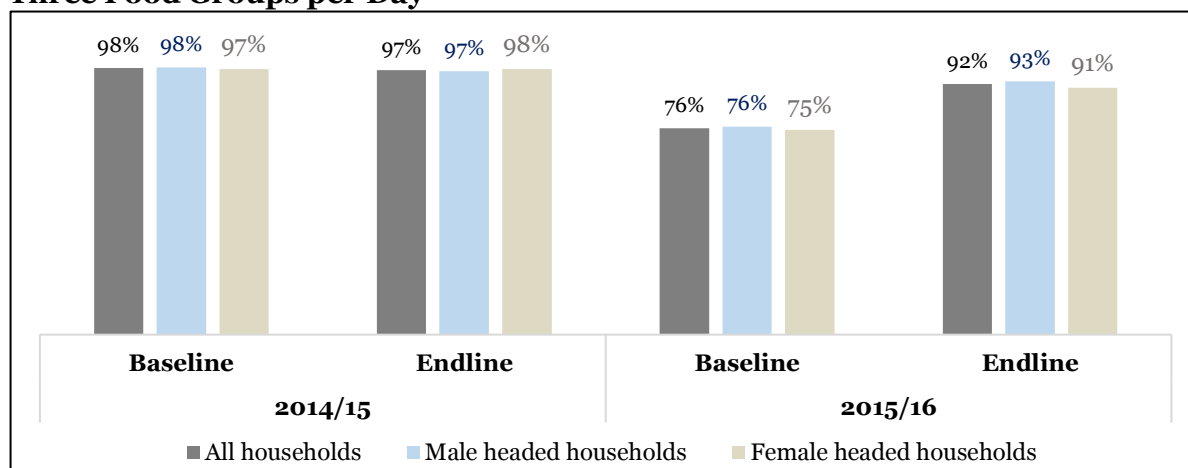
55. In-kind food distribution was the only assistance modality used during the 2014/15 lean season and the 2015/2016 survey datasets provided for this evaluation did not allow for statistical analysis of food consumption by assistance modality. However, internal reports produced by the WFP Zimbabwe VAME unit suggest that all modalities (food distribution, cash transfers, and a mix of cash/food transfers) were effective in maintaining or improving FCS for targeted households during the assistance period. Although reports indicate that households receiving in-kind food assistance experienced greater gains in FCS than households receiving cash transfers (either CIT or EcoCash) during the assistance period, these differences should be

^{XVI} Household Dietary Diversity Score (HDDS) is the simple sum of the number food groups consumed in the preceding 24 hours. It is measured on a scale of 0-7, and often reported in tertiles.

interpreted with caution, as they do not account for baseline FCS which was lowest among beneficiaries of in-kind food assistance.²⁴

The LSA programme was also effective in meeting its target of ensuring that at least 90% of targeted households consume an at least three food groups per day. As Figure 4 shows, WFP’s endline survey of 2014/2015 LSA beneficiaries found that 97% of households consumed an average of at least three food groups per day (no significant change from baseline). During the 2015/2016 lean season, the proportion of households that consumed at least 3 food groups per day increased from 75.8% (95% CI: 72.7%, 78.7%) at baseline to 92% (95% CI: 89.2%, 94.2%) at endline (p <0.001). There were no significant differences in achievement of this target for male and female headed households.

Figure 4: Percent of Targeted Households that Consumed an Average of at least Three Food Groups per Day



Data source: WFP Zimbabwe 2014/2015 and 2015/2016 LSA baseline and endline household survey datasets

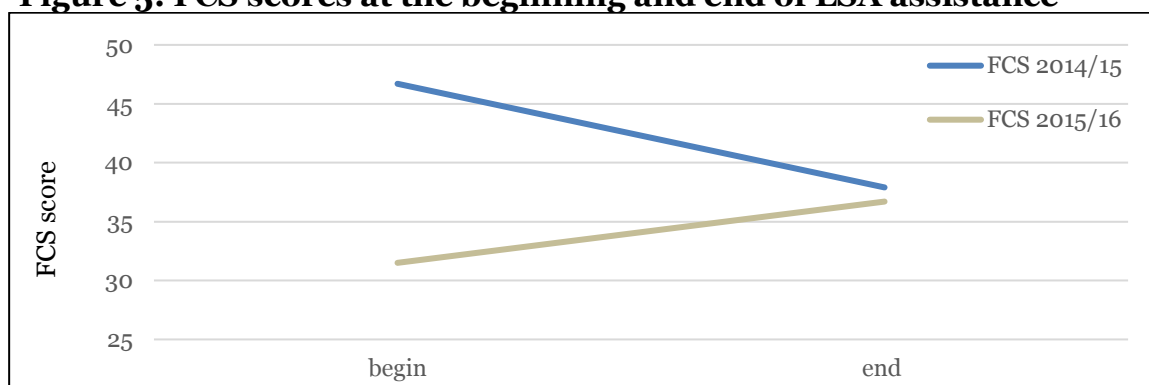
56. National, provincial and district-level stakeholders (e.g. District Disaster Relief Committee (DDRC) consistently described the LSA Programme as effective in achieving its intended objective of ensuring vulnerable households maintain an adequate diet during times of need, but also expressed interests in seeing WFP programme objectives and activities expanded to place greater emphasis on strengthening resilience of households and communities to future shocks. Small works requirements introduced as a condition for able-bodied beneficiaries in 2014 were considered a positive step towards these broader impacts, especially where these works were directly linked to productive asset creation and water harvesting initiatives.

2.2.2 Factors influencing the (non)achievement of program objectives

57. Major factors influencing the effects of the LSA Programme on targeted beneficiaries include the prevalence and severity of food insecurity entering into (and throughout) each lean season, the availability and nature of livelihood opportunities in beneficiary communities, and the coverage of WFP and other food assistance and social protection programs for vulnerable households.

58. Further analysis of household survey findings (as presented in Figure 6 below) show that, during the 2014/2015 lean season, the average household FCS decreased from 46.7 (95% CI: 45.0%, 48.5%) at baseline to 37.9 (95% CI: 36.0%, 39.8%) at endline ($p < 0.001$), reflecting a shift of more than one-quarter of households from acceptable to borderline FCS during the assistance period. However, very few (3%) beneficiary households had poor FCS at the start of the season and no increase or decrease was observed over the assistance period. Similarly, the average HDDS also decreased slightly from 4.6 (95% CI: 4.5, 4.7) at the start of the 2014/2015 lean season to 4.4 (95% CI: 4.2, 4.6) at the end of the LSA ($p = 0.023$), but changes were not substantial enough to see a shift in the proportion of households consuming an average of at least three food groups per day.
59. The following season (2015/2016), when baseline food security indicators were substantially below target levels due to widespread crop failures caused by El Niño induced droughts, significant improvements were observed for all indicators and beneficiary groups over the assistance period. Average household FCS increased by 5.1 points from 31.5 (95% CI: 30.5, 32.6) in late 2015 to 36.7 (35.4, 40.0) in early 2016 ($p < 0.001$). The average HDDS increased from 3.6 (95% CI: 3.5, 3.7) at the start of the 2015/2016 lean season to 4.0 (95% CI: 3.9, 4.1) at the end of the assistance period ($p < 0.001$). Greater increases were observed among male-headed households whose average household FCS increased by 7.2 points ($p < 0.001$) and HDDS increased by 0.5 ($p < 0.001$) than female-headed households whose average FCS increased by 2.4 points ($p = 0.049$) and HDDS by 0.3 ($p = 0.004$) over the assistance period.

Figure 5: FCS scores at the beginning and end of LSA assistance



Data source: WFP Zimbabwe 2014/2015 and 2015/2016 LSA baseline and endline household survey datasets

60. Interestingly, Figure 5 shows that the end situation of the two seasons converge. The beginning of the 2014/15 season was a relatively good agricultural production season – illustrated by a low percentage of food insecure households (see also Figure 1) – with a relatively high FCS score. The 2015/16 season with a relatively poor harvest has a much lower FCS at the start of the assistance period. Both assistance periods ended with a similar average FCS, due to the fact that the FCS in 2014/15 had deteriorated and the 2015/16 score had improved. A similar situation exists with the HDDS at the beginning and end of the two season where scores converge towards the end of LSA.

61. Sub-district (ward) level targeting and beneficiary household selection are conducted in collaboration with local communities. Factors considered in ward prioritization and household selection may, however, vary from location to location. While there was general consensus among district-level stakeholders, cooperating partner staff and beneficiaries that the community-ranking exercises used for beneficiary household selection do prioritize the most vulnerable households, key informants and focus group discussion participants in some areas noted that in previous years the planned beneficiary numbers were not sufficient to cover all households meeting vulnerability criteria. This was specifically an issue in districts with large variation in agro-ecological zones, heavy reliance on illegal gold panning as a primary income source, and limited coverage of government social protection programmes.
62. In communities reporting insufficient coverage of food assistance programs, beneficiaries reported greater challenges in rationing food to cover household needs between distributions and tensions between households when requests to borrow food are refused due to decreasing stocks. In communities reporting sufficient coverage of the most vulnerable households by either government social protection or WFP LSA programmes, fewer beneficiaries reported borrowing or begging as a lean season coping strategy.

2.2.3 Factors influencing the effectiveness of different assistance modalities

63. As noted above, all LSA modalities (food distribution, cash transfers, and a mix of cash/food transfers) were effective in maintaining or improving FCS for targeted households. Decisions to transition from one modality to another were driven by a number of programmatic and contextual factors, and some modalities only implemented in select areas or for relatively brief periods of time, limiting opportunities for rigorous analysis of the comparative effectiveness of modalities. Examining each modality independently, the major determinants of effectiveness were local market conditions and logistical considerations.
64. In-kind food distribution is WFP's historical modus operandi, and well-established systems for vulnerability assessment, planning and managing in-kind LSA have been in place for over a decade. Food distribution is well-proven as an effective (although not necessarily cost-effective or preferred) modality for lean season assistance.
65. Market conditions and currency availability were the major factors that influenced effectiveness of cash transfers. Systems for planning and management of CIT are also now well-established, and experience shows that beneficiaries in areas with exposure to multiple assistance modalities generally preferred in-kind assistance or a mix of in-kind and cash. Table 3 below shows the preference of interviewed LSA beneficiaries participating in 16 (out of 18) LSA FGDs. In most cases, the preference was for in-kind food assistance or a mix of food and cash, though it should be noted that most participants did not have prior experience with cash transfers on which to base opinions. Some groups are split between the two options. It also appears that no group has expressed its preference for cash only (only a few beneficiaries). In the four CIT /

EcoCash districts there was no outright preference for cash. In Mt Darwin the situation existed that in-kind distribution was not possible because of pipeline gaps; CIT was selected as the transfer modality.

Table 3 : Modality preference of LSA FGD

Modality preference	No of FGD - LSA	Note
In-kind	7 FGD	
Mix of cash/food	4 FGD	Some groups prefer cash in the beginning of lean seasons and later food
Split: In-kind/ mix cash/ food	5 FGD	In one FGD 3 out of 10 beneficiaries preferred cash (EcoCash)

Source: based on interviews of 16 out 18 LSA FGD

66. This summary should be qualified to some extent. First, most communities that received in-kind assistance did not have previous experience with cash transfers and thus could not compare the different modalities based on actual experiences (communities receiving cash transition from in-kind to cash assistance, and thus could compare their experiences). Second, many beneficiaries indicated that they would prefer receiving cash in the beginning right after harvest when there is still plenty food available in markets indicating that cash may be preferred so long as staple goods are available. Third, many beneficiaries indicated that they have a preference for a mixed package (as has happened with the Joint Responsibility) where grains would be distributed and cash provided for the purchase of other food items or unavoidable costs such as grinding or transport.
67. Beneficiaries reported that it was widely known and accepted that cash was intended for food purchases; it was generally received and managed by women, who immediately used it to purchase food. Security was not reported as a problem by beneficiaries. In some areas where EcoCash was piloted during the 2015/2016 lean season, and beneficiaries expressed preferences for either in-kind food assistance or CIT due to delays in processing of electronic transfers and limited availability of cash to cover costs of transport to/from EcoCash points and market centres. In a stable market setting, EcoCash would function simply as an electronic cash transfer without restrictions on location or purpose of cash use. Introduced amidst currency liquidity challenges, however, EcoCash functions as more of an electronic voucher in areas where independent mobile money agents have limited cash available and beneficiaries must spend transfers at markets accepting EcoCash payments.
68. Factors causing delays in EcoCash beneficiary verification, disbursement and troubleshooting of user challenges such as forgotten PIN codes were largely attributable to the newness of the partnership between WFP and EcoNet. For example, many challenges faced in transitioning to EcoCash were attributable to the need to establish new partnerships, documentation systems, and mechanisms for beneficiary case management within a short period of time– not to the modality itself. Lessons

learned from pilot implementation have been used to strengthen implementation systems, and the longer WFP maintains partnerships with the same service providers and cooperating partners, the more effective these systems will become. Experiences by CARE and Oxfam introducing mobile Cash transfers indicate that after initial start-up problems – which might take up to three months – the distribution works quite smoothly and at much lower costs.^{xvii}

69. While WFP and its cooperating partners have demonstrated capacity to rapidly introduce new modalities in response to changing market dynamics and needs, cooperating partners felt that WFP FLAs did not allow sufficient time for programme start-up when introducing a new modality, and adoption of a new modality or combination of modalities in each season does not allow for establishment of effective systems or efficiencies of implementation at scale.

Key findings and conclusions – Question 2

- The WFP Lean Season Assistance Programme was effective in achieving its intended objective of protecting food security to targeted households during annual assistance periods. Targets for the percent of beneficiary households with at least borderline Food Consumption Score (FCS) and Household Dietary Diversity Score (HDDS) were met and exceeded each year of the PRRO.
- The extent to which the LSA Programme increased household food consumption levels was influenced by a myriad of contextual factors.
- Nevertheless, food consumption among targeted households was similar at the end of each assistance period, suggesting that the targeting of beneficiary households, choice of assistance modality and provision of assistance each year was effective for the situation at the time.
- The LSA Programme was equally effective at maintaining or improving food security in male- and female-headed households. No significant differences were observed between improvements in FCS and HDDS based on gender of primary food assistance beneficiary (head of household).
- Coordination of sub-district beneficiary target setting is a critical factor in ensuring beneficiary households receive adequate support to meet dietary needs.
- If contextual factors (including market conditions and currency availability) are appropriately considered, the major factors driving effectiveness of assistance modalities are the existence of established partnerships, inter-operable information systems, and the duration of implementation.

^{xvii} Personal communication, Oxfam and Care staff

2.3 Efficiency

Evaluation Question 3: Was the WFP Lean Season Assistance Programme implemented in an efficient manner?

2.3.1 Timeliness

52. Overall, WFP Logistics of LSA in-kind distribution are quite efficient. Implementing Partners (IP) interviewed indicate that they are very satisfied because of timeliness and quality of in-kind food. Trucks delivering the food to the Food Distribution Points are generally on-time. Food distribution itself is organized in an efficient manner. When discussed during the FGD, farmers also indicated that ‘the distributions were conducted well on time’.
53. With regard to cash (CIT) deliveries the programme encountered substantial problems. Due to the cash shortages in, which occur regularly, the cash delivery company – Securico – is not always able to deliver the cash on time. Despite the efforts being undertaken by the company to get the cash on-time, delays of 2-3 weeks in delivery do occur.
54. A major achievement is the fact that WFP has been capable of scaling-up of their LSA work in a relative short period of time. After the declaration of the emergency by Government in February 2016 and the publication of the ZimVAC Rural Livelihood Assessment report in April 2016, WFP declared Southern Africa a level 3 emergency region. Based on these developments WFP decided to expand their LSA work to 21 districts and requesting their IPs to start registration again. In about 4-6 weeks WFP partners were able to register again the households eligible for food or cash assistance. As a result in most target districts the WFP LSA continued in July 2016 (though with funding under a new PRRO).
55. WFP was relatively late with the introduction of mobile Cash; in 2013/14 a first pilot was done in collaboration with Save the Children but this was discontinued due to many practical issues (as described above in Section 2.2.3). Starting with a new pilot in 2015/16, WFP has rapidly expanded its mobile cash programme to 7 out of the 21 districts it is supporting as a result of the El Nino crisis (in collaboration with both OneNet and EcoCash operators). On the other hand this provided the opportunity to learn from other experiences such as CARE (with DFID funding in 16 districts in Midlands and Matabele South) and Oxfam (with WFP in Masvingo Rural and with funding from the Netherlands Embassy).
56. The Joint Responsibility (JR) LSA programme with GoZ - from 2012/13 season to 2015/16 - was an interesting approach as it provided both in-kind food and cash. IPs indicated that the JR LSA programme worked relatively well. However some issues were raised about the quality of grains provided by Government. Moreover, operational challenges existed with regard to timing, synchronization and supervision of this type of food assistance.

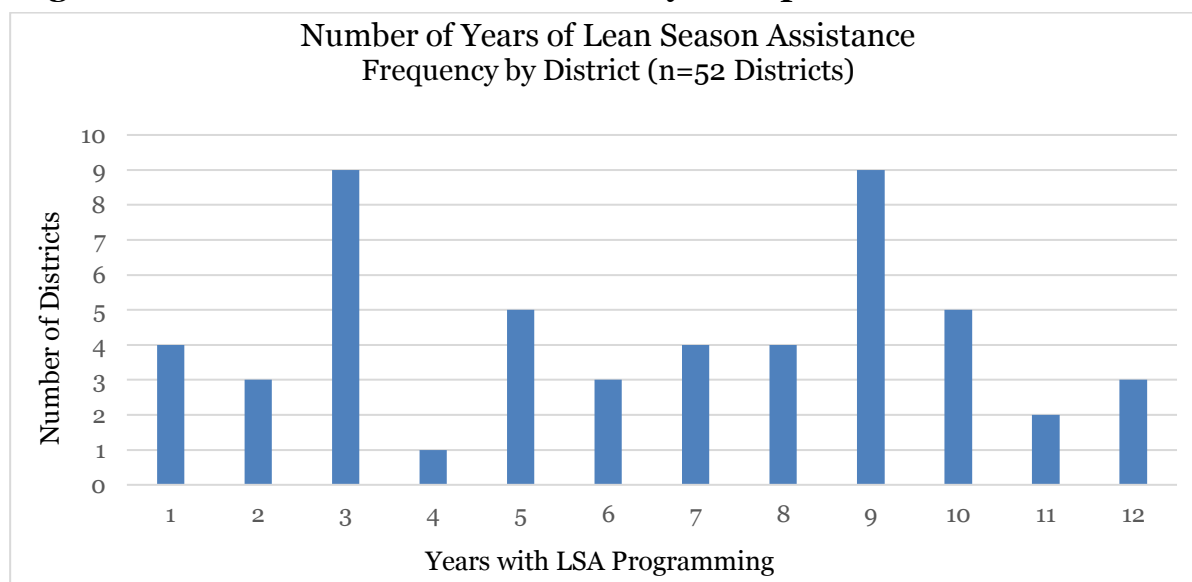
2.3.2 Cost-efficiency

The cost per beneficiary, cost per output and the total cost transfer ratio could not be determined for the LSA and PAC programs based on available WFP data. The numerous budget revisions presented significant challenges in cost-efficiency analysis and precluded analysis of these outcomes. Three other elements, however, have been of major influence and determining cost-efficiency criteria: duration of LSA assistance, the registration process and the harmonization of LSA assistance.

Duration

57. Figure 6 presents the duration of WFP Food Assistance support during the Lean Season in the period 2005-2016 (twelve years). In this period WFP has covered 52 districts (out of a total of 61 districts) in 12 seasons. For all these 52 districts the average duration of food assistance was 6.4 years with 19 districts being supported for nine years or more. The average of food assistance to the nine visited districts (see figure 3 map of field work locations) was even above 10 years. The long duration of food assistance has been questioned by many interviewees including beneficiaries, DDRC, Implementing Partner staff and WFP staff. According to many, the LSA does save lives but it does not resolve the issue of underdevelopment nor does it contribute to enhancing resilience of communities to economic or climate shocks.

Figure 6: Duration of Food Assistance by WFP per district



Source: WFP Comet database, 2005-2016 data

58. The 2014 radical reduction of number of target district as a result of the WFP re-orientation and changes in donor support has brought about a much more streamlined and focussed support.²⁵ This reduction of target districts from 2014 onwards was based on appropriate analysis (ICA 2014 and Exploratory Analysis 2014). Instead of

40 districts supported in 2013/14, the average support over the past three seasons has been to only 16 districts. Through an organisational restructuring (including the laying-off of a substantial number of staff and the closing of one field office) WFP has been able to realize substantial cost reductions whereas the quality of food assistance support has not suffered. Subsequent changes of modality and duration have followed this 2014 re-orientation.

Registration Process

59. Overestimation may take place in the annual ZimVAC Rural Livelihood assessments of numbers of food insecure households. Important coping mechanisms such as access to irrigation, livestock sales, or remittances from emigrated families are not sufficiently included in the assessment as the RLA will most likely underestimate (potential) income^{xviii}. This was also confirmed during the several LSA Focus Group Discussions held when it became apparent that – to a limited extent – household with access to irrigation schemes, livestock owners or household with remittances from abroad received Food Assistance.^{xix}
60. During the (re-) registration process in the course of the second quarter of 2016 it became apparent that Government was also implementing large scale food assistance through the District Social Service. In almost all districts visited it was decided that WFP would select the most vulnerable households up to a predetermined ceiling and that the DSS programme would take up the remainder of food insecure households up to their ceiling. However, some of the newly registered households under WFP has previously received assistance from DSS or vice-versa. Thus, double-dipping and over-registration has been observed. Consequently, in 10 districts joint missions between WFP and Government were implemented to assess the situation. In these districts the DDRC in close collaboration with the IP have done verification exercises, including both field visits to communities and through inspection of the registries.
61. In particular, the fact that different livelihood categories have been mixed under the same LSA programme have complicated matters of registration. On the one hand, needy, most vulnerable labour-constrained households were part of the government social safety net programme under DSS. They were receiving a 50 kg bag of maize as food assistance. The category of borderline food insecure non-labour constrained households was supposed to be part of conditional food assistance.
62. The registration and – and early 2016 the re-registration process - is a rather cumbersome exercise which is expected to be implemented in the shortest time possible. Several IPs have expressed their discontent with the contractual period given to implement the registration. Overall, it is a very time-consuming process of visiting all communities and registering all household members on an individual basis. Substantial verification is needed as single registry not in place. The introduction of

^{xviii} See also Ian Scoones (Sept 2016) in his blog on Zimbabweand (zimbabweand.wordpress.com/tag/zimvac)

^{xix} e.g. FGD Thsolotsho, FGD Mt Darwin, FGD Mwenezi

electronic ID cards to be provided to beneficiaries under the SCOPE system which WFP intends to introduce in Zimbabwe once agreed with Government – would mean that the whole registration process and monitoring of distributions is far more efficient. SCOPE also means registration and distribution services can be more easily delivered.²⁶

63. One of the major issues with regard to registration is the occurrence of the capping of household members to be registered as beneficiaries. In a number of communities, it was decided that not all household members would be registered in order to increase the number of household that would be eligible for food assistance. Thus individual households were reducing their entitlement to either food or cash in favour of “their neighbours” who would not be part of the LSA assistance because of the imposed ceiling per district and ward. This was often done as a collective decision but often influenced by community or ward leadership. In most locations where this occurred this decision to cap was reportedly taken during a pre-ranking meeting organized by community leadership. Beneficiaries indicated that this was done based on the earlier experience with registration assuming that the households would receive the same assistance. Later when they learned that households were receiving assistance according to registered household members they expressed regret of having a cap.

Harmonization

64. The Cash Working Group in which WFP is participating and co-presiding has made a great effort to harmonizing the value of cash transfers for food assistance. Within the International Humanitarian Community it was decided that the amount of cash assistance would be \$7 USD/person/month for lean season assistance for the current emergency since March 2016. This harmonization was a great step ahead of previous situations whereby organisations determined assistance amounts independently.
65. As a consequence, and actually as a lack of a harmonized approach to registration, there is the risk of replacing the Government Drought Mitigation initiative to support vulnerable households. At the peak in November, Government intends to supporting 820,000 households at peak (representing about 3-3.5 Million beneficiaries). This comes on top of the food assistance by the 20 or so international humanitarian organisations who are targeting 1.7-2.0 Million).

Key findings and conclusions – Question 3

- With respect to the timeliness of food distributions, stakeholders (implementing partners, DDRC) and beneficiaries indicated they were conducted on time. Also the quality of distributed food items was considered sufficient.
- Due to cash shortages in the country, cash deliveries have been delayed by some weeks to up to a month.
- WFP has been able to scale-up the LSA programme in a very short period of time following the decision to declare a level 3 emergency situation.

- The lack of a distinct programme for vulnerable labour-constrained (livelihood category I) or borderline non-labour constrained households (livelihood category II) and the lack of a harmonized targeting system has led to a situation of transfer of households/ beneficiaries from government support to WFP support and vice-versa. This has led to a situation of exceeding the ZimVAC ceilings in some districts, the need for additional verification missions and double registration of some households.
- The average duration of LSA support at district level was 6.4 years. Nineteen districts have received support over a longer period of time (nine to twelve years) without any perspective of achieving a sustainable reduction of food insecurity.
- On the basis of the long-term experience with LSA, local authorities and beneficiaries have - either voluntarily or imposed - capped the number of households members benefitting from the programme in order to increase the number of households falling within the fixed ceiling.
- Some concerns were raised about targeting process from implementing partners and external stakeholders, however, beneficiaries perceived the ranking approach as adequate; however less appreciation exists with regard to the exclusion of household as a result of the use of a ceiling; sharing between households of in-kind assistance was a common strategy to increase the number of households benefitting from LSA.

2.4 Impact

Evaluation Question 4: What was the impact of the Lean Season Assistance Programme on beneficiary households?

2.4.1 Positive and/or negative effects on the lives of beneficiaries

70. LSA seasonal transfers had positive effects on beneficiary lives and livelihoods during the time periods they were received. Most notably, households were more food secure and engaged in fewer negative coping strategies when receiving transfers. A detailed analysis of food consumption and dietary diversity, the principal food security indicators, is presented in section 2.1. Common negative coping strategies that were reduced because of transfers included asset sales (in particular livestock); borrowing; reductions in meal size and frequency; and foraging/use of wild foods. For in-kind recipients, the positive benefits of the transfer were diminished by milling costs which were paid either in cash or as portion of the ration; up to a third of the ration was lost in exchange for milling when beneficiaries did not have cash. In the case of cash-based transfers, beneficiaries reported purchasing all grain or mostly grain. For some households, cash-based transfers also had the unanticipated positive effect of enabling purchase of foods that would not be included in-kind assistance, such as vegetables and dried fish, which contributed to increased dietary diversity.

71. In most cases, transfers were not sufficient for the full month, thus benefits were realized immediately after the transfer was received and positive effects of assistance were observed only for part of the month. Rations lasted longer in larger households which tended to have many children. This was because children consumed less and also may have received an additional targeted super cereal ration (children <5 yrs only). The effects of seasonal transfers were not sustained past the end of the transfer period, though households may have entered ensuing food insecure periods with more resources, where transfers were protective against asset sales, which translates to improvements in general household well-being and potentially increases resilience.
72. In terms of household gender dynamics, no negative effects were reported for in-kind assistance. For cash modalities, there were no negative effects in the vast majority of cases. Many beneficiaries reported that husband and wives would collect the transfer and make purchases together and in some cases the wife alone managed this process. Both beneficiaries and other key informants felt that women were more inclined to spend the transfer on food and basic needs than men, however, this was true for only a small minority of households and there was agreement that transfers were overwhelmingly spent to meet basic food needs. WFP analysis on intra-household decision-making showed that females overwhelmingly made decisions on food, and that female decision making was greatest among in-kind recipients (84%) and lowest among cash recipients (60%). There was more joint decision-making in households that received cash (32%) and in 5-8% of households, depending on transfer modality, men made decisions on food.²⁷
73. In terms of women's participation, distribution committees were comprised of approximately 50% men and women for both LSA and PAC.^{27,28} In PAC, labour activities were often assigned by gender to ensure that women were not over-burdened with the most physically demanding jobs. In many cases, adult household members would take turns participating in PAC activities so that the labour burden was shared between men and women. Men and women were reported to have equal access to assets in 89% of communities and in 9% of communities, assets were more accessible to women.²⁸ At the implementing partner level, no concerns about gender were expressed and the various organizations were aware of only a few instances where gender-related concerns were observed.
74. Communities were overwhelmingly positive about LSA. Beneficiaries and district stakeholders reported few concerns with the household ranking approach that is used to identify and target the most vulnerable households. Concerns were raised about the 'cut point' used to determine which households in the ranking would receive food. Beneficiaries noted that households above and below the cut-point were often similarly vulnerable. In 2015/16 WFP reported that 16% of beneficiaries expressed dissatisfaction of poor mobilizations, cut-points, the number of beneficiaries in a community, and the domination of community leaders in the process.²⁷ In the case of in-kind assistance, sharing was common because communities wanted to increase the number of households benefiting from LSA. Similar sharing strategies were not

reported among cash recipients and an observed benefit of mobile cash transfers was privacy, where community members did not know when transfers were received which translated to less pressure to share LSA transfers intended for beneficiary households.

75. Stakeholders above the district level voiced more concerns about the targeting process and noted that this was done by communities, often with the influence of local authorities. As such, relationships to political parties and community leaders were likely to influence the household ranking process (and thus receipt of LSA) however, because rankings were undertaken without the presence of WFP and implementing partners, it was difficult to ensure the ranking process was objective. In some communities, validation and joint registration exercises were undertaken to ensure the ranking and targeting approaches were appropriate and that households were not benefiting from food assistance from multiple sources. The WFP hotline was perceived as an effective approach to addressing various concerns about transfers and targeting by implementing partners and Harare stakeholders, however it was reported that district authorities were less supportive of the hotline because they preferred that all issues first be raised at a local level.

2.4.2 Positive and/or negative effects on local market dynamics

76. The 2015 ZimVac market assessment found that cash transfers were a viable option in 33 of 50 rural districts; that cash may be a viable option in 6 districts with certain preconditions; that mixed cash and food transfers were recommended in 6 districts and that in-kind distributions were recommended in 4 districts.²⁹ Transfer modalities are identified taking into account contextual considerations similar to those reported in the ZimVac, thus perspectives provide in qualitative field work are reflective of transfer modalities that have been selected based on the situation in a particular district. As such, perspectives offered are more representative of contextually appropriate modalities; and these should not be taken as generalizable to all areas of the country as markets are heterogeneous.
77. With respect to in-kind assistance, in areas where commodities were scarce or beneficiaries had to travel long distances to purchase staple foods, no effects of food on markets were reported; in these instances, in-kind assistance (grain) was preferred by beneficiaries because local availability was limited. In the month preceding the assessment, maize was available in only 60% of retail locations surveyed.³⁰ In areas where grains were available in the markets, some partner organizations reported that provision of in-kind assistance hurt markets where if suppliers and shopkeepers were aware in-kind distributions were coming they would not maintain grain stocks because they projected fewer clientele and lower demand. There were no reports that in-kind assistance affected market prices. At a national level, some stakeholders noted that large scale food importation harmed markets and supply chains, and that market interventions to support suppliers and transportation networks may be preferable to operating a large WFP commodity pipeline.

78. With respect to cash assistance, CIT was perceived as beneficial to markets by stakeholders at all levels. Because of the national currency shortages, CIT was perceived as supporting markets by increasing availability of cash and stimulating demand. When distributions were regular and retailers anticipated them, stocks were increased in anticipation of CIT distributions which was beneficial to markets with respect to increased availability of commodities. Retailers in more remote locations also benefited because it was easier for them to regularly procure large volumes of goods and suppliers were in some cases willing to deliver which reduced their transportation costs. There were no reports of increased prices as a result of CIT. Markets were generally considered to be functional and have the capacity to respond to large injections of cash and stakeholders were supportive of continuation of cash-based approaches because they supported markets.
79. With respect to mobile money, it was noted by key informants that in many cases there were few EcoCash locations, that EcoCash points may not have cash and that beneficiaries may not be able to cash out. This finding was supported by WFP market monitoring reports that indicated that cash availability is a challenge and that mobile money agents were limiting the cash out amount.³⁰ In the case of shops that accepted EcoCash, beneficiaries could purchase commodities and also receive a small amount of cash back; however, there were relatively few shops and the potential for lack of competition. In addition to cashing out and purchasing goods at suppliers, some stakeholders reported using EcoCash to purchase vegetables in small market stands or for use with other community members in situations where they would have otherwise bartered or paid with cash. Perceptions of EcoCash were mixed in that some stakeholders felt that WFP was passing the challenge of attaining currency down to EcoCash suppliers and beneficiaries and noted that if WFP was challenged to obtain cash centrally it was even more of a burden in remote locations. Other stakeholders perceived EcoCash more positively and noted that in the light of the currency shortages, this was an emerging alternative in many areas that functioned well once there was a sufficient number of EcoCash points and users.

Key findings and conclusions – Question 4

- The WFP Lean Season Assistance Programme had a positive impact on lives of beneficiaries during the assistance period. Seasonal transfers reduced use of negative coping strategies, including livelihood-related coping strategies, and had a positive impact on quantity of food consumed. Another positive impact was that among cash transfer recipients, some households reported increased dietary diversity as a result of transfers. Among cash transfer recipients, some households reported increased dietary diversity as a result of transfers.
- Differences with respect to sufficiency occur between smaller and larger households with the latter having the advantage of including more children. When food supplies are depleted, classical coping mechanisms are being applied, including reduction of number of meals, gathering of wild foods, begging or borrowing of food and searching for casual labour, etc.

- Dams, dip tanks and community nutrition gardens were reported by beneficiaries and local authorities to have had positive effects on livelihoods, including improved food security during the dry season, better cattle watering opportunities and contributed to more income generating opportunities such as sales of vegetables. In particular during food insecure periods towards the end of the dry season, irrigated gardens are the only source of food and income.
- Few negative effects on gender dynamics were observed for in-kind and cash-based seasonal transfers or among PAC beneficiaries.
- Some concerns were raised about targeting process from implementing partners and external stakeholders, however, beneficiaries perceived the ranking approach as adequate; sharing between households of in-kind assistance was a common strategy to increase the number of households benefiting from LSA.
- In-kind assistance was not reported to affect prices and was perceived as positive in areas with grain shortages. Some stakeholders noted that large scale in-kind assistance harmed markets and that cash or market interventions are preferable.
- CIT was perceived as having positive effects on markets by stakeholders at all levels; these included increasing local availability of currency and demand which translated to increased availability of commodities in many locations.
- With mobile money distribution, cash availability was often a challenge, either because there were few EcoCash points or because mobile money agents did not have cash or were limiting the cash out amount that could be collected.

2.5 Lessons learned to enhance resilience

Evaluation Question 5: How can lessons learned from the WFP Lean Season Assistance Programme be used to develop resilience strategies in Zimbabwe and in the context of climatic shocks?

2.5.1 Effects of PAC on LSA Implementation

80. The PAC programme aimed to develop resilience in the context of climatic and economic shocks under Strategic Objective 3 to ‘Reduce risk and enable people, communities and countries to meet their own nutrition needs.’ Since 2011 WFP Zimbabwe had already started the asset creation programme to enhance the resilience of communities and individual households to face the shocks caused by drought or price hikes and inflation. After the 2014 restructuring and re-orientation of the WFP programme in Zimbabwe and in-line with the recommendations of the 2014 evaluation³¹, the aim was to put more emphasis on the building of resilience to economic and climate shocks in a limited number of districts. The PAC program was included in the evaluation because of its connectedness with both the LSA program (i.e. implemented in the same districts) and its intended impact on resilience.

81. Table 4 below provides the details of the productive assets created with support from WFP in the period 2011-2015. Out of a total of 899 assets about two-thirds (594) have been developed in the years 2013-2015 under the PRRO 200453.

Table 4: Assets created under PAC 2011-2015

Assets created	2015	2014	2013	2012	2011	Total
Weir dam	39	33	82	60	36	250
Garden	50	41	51	29	8	179
irrigation	3	20	23	18	5	69
animals	10	8	4	2	9	33
Diptank	19	27	66	30	3	145
fish ponds	6	13	6	1		26
land management	4	3	19	33	1	60
drinking water	3	3	12	35	10	63
roads		1	11	11	4	27
energy	3	3	2			8
other	5	4	4	4		17
unknown	1	9	6	1	5	22
	143	165	286	224	81	899

Source: WFP PAC Asset Register 2011-2015; Sept 2016

Most of the assets relate to the construction of (weir) dams, irrigation and the development of gardens (including solar power for pumping) on the one hand and dip tanks for cattle on the other. Almost three-quarters of the assets created fall under these two categories. The remaining PAC activities relate to land management – in particular conservation works through contour building, gully reclamation or catchment protection –, provision of drinking water (mainly boreholes and deep wells), the creation of some fish ponds, livestock feedlots, animal housing or fencing, as well as road and bridge rehabilitation.

82. In the period under review (2013-15) it appears that the number of PAC projects have been reduced in the years following 2013. Besides a gradual decline in PAC projects there is also a shift of emphasis to more productive assets related to garden development and animal production. Other type of assets including erosion control, provision of drinking water, and road rehabilitation have been drastically reduced.

83. In line with the LSA supported districts the number of PAC assisted districts has been reduced substantially since the height of 2012 and 2013 when respectively 24 and 23 districts were supported. Table 5 below shows that since 2013 the number of PAC districts has gone down to 13 in 2014 and 9 in 2015.

Table 5: No of PAC districts and beneficiaries

PAC	Assets created	No of districts	Assets/district	Food Beneficiaries	Food Beneficiaries Male	Food Beneficiaries Female	Beneficiaries / district
2011	81	11	7,4	23.446	10.017	13.429	2.131
2012	224	24	9,3	111.119	45.254	65.865	4.630
2013	286	23	12,4	133.131	53.740	79.391	5.788
2014	165	13	12,7	77.348	32.564	44.784	5.950
2015	143	9	15,9	88.924	35.001	53.923	9.880

Source: WFP PAC Asset Register 2011-2015; Sept 2016 ; Recorded Food Beneficiaries only

84. For 2016 WFP intended to assist 7 districts to create or rehabilitate assets. Initially it was intended to assist 13 districts but due to funding constraints and the priority given to food assistance as a result of the El Nino drought this number was reduced. ³² The number of assets created per district in the period 2011-2015 has more than doubled from 7.4 to 15.9 on average. This indicates that the support to the creation of productive assets has been further concentrated after the 2014 programme restructuring. A similar picture emerges with regard to the number of PAC beneficiaries. Also the highest number of beneficiaries was realized in 2013 (and 2012) after which a gradual decrease is observed. The number of beneficiaries per district has however increased substantially.
85. From the same PAC database it appears that at least 16,000 households are a member of a garden farmer group and have potentially access to food production under irrigation. However, the database also indicates that a good number of gardens are not in use in 2016. Though the database does not provide any details on the causes of the gardens not being used at the time of inventory. This could be related to the lack of irrigation water at that time (August / Sept 2016) as a result of the El Nino drought.
86. Targeting of the households to be selected to work under the PAC was done in a similar way as with the LSA. Communities made the selection on the basis of wealth ranking. Vulnerable households including many female-headed households were the first to be included in the register. The only other criteria were that the household would be able to provide able-bodied persons for the work to be done and the distance to the site of the asset to be build (less than 5 km). In most cases several villages would provide able-bodied labourers. In some instances about 10% of positions were filled by vulnerable, labour constrained households – for instance elderly persons – who could assist in child care or other light tasks.
87. About 60% of the 114,566 workers of the Asset Creation projects have been women, with men representing just over 40%. A clear division of labour is being applied. Women were often assigned the transport tasks of bringing water and building materials to the site of construction. Men were more involved in the building and digging. Contrary to LSA distributions, PAC distributions were done per participating household irrespective of size, either in cash (USD 55) or in-kind (50 kg cereals, 10 kg pulses and 5 litres of oil). Participants considered the distributions to be more of a compensation than a payment.
88. As indicated in Chapter 1.4, a total of 14 PAC Focus Group Discussions with asset beneficiaries have been held with 156 participants. In total the communities interviewed held 12 dams and gardens, and 7 dip tanks. Some of the dams were newly built, others were rehabilitated from existing dams. The same applies to the seven dip tanks of which a few were rehabilitated and others newly constructed. Though it is said that the dams and gardens are to the benefit of the households, it was observed that in the nutrition gardens mostly women are at work and managing the gardens. With regard to the dip tanks, livestock is mostly managed by men.

2.5.2 PAC as complementary to LSA Implementation

89. With respect to effects on livelihoods, the creation of assets through the PAC programme was of significant influence to enhance coping mechanisms with shocks and increase productivity. Dams, dip tanks and community nutrition gardens were among the most frequent PAC assets created. Dams and dip tanks, usually built in combination, were associated with improved cattle health and ability to water livestock. Community nutrition gardens increased income generation through vegetable sales in addition to increasing food availability and household dietary diversity. PAC assets were selected from community action plans and there was consensus that water-related assets should be prioritized because they were most likely to contribute to sustained livelihoods improvements and productive capacity. It was noted both by district stakeholders and in WFP monitoring reports that there is a need to monitor assets and update community action plans.²⁸
90. On the basis of 14 PAC FGD interviews it is clear that there is no overlap of PAC with LSA in terms of timing. PAC starts around May/ June and ends in November when the preparation for the agricultural season is starting. There were no complaints from interviewed beneficiaries that their activities would coincide with the agricultural season.
91. Targeting of PAC households is following the same ranking exercise but excludes labour-constrained vulnerable households. However, as indicated above, members of vulnerable households have benefited from PAC by attending children or doing other types of light work.
92. In the case of the irrigation schemes, the same beneficiaries from the Food/Cash for Work undertaken were eligible to become member of the farmer group exploiting the gardens. In some instances people who had worked on the dam and garden construction did not become a member of the garden association. The main reason was the size of the garden in relation to the number of households interested. In one case only about one-fifth of the C/FFW workers were allocated a plot in the garden. The households who were left were said 'not to be happy about this'. In another case it was observed that a local community leader and an extension worker were member of the farmer association without having participated in its construction.
93. In the case of construction or rehabilitation of dip tanks and other livestock related projects the link between C/FFW beneficiaries and ultimate beneficiaries of the asset created is less clear. The latter are the cattle owners from a wide range of surrounding villages close to the dip tank, often those who are not eligible under the LSA or PAC programmes. The PAC workers are by no means the cattle owners benefiting from the dip tank. To the most they are indirectly beneficiaries of increased livestock production in their communities.
94. There are still PAC beneficiaries who benefit from LSA food distribution after they have become a member of a farmer garden group. There is no evidence that PAC households are excluded from becoming LSA beneficiaries during the lean season

following the asset construction. This is mainly due to the fact that households having access to irrigated gardens, are still ranked as food insecure during the selection process of LSA beneficiaries.

95. With regard to the remuneration beneficiaries indicate that cash transfer is the most preferred modality. In particular the period just after the harvest (May/June) is the most convenient for cash payments as they still have stocks of food at their disposal or markets are still filled with food. 'Money gives more freedom of choice'. It was mentioned that still the larger part of the money was spent on food. Later on in the season some beneficiaries expressed the need for a change of modality towards more in-kind. However, cash during the festive period in December was also welcomed.
96. Similar as with LSA cash distributions, mention was made of shared decision making with respect to cash, with the vast majority of cash being used to purchase food. Receipt of cash and decision making on use of cash was not reported as a frequent source of tension in households, and in many instances shared decision making was common.
97. PAC work is considered a good opportunity to do casual labour without having to travel long distances to outside the community. Men were often going outside the community to do piece work or casual labour. In periods of drought like 2016 it is often difficult to find work to get money. Women are involved in gathering wild foods in order to sell them and get some income. PAC work reduces the necessity to do this type of work and reduce travel time and drudgery.

2.5.3 PAC and LSA Influences on Resilience to Food Insecurity

Lean Season Assistance

98. With regard to LSA there have been several observations from various stakeholders (DDRC members, LSA beneficiaries, WFP staff and Implementing Partner staff) that LSA does not solve the problem of enhancing production. It was often observed that LSA contributes to the saving of lives but it does not assist the communities to improve their situation to face drought or other economic shocks.
99. The inclusion in the LSA programme of vulnerable labour-constrained households such as elderly, handicapped, child headed households, widows, chronically ill, etc. - who are not able to sustain their livelihood even in good production years, is not efficient. The poorest livelihood category – estimated to be about 10% of all households^{xx} - are not capable to restore their productive capacity to become self-sufficient and should therefore be under a permanent social assistance programme. Their food insecurity is chronic almost throughout the year and is not limited to the lean season only.
100. The use of one instrument – LSA food assistance – for two distinct livelihood categories – labour constrained, vulnerable households and borderline non-labour constrained households – does not contribute to achieving the objective 3 of the

^{xx} Pers. Comm. Ministry of Public Service, Labour and Social Welfare (Jan 2017)

PRRO. It has appeared that in the targeting process vulnerable labour-constrained and non-constrained households have been mixed under the same LSA programme. Strategically these categories should be separated with the emphasis on social safety nets for the labour constrained households and asset creation for productive but borderline households. The focus on LSA - which is a short-term program to save lives - for the second category over so many years does not directly contribute to reduce risks and create resilience of communities to meet their food and nutrition requirements. The latter is long-term development issue which requires much more than a temporary.

Programme for Asset Creation

101. The PAC assets focussing on water harvesting are highly appreciated by the beneficiaries. According to the garden members the building of a dam and related to that the construction of irrigated gardens, watering points for livestock, and in some cases fish ponds mean a “life changer” to them.
102. The small water retention dams provide an opportunity for many livelihood improvements through food diversification (legumes, vegetables), income-generation in dry season, for instance green maize or sugar beans selling. Moreover the dams provide water for livestock but also for the local population. Community members indicated that animals that had to walk 10 km or more during the dry season now can be watered much closer to home. As a result the animals are in a much better condition and fewer losses of animals are recorded. The dams also provide the water for the dip tanks. In two instances the construction of the dam created the possibility for extensive fish production in the lake behind the dam.
103. In a few instances, watersheds surrounding the dam were protected from erosion through land management. Also gullies were protected to control heavy water run-off and prevent further destruction of arable lands.
104. Several benefits of dam constructions and related activities have been noted during the PAC FGD interviews. Beneficiaries report that a positive change has been brought to their community. Savings and investments by members have been enhanced, for instance one woman indicated she was able to buy some goats with the money she received from her earnings. Other beneficiary households indicated that they have more food to eat and that their children now consume diverse food contributing to their health status. Consumption of vegetables has increased but also barter with neighbours is taking place. Vegetables are brought to the market to get income. In one case it was mentioned that in November/ December the garden is very important to households in terms of consumption and sales as there are no other means to find diverse food and get income. As another FGD group indicated: “without gardens the community would experience a lot of challenges”.
105. Still not all dams or gardens were operational at the time of visit. Due to the severe drought in a few instances lakes were drying up or water use was reduced to only watering of animals. Because of the low level of water behind the dam the garden was

not irrigated anymore since October. Other deficiencies in design or construction of the dams and gardens were also observed thus reducing the utility of the assets. Most of these problems could be solved with appropriate technical assistance. Apparently this post-construction service was not provided to the asset holders.

106. Also with regard to the construction or rehabilitation of dip tanks positive outcomes to the communities were recorded. The dip tanks give the opportunity to cattle owners of surrounding villages to dip their animals. FGD participants indicated that 1,0-2,000 heads of cattle would be dipped on a monthly basis. This is often done in close collaboration with the district veterinaries who provide the chemicals for dipping and the drugs for the vaccination of the animals. Cattle owners pay US 2 per month for this service.
107. In all cases interviewed (gardens and dip tanks) asset management committees had been set-up to manage the use of the asset. The leadership was well vested within the community. No major complaints about its functioning were observed.

Key findings and conclusions – Question 5

- In the period 2013-2015 WFP under its PAC programme has been able to reach out to about 100,000 beneficiaries per year on an average of 15 districts. However, the number of beneficiaries and districts reached is on the decline from its high in 2013.
- There is no overlap in terms of timing of PAC with regard to agricultural activities.
- PAC assets being created – in particular water harvesting systems – are of great importance to communities in terms of food consumption during the most critical period of the year, the lean season from November to March, and have enhanced possibilities for income generation.
- The assets created contribute to improving the capacity of communities to cope with drought and to improve their food and nutrition security in difficult years.
- Stakeholders at all levels have indicated that LSA with its focus on protecting livelihoods in emergency situations does little to contribute to restoring food security of the target communities. Resilience building is a long-term developmental process which cannot be solved with a short-term ‘survival-oriented’ intervention through temporary food assistance during the lean season.
- Beneficiaries have commented that “PAC is better than LSA” as it provides productive assets bringing many benefits to the communities.
- About 60% of participants in the construction work of assets are women; they also benefit from the created assets in particular the nutrition gardens.
- Asset management has been given due attention; however, design deficiencies and the lack of repair and maintenance services create challenges to the sustainability of the assets created.

3. Conclusions and Recommendations

108. Based on the findings presented in the previous section, an overall assessment that responds to the evaluation questions is provided below. This is followed by one strategic recommendation and ten operational recommendations of how WFP-Zimbabwe can take action to build on the lessons learned. Furthermore, operational recommendations are made aligned to the new WFP Zimbabwe CSP 2017-2021.

3.1 Overall Assessment/Conclusions

109. The overall conclusions of the Decentralized Evaluation of the Lean Season Assistance read as follows:

110. EQ 1: Relevance and Appropriateness

- WFP targeting of vulnerable households is based on a sound analysis.
- WFP analytical studies have provided substantial insight and understanding of causes, key drivers and trends of food insecurity and exposure to climatic and economic shocks.
- The WFP LSA programme is well aligned with relevant national Zimbabwean policies
- WFP has demonstrated a good commitment to introduce cash-based transfer modalities where markets are viable and in line with the ZimVAC Market Assessment study 2015.
- Gender aspects have insufficiently been taken into consideration in the design of the LSA. The implementation of LSA has not been founded on appropriate gender analysis and targeting.
- Nutrition aspects targeting most vulnerable groups such as women and young children, who are often disproportionately affected by drought, have not been taken into consideration during the LSA design.

111. EQ 2: Effectiveness

- Based on the Food Consumption Score and Household Dietary Diversity Score, the LSA Programme was effective in maintaining or improving food security to targeted households during annual assistance periods.
- The LSA Programme was equally effective at maintaining or improving food security in both male- and female-headed households.
- The convergence of FCS and DDS scores at the end of two completely different seasons in terms of previous harvest indicate at the effectiveness of LSA food assistance.

- All LSA modalities including in-kind distribution, cash transfers and a mix of food and cash - have proven to be effective in terms of maintaining or increasing FCS and HDDS for target households.
- Programmatic and contextual factors (market conditions and cash availability) were the main drivers for the selection of transfer modality.
- The recent effort by WFP to introduce mobile cash at a wider scale appears to be promising despite initial start-up problems and user challenges.

112. EQ3: Efficiency

- Overall, WFP has been able to implement the LSA programme in a timely manner as it was able to deliver as planned. Only with respect to cash distribution some delays have been recorded due to the cash shortage in the country.
- WFP proved to have the organisational capacity to be able to scale-up the LSA programme in a very short period of time.
- The lack of a distinct programme for labour-constrained or non-labour constrained households has led to a situation of transfer of households/beneficiaries from government support to WFP support and vice-versa resulting in additional time needed for registration and coordination.
- The lack of a harmonized targeting and registration system has in some instances led to exceeding the ZimVAC district ceilings.
- The WFP LSA food assistance over a long period of time (in some districts up to twelve years) has led to a situation that local authorities and beneficiaries have developed strategies to include as many households in the LSA registry as possible thus reducing the efficiency of the LSA programme.
- Due to the lack of sufficiently detailed information with respect to the cost-efficiency of different modalities and programmes (LSA and PAC) it has not been possible to assess the cost per beneficiary for each of the modalities (in-kind, cash, mobile cash or a mix of food and cash) for each of the programmes.

113. EQ4: Impact

- LSA seasonal transfers had a positive impact on quantity of food consumed;
- In general, LSA transfers – in-kind and cash – are not sufficient to cover the full month;
- In PAC, the assets created including dams, dip tanks and community nutrition gardens, had positive effects on livelihoods, including improved food availability, cattle health and income generating opportunities.

- Few negative effects on gender were observed for in-kind and cash-based seasonal transfers or among PAC beneficiaries. Though some inter-households tensions or social pressures were reported with regard to cash transfers.
- In-kind assistance was not reported to affect prices and was perceived as positive in areas with grain shortages.
- CIT was perceived as having positive effects on markets by stakeholders at all levels;

114. EQ5: Contribution to Resilience

- The WFP LSA programme with its focus on short-term, ‘survival-oriented’ interventions through temporary food assistance does little to contribute to restoring food security and enhancing resilience of the targeted communities.
- On the contrary, the WFP support to the creation of assets through PAC have significantly contributed to enhancing the productive capacity of communities and has resulted in improved food consumption and rebuilding of livelihoods through savings and income generation.
- Women have participated substantially (60%) in asset creation activities and have benefitted from the created assets in particular the nutrition gardens.
- The WFP programme for the creation of productive assets is bringing many long-term benefits to targeted communities in particular in fragile settings prone to climatic variations.
- Asset management has been given due attention by WFP; however, some deficiencies and the lack of repair and maintenance services create challenges to the sustainability of the assets created.

3.2 Recommendations

115. Based on the findings and conclusions of this evaluation, the recommendations of the evaluation team are outlined below. The target group for each recommendation is clearly identified. The recommendations are structured by strategic and operational orientation reflecting its relevance for the operationalization of the WFP Zimbabwe Country Strategic Plan (CSP) 2017-2021.

Strategic orientation

116. The main recommendation to WFP is to strategically shift the emphasis of its support strategy from short-term, survival-oriented to a more long-term

development-oriented: *“From Dependence to Resilience”*. This is very much in line with the Zimbabwe CSP.

Operational recommendations

117. In operational terms this would imply:

- 1) WFP should differentiate its support strategy towards two different livelihood categories (see also below):
 - i. the needy, vulnerable labour-constrained households who are (almost) permanently food insecure (estimated to be about 10% of the rural population); and
 - ii. the borderline, non-labour constrained households who are only food insecure during below average production years (about 20-35% of the rural population; these categories often include female-headed households).
- 2) WFP should consider a gradual phasing-out of LSA (in 3-5 years); only in years with a substantial shortfall in agricultural production at national level should WFP return to LSA food assistance;
- 3) WFP should put a greater emphasis on Asset Creation: Increase focus on Resilience Programming (Strategic) along the lines of current PAC interventions (mainly water harvesting, garden development and dip tanks);
- 4) The Programme for Asset Creation should further include labour-intensive development work such as erosion control (in particular watershed protection, appropriate drainage in areas prone to flooding, gully protection, etc.);
- 5) In line with the 2014 evaluation of the PRRO ¹, WFP should make a deliberate effort to establish a long-term relationships with about 15-20 target districts in Eco-Regions 4 and 5;
- 6) WFP should develop framework contracts with Implementing Partners for a period of 3 years (instead of annual tendering) for all aspects of support to target districts;
- 7) Targeting for PAC participation should be based on ranking but with some fixed criteria (livestock ownership; access to gardens; remittances)
- 8) WFP should give more priority to the participation of female-headed households in PAC; also possibility for soft participation (10%) of vulnerable households should be maintained.
- 9) In terms of transfer modality, preference should be given to mobile cash (if possible with shorter intervals; e.g. every two weeks);
- 10) In Disaster years LSA to be provided in-kind in combination with mobile cash; a pilot could be started whereby households can indicate their preference (mobile cash; in-kind or a mix) on a quarterly basis.

Operational recommendations aligned with the WFP CSP 2017-2021 Strategic Objectives

118. WFP should develop its programme according to the following Operational Strategies:

I. Social safety net – in line with CSP SO 4

Target: Livelihood Category I (needy, vulnerable labour constrained HHs)

- From LSA to social protection for vulnerable groups through support to Ministry of Social Welfare to operationalize the recently launched national social protection policy (estimated target of 250K households)
- Focus to be on developing/strengthening national social protection system targeting labour-constrained households, and its operationalization at district level
- Inclusion to be considered to include female-headed households with children under 5 and female-headed households with children 6-12
- Introduction of a shared and agreed upon registration system (SCOPE)
- Harmonization of support packages between all stakeholders

II. Targeted nutrition support: - in line with CSP SO 2

In order to enhance the nutrition security of the most vulnerable categories, nutrition support could be provided to specific target groups: Pregnant and Lactating Women (PLW), Children Under 2, and Children Under 5 in districts with stunting rates of 30% and above:

- Provision of supplementary feeding support to:
 - PLW blanket iron-fortified feeding through health system;
 - Stunting prevention U2: blanket supplementary feeding;
 - Blanket supplementary feeding for FHH with children U5; targeted for other U5

Moreover, special target groups could be supported through targeted feeding programmes:

- School Feeding programme for children (6-11 years) together with promotion of school gardens and nutrition education modules; and link to P4P farmers producing a surplus of cereals, pulses and vegetables (see III below); WFP should complement support to school feeding to what GoZ is doing;
- Adolescent girls (12-19 years) at secondary school should be supported with iron-fortified supplementation;
- Continuation of HIV-AIDS affected persons.

III. Expansion of PAC – in line with CSP SO 3

Main emphasis of WFP support should be to create assets that respond to rural livelihood needs: water harvesting (dams) linked to gardens for food and nutrition

security; watering of animals and supplementary feed production; erosion control; support to livestock production through construction or rehabilitation of dip tanks, sales pens, or animal housing.

With regard to enhancing water harvesting and nutrition garden creation the following elements should be included:

- A garden should be based on 20-30 HHs per hectare (300-500 sq.m. per HH) in order to be effective to increase household agricultural productivity and diversification; garden plot sizes have varied substantially from one site to another, with some too small to have potential for boosting household productivity and crop diversity.
- Provide technical assistance for construction and lay-out of water harvesting devices to address lack of technical expertise among WFP and implementing partners.
- Pumping should be based on solar power (if gravity does not allow) instead of fuel-based engines in order to avoid maintenance issues and continued operational costs.
- If plots are large enough, they could include irrigated feed lots for supplementary feeding of targeted animals at the end of the dry season (September/ October); in particular milk producing cows or goats and oxen should benefit from these feed lots.

IV. Linking to markets – in line with CSP SO 3

Target: Livelihood category II – borderline food secure households who are vulnerable to climatic and economic shocks.

In the years of above average production years, Livelihood category II (borderline food secure households) could be supported with the storage and marketing of small grains and pulses. The following elements should be considered to enhance marketing:

- Linking production of small grains to markets and schools through a P4P approach
- Improved storage (central or homestead)
- The introduction of a system of warehouse receipts to make it possible for farmers to be eligible for loans with the commodities as a collateral right after harvest.

V. Continued Disaster preparedness – in line with CSP SO 1

Target: Livelihood category II – borderline food secure households who are vulnerable to climatic and economic shocks. Based on historic data climate shocks will appear in roughly 2 out of 5 years with below average nation agricultural production

- WFP should be equipped and organized for continued disaster preparedness during roughly 2 out of 5 years;

- Together with the national government and other humanitarian assistance organisations need for development of harmonized registry;
- WFP should further give priority for mobile cash transfer; with possibility to shift to in-kind; due to the high costs, intra-household tensions and continuous shortages Cash-in-Transit (CIT) should be avoided;
- LSA targeting to exclude HHs with access to gardens and/ or livestock ownership, and remittances;
- LSA ranking to include some fixed criteria; and
- LSA cut-off to be based on relative weight of ward food insecurity

Annexes

Annex 1: Terms of Reference ²¹

DECENTRALIZED ACTIVITY EVALUATION of
Lean Season Assistance of the PRRO 200453 in targeted rural districts
Zimbabwe
October 2014 to March 2016
WFP Zimbabwe Country Office

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Lean Season Assistance (LSA) implemented through the Protracted Relief and Recovery Operation (PRRO) 200453, responding to humanitarian needs and strengthening resilience to food insecurity in targeted rural districts of Zimbabwe. This evaluation is commissioned by Zimbabwe Country Office and will cover the period from May 2013 to March 2016.
2. These TOR were prepared by WFP Zimbabwe CO with the Regional Bureau Support based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. The evaluation needs to be carried out to assess the effectiveness and efficiency of the lean season assistance with particular attention to the outcomes of the cash transfer activity anticipated at the outset of the project. The evaluation is expected to provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions in the rural districts of Zimbabwe. Due to the importance of the learning from this project we are looking for a high quality/rigorous final report in line with evaluation norms and standards. The target audience for the evaluation includes such key stakeholders as government, international donors, UN and non-governmental organizations responding to food insecurity in Zimbabwe.

2. Reasons for the Evaluation

4. The reasons for the evaluation being commissioned are presented below.

2.1 Rationale

5. The evaluation is being commissioned because the lean season assistance has been

²¹ Sections 1-4 only; figures excluded for length considerations

implemented by WFP since 2002 and activity has never been directly evaluated. Performance of the LSA has been drawn from the regular outcome and output monitoring and, given the scale up of the operation expected by 2016, WFP country office places a high priority to this evaluation to assess the performance of the activity and inform decision making.

6. The Evaluation will provide evidence and accountability for results. It will assess the design, implementation, delivery and results of lean season assistance, against planned activities, and learn about what is working and what can be improved. The findings of the decentralised evaluation will be used to refine on-going activities and to inform similar humanitarian programmes and strategic choices in future including the Country Strategy Plan that will commence mid-year 2016.

2.2. Objectives

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the effectiveness, efficiency, performance and results of the WFP Lean Season Response in rural districts of Zimbabwe in which WFP is implementing the Lean Season Assistance Programme with particular attention to the transfer modalities in use (i.e. cash; direct food transfers and a combination of both) and its linkages and synergies to the Cash/Food for Assets Programme
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems and will inform the pilot Country Strategy Plan that will commence in the second half of the year 2016.

2.3. Stakeholders and Users

8. **Stakeholders** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
9. **Accountability to affected populations**, is tied to WFP’s commitments to include beneficiaries as key stakeholders in WFP’s work. As such, WFP is committed to ensuring gender equality and women’s empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders’ analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	

Country Office (CO) Zimbabwe	Responsible for the country level planning and operations implementation, the CO has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation. In addition the CO would like to identify, lessons learnt and best practices which will inform future humanitarian response design and implementation in addition to enhanced accountability towards the Government of Zimbabwe, other partners, donors and beneficiaries
Regional Bureau (RB) Johannesburg	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in extracting lessons from the evaluation process and findings that can be applied to other country offices in the region.
WFP HQ	WFP has an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming and accountability.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, useful and credible evaluations. OEV management has an interest in providing decision-makers and stakeholders with independent accountability for results and with learning to inform policy, strategic and programmatic decisions.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings may feed into annual syntheses and into corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance and cash transfers, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government Ministry of Public Service Labour and Social	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to joint WFP-Government programming, capacity development, handover and sustainability will be of particular interest.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
NGOs ADRA, LDGA, LEAD, UMCOR, MDTC, PLAN, WV, CTDO, HOCIC, CARE,	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Donors Switzerland, UN Central Emergency Response Fund, USAID	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.
Private sector CIT, Mobile service providers, Agricultural input suppliers	WFP CO has an interest in assessing links and activities with the private sector in programme implementation and complementary activities.

10. **Users:** The primary users of this evaluation will be:

- The Zimbabwe CO and its partners in decision-making, notably related to lean season programme implementation and in its reflection into the Country strategy Plan and partnerships.
- The Regional Bureau for Southern Africa will use the evaluation findings to provide strategic guidance and interregional learning and replication opportunities (i.e. Malawi Lean Season Response), programme support, and oversight.
- OEV will use evaluation findings, as appropriate, to feed into evaluation syntheses.
- Key stakeholders such as government, international donors, UN and non-governmental organizations will use evaluation findings in responding to food insecurity in Zimbabwe.

4. Context and Subject of the Evaluation

4.1 Context

11. Land-locked, with a population of 13.1 million¹, Zimbabwe is a low-income food-deficit country ranked 156th of 187 countries in the 2014 Human Development Index and 46th out of 78 in the 2013 Global Hunger Index. Life expectancy in Zimbabwe is 58 years², maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births³. With HIV prevalence at 13.7 percent, there are 1.6 million orphans and other vulnerable children⁴. Women and girls account for 52 percent⁵ of the country's population. The fertility rate is 3.8 children per woman, and the average household size is 4.2. Gender inequalities have generally decreased, but remain significant in some sectors; the 2013 Human Development Report gives a Gender Inequality Index of 0.516, placing Zimbabwe 110th of 149.
12. Zimbabwe's food and nutrition security situation is classified as "serious" in the 2014 Global Hunger Index. The country attained some Millennium Development Goals, but not Goal 1 – halving extreme poverty and hunger by 2015. There are significant gaps regarding the main targets of the Sustainable Development Goal (SDG) to end hunger. The prevalence of undernutrition has fallen since 1999, however remains a concern. In 2014, overall 11.2 percent of children were underweight, 3.3 percent were wasted and 27.6 percent were stunted⁶.
13. WFP has had operational presence in Zimbabwe since 2002, providing humanitarian assistance in responding to food shortages during the lean season between September and April every year. The 2015 ZimVAC Report estimates that there will be 1.5million food insecure people during the peak of the lean season, which represents 16% of the entire population.
14. Zimbabwe maize production in the 2014/15 season has dropped by 49 percent in comparison with the 2013/14 season with an estimated cereal deficit of 650 000 MT⁷. The country's rural agricultural production to a large extent relies on rain-fed agriculture. Poor crop production during the 2014/15 agricultural season was caused by late rainfalls, poor rainfall distribution during the season and the first half of the season experienced below normal rainfall. The second half of the season experienced the longest dry spell in country of 60 days⁸ and this affected the key development stages of the staple maize crop in most parts of the country. Also some parts of the country experienced floods due to incessant heavy rainfall during the period mid-December to mid-January and this led to crop damage which exacerbated the poor crop production.

The government has enunciated a vision for 2013-2018, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET). Two of its pillars include food and nutrition security, and social services and poverty eradication. Other policies relevant to food and nutrition security include those for food fortification, social protection and safety nets.

15. In response to the impact of climate change and weather-related shocks like El Niño on livelihoods and food security, WFP has also partnered with the Government of Zimbabwe on an innovative approach to reducing the impact of climate related disasters, through its Food Security Climate Resilience Facility (FoodSECuRE) in Mwenezi district.
16. Beyond its lean season response, WFP's ongoing interventions in Zimbabwe include Support to Refugees, Health and Nutrition activities and Food Assistance for Assets. 7,420 refugees received food assistance in November from WFP, in partnership with UNHCR and Christian Care, at Tongogara Refugee Camp. Building on the results of recent market and sectoral capacity assessments, starting from January 2016, refugees in the camp will receive assistance through cash-based transfers, using a mix of mobile transfers and cash in transit.
13. WFP is supporting the Ministry of Health and Child Care to reduce moderate acute malnutrition (MAM) levels amongst HIV and/or TB patients, pregnant and nursing women, and children under five. Through this programme in November, 6,886 people received nutritious supplements of Supercereal and Supercereal Plus for the treatment of MAM at health centres in rural Mutasa District, Bulawayo urban and Harare city.
14. WFP's 2015 cycle of productive asset creation activities came to an end in November in 10 priority districts (Mwenezi, Mbire, Hwange, Zvishavane, Matobo, Rushinga, Mudzi, Kariba, Chiredzi and Binga). Some 19,770 participants and their households (translating to 105,390 people) benefitted from this programme through contributions from USAID and the Government of Japan. Participants created or rehabilitated 114 assets in 2015, including small dams, irrigation schemes, nutrition gardens, dip tanks and fish ponds. The projects support and strengthen communities' resilience to climate-induced shocks and reduce their reliance on food assistance, both during the lean season and beyond.

4.2 Subject of the evaluation

15. WFP has commenced provision of lean season assistance (LSA) through food and cash transfers to food insecure people during the peak of the hunger season. WFP's activities will target beneficiaries in LSA targeted districts across 8 Provinces. Through LSA households are receiving food commodities in the form of cereals, pulses and vegetable oil and where appropriate, based on markets assessments surveys, cash which beneficiaries can use to purchase food from the local market. The project's overall objective is to save lives and protect livelihoods in emergencies with project specific outcome to increase or stabilise household food security in the 36 districts affected by the shock. Contributions by USAID of US\$18.5 million, UN Central Emergency Response Fund (US\$4.25 million), Government of Switzerland (US\$ 514,000), WFP internal resources (US\$4 million) and the Government of Zimbabwe in-kind contribution of maize will cover the needs of 424,075 people during the seven months up to March 2016. The country office still requires US\$23.7 million to reach 397,390 uncovered people up to March. Contributions from the Government of Zimbabwe, USAID, the UN Central Emergency Response Fund and Switzerland have been key to WFP's lean season response.

16. These have allowed WFP to respond early to the lean season needs, which started in September, and to reach 7 districts in November. WFP has planned to reach to reach 821,460 food insecure people in 36 districts during the lean season from September 2015 to March 2016. WFP Zimbabwe has received an additional US\$1.6 million as internal resources from its headquarters in December to fund LSA.
17. Through WFP's joint LSA programme with government in 28 districts, in which WFP will complement up to 30,000 mt of government-provided maize with complementary cash for the purchase of pulses and vegetable oil, WFP plans to assist a total of 592,480 people. WFP's joint programme with the government has started in Rushinga District, and will expand to 5 additional districts (Bulilima, Chivi, Chirumanzu, Buhera and Bikita) by January 2016. This will increase the total covered districts to 14, and translates to 365,641 people receiving assistance. Of the 14 districts, with funding by January, 6 will receive in-kind food assistance and 2 will receive full cash transfers, while the remaining 6 will receive in-kind government maize and complementary cash.
18. transfers from WFP. The evaluation will be carried out to assess the effectiveness and efficiency of the lean season assistance with particular attention to the outcomes of the different transfer modalities (inkind, cash transfer and a combination of both inkind and cash) against the project's anticipated objectives specified at the outset of the project. The evaluation is expected to provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions in targeted districts of Zimbabwe. The evaluation will consider available outputs and outcome monitoring information and information from previous food security assessment information from the Zimbabwe Vulnerability Assessment Committee (ZimVAC) reports and the Ministry of Agriculture, Mechanization and Irrigation Development Crop and Livestock Assessment reports. The evaluation will also refer to previous programme reviews of cash-based initiatives and to country strategic plan and operational evaluations.
19. The specific purposes of the evaluation are to:
 - Assess the outcome and impact of the project in relation to its objectives, activities and outputs as set out in the log frame and recommend ways of improving the delivery model of similar humanitarian programmes in future.
 - Assess how effectively the project has addressed the challenges encountered, including assessing the project's rationale, beneficiary accountability mechanisms, and phase out plan.
 - Assess the level to which gender issues identified from targeting, registrations and distributions were addressed.
 - Assess the effects of super cereal on households with children under five for future programming.
 - Account to local stakeholders and funders for the project's performance.
20. The evaluation is expected to cover the PRRO 200453 from May 2013 to March 2016. The PRRO is being extended for a further 6 months by a Budget Revision (BR07). The lean season assistance programme is one of the component of the PRRO 200453 which has undergone six budget and programme revisions; in particular the latest two budget revisions amended original design to allow programme and beneficiaries increase.

5. Evaluation Approach

5.1 Scope

21. Geographic scope: Food insecurity is most prevalent in the southern and western border areas with some pockets in the north. These areas fall in regions which susceptible to high temperatures, low and erratic rainfall, and they have poor soils and topography. Prices in these areas can be 45 percent higher than in other areas.
22. Components: Households for lean season assistance are selected through community-based targeting processes where communities rank themselves based on locally defined criteria of food insecurity and the most vulnerable are selected for assistance.
23. The evaluation will be conducted during implementation of lean season distribution to assess the results of the programme and provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions.
24. The lean season assistance evaluation is intended to assess the programme relative to its objectives, targeting and selection processes, activities and distribution modalities. The evaluation will also assess gender mainstreaming and beneficiary feedback mechanisms. In addition the evaluation is intended to assess nutrition-sensitive programming, longer-term implications on livelihoods and people's resilience to withstand shocks through longer-term efforts to complement LSA with asset creation and trainings related to nutrition and agricultural production. The evaluation will also seek to consider stakeholder participation in lean season assistance processes; in particular cooperating and complementary partners, national and local Government authorities, donors and sister UN-agencies.

5.2 Evaluation Criteria and Questions

25. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Appropriateness and Connectedness. ⁹ Gender Equality and the Empowerment of women (GEEW) should be mainstreamed throughout.
26. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the lean season activity which could inform future strategic and operational decisions.

Criteria	Evaluation Questions
Relevance	To what extent are the objectives of the LSA still valid? To what extent are the objectives in line with Zimbabwe's humanitarian needs?
Effectiveness	To what extent were the LSA objectives achieved as set out in the design of the project? What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the activity?
Efficiency	Were the objectives achieved on time? Was the LSA activity implemented in the most efficient way compared to alternatives? Was the activity cost efficient?
Impact	How, if at all, were gender dynamics affected at the household level, and how can the project strengthen positive change in this area? To what extent did the project affect the development, functionality and role of local markets? What were the long-term effects of LSA on beneficiaries' lives? Did any negative effects occur for beneficiaries?

Sustainability (!)	N/A
<i>Humanitarian evaluation</i>	
Appropriateness	Given the context, what was the appropriateness of the transfer modalities (cash and in kind)? To what extent was the intervention based on a sound gender analysis? To what extent was the design and implementation of the intervention gender-sensitive?
Connectedness	How this work can be used to develop resilience strategies/linkages to the FFA in Zimbabwe and in the context of climatic shocks?
(!) Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Given that the donor support will likely to continue for the next LSA cycle, sustainability was not selected as an evaluation criteria and was replaced by the connectedness.	

⁹ See: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

5.3 Data Availability

27. The main sources of information which the evaluation team will be made available are;
- Project documents and logical frameworks of the current PRRO
 - Standard Project Reports of the past 3 years
 - Post Distribution Reports conducted for the operation and other surveys conducted within the life span of the project
 - Output data from COMET and M&E reports
 - Operation Evaluation of Zimbabwe PRRO 200453
 - Pipeline, Projected Needs reports.
28. Relevant non-WFP data sources will include relevant government data e.g. ZimVAC reports, information from other UN agencies, and cooperating partners.
29. Concerning the quality of data and information, the evaluation team should:
- Assess data availability and reliability as part of the inception phase expanding on the information provided in this section. This assessment will inform the data collection.
 - Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
 - The methodology will be based on an analysis of the logic model of the activity/ operation and on a thorough stakeholder analysis.

5.4 Methodology

30. The methodology will be designed by the evaluation team during the inception phase. It should:
- Employ the relevant evaluation criteria above Relevance, Effectiveness, Efficiency, Impact, Appropriateness and Connectedness.
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
 - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.

- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used through key informant interview and focus group discussions

Annex 2: PRRO Budget Revisions, Resource requirements and Funding

The PRRO 200453 budget increased from US\$ 206,091,594 for a 24 month project to 321,957,172 for a 40 month project. This increase was effected through eight subsequent budget revisions, as follows:

Budget (Date)	Project Period	Initial amount	Revised amount
Approved Project Document	1 May 2013 – 30 Apr 2015	206, 091, 594	----
Revision 1 - to meet the seasonal food needs of an additional 950,000 food insecure people	1 May 2013 – 30 Apr 2015	206, 091, 594	247,216,180
Revision 2 – to align budget with WFP’s new Financial Framework Review	1 May 2013 – 30 Apr 2015	247,216,180	249,304,820
Revision 3 - to reallocate other direct operational cost elements to <i>Cash & Voucher Related and Other Costs</i> budget lines and incorporate new <i>capacity development and augmentation (CD&A)</i> costs	1 May 2013 – 30 Apr 2015	249,304,820	249, 304, 818
Revision 4 – to revise beneficiary numbers as well as direct support costs, landside transport storage & handling, and capacity development & augmentation	1 May 2013 – 30 Apr 2015	249, 304, 818	252,920, 219
Revision 5 – to extend operation by eight months to increase emphasis towards longer-term recovery and resilience (25 Nov 2014)	1 May 2013 – 31 Dec 2015	252, 920, 219	241, 567, 900
Revision 6 – to align interventions with evolving food security needs		241,567,899	257,515,081
Revision 7 – to extend operation from January to June 2016	1 May 2013 – 30 June 2016	257,515,081	295,713,166
Revision 8 – to increase planned beneficiaries for both LSA and C/FFA and cater to additional needs emanating from the impact		295,713,166	321,957,172

Note: the exact dates of approval of the Budget Revision is in most cases not indicated in the document; roughly the BR 1 dates from Sept 2013 and BR 8 from April 2016.

The resource situation at the end of the project (reported on 10 October 2016) was as follows:

Operational Requirements (US Dollars)		
321, 957, 172 (BR 8)		
Donor	Confirmed Resource Level (in US\$)	Share of Requirements (%)
Multilateral	33,334, 168	10.35
Australia	1,500, 607	0.47
Canada	3,321,076	1.03
China	330,000	0.10
European Commission	1,955,671	0.61
Japan	5,757,426	1.79
Luxembourg	113,379	0.04
Private Donors	469, 262	0.15
Stock Transfer	10,430, 348	3.24
Sweden	141, 199	0.04
Switzerland	3,224,730	1.00
United Kingdom	12,096,774	3.76
UN CERF	6,990,596	2.17
UN Common Funds and Agencies (excluding CERF)	224, 994	0.07
USA	87,695,435	27.24
Zimbabwe	4,442,970	1.38
Miscellaneous Income	4,908,957	1.52
Gross Needs Funded	176,937,593	
% Gross Needs Funded	55.0%	
Shortfall (of Gross Needs):	145, 019,579	

There was no indication of funding from trust fund sources.

Annex 3: Logical Framework (as per Budget Revision 01/ Sept 2013)

Results	Performance Indicators	Assumptions
Strategic Objective 1: Save lives and protect livelihoods in emergencies Component: Disaster Risk Reduction (Lean Season Assistance)		
Outcome 1 Improved consumption over assistance period for targeted households	<ul style="list-style-type: none"> ➤ Household food consumption score <i>Target: 85% of targeted households have at least borderline food security</i> ➤ Daily average dietary diversity <i>Target: 90% of targeted households consume at least 3 food groups on average per day</i> 	<p>Capable cooperating partners available for implementation</p> <p>Government and donor support forthcoming.</p>
Output 1.1 Food, nutritional products and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	<ul style="list-style-type: none"> ➤ Number of women, men, girls and boys receiving food assistance (disaggregated by activity; beneficiary category, sex, food, non-food items, cash transfers and vouchers as percent of planned <i>Target: 100 percent of planned beneficiaries receive WFP assistance</i> ➤ Quantity of food distributed, as percent of planned distribution (disaggregated by type) <i>Target: 100 percent of the food planned to be distributed is actually distributed</i> ➤ Quantity of non-food items distributed, as percent of planned distribution (disaggregated by type) <i>Target: 80 percent of non-food items planned to be distributed is actually distributed</i> ➤ Total amount of cash transferred to targeted beneficiaries (disaggregated by sex, beneficiary category) as percent of planned ➤ Total value of vouchers distributed (expressed in food/ cash) transferred to targeted beneficiaries (disaggregated by sex, beneficiary category) as a percentage of planned ➤ Proportion of women in leadership positions of project management committees <i>Target: >60 percent</i> 	<p>Capable cooperating partners available for implementation</p> <p>Government and donor support forthcoming</p> <p>Continuity of delivery (pipeline)</p>

Strategic Objective 2: Support or restore food security and nutrition or rebuild livelihoods in fragile settings and following emergencies		
Component: Productive Asset Creation		
Outcome 2.1 Adequate food consumption over assistance period for targeted households	<ul style="list-style-type: none"> ➤ Household food consumption score <i>Target: 85% of targeted households have acceptable food consumption score</i> ➤ Daily average dietary diversity <i>Target: 90% of targeted households consume at least 3 food groups on average per day</i> 	<p>Capable cooperating partners available for implementation.</p> <p>Government and donor support forthcoming.</p>
Outcome 2.2 Reduced under nutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school aged children	<ul style="list-style-type: none"> ➤ MAM treatment performance rate <i>Target: Recovery rate >75%; default rate <15%; non-response rate <15%</i> 	<p>Medical drugs and other medical supplies available</p> <p>Resources (including health centre staff, anthropometric equipment and facilities available for growth monitoring)</p> <p>Clinical partners available for development of integrated nutrition rehabilitation including assessment, education and counselling</p>
Output 2.1 (See Output 1.1)		
Output 2.1	<ul style="list-style-type: none"> ➤ Number of institutional sites assisted (e.g. health centres) as a percentage of planned 	
Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own nutritional needs		
Outcome 3.1 Improved access to livelihood assets has enhanced resilience and reduced risk of disaster and shocks of targeted food insecure communities and households	<ul style="list-style-type: none"> ➤ Household food consumption score 	<p>Capable cooperating partners available for implementation.</p> <p>Government and donor support forthcoming.</p>
Output 3.1 (See Output 1.1)		
Output 3.2	<ul style="list-style-type: none"> ➤ Number of assets restored or maintained by targeted communities and individuals, by type and unit of measure 	<p>Capable cooperating partners available for implementation.</p> <p>Government and donor support forthcoming.</p>

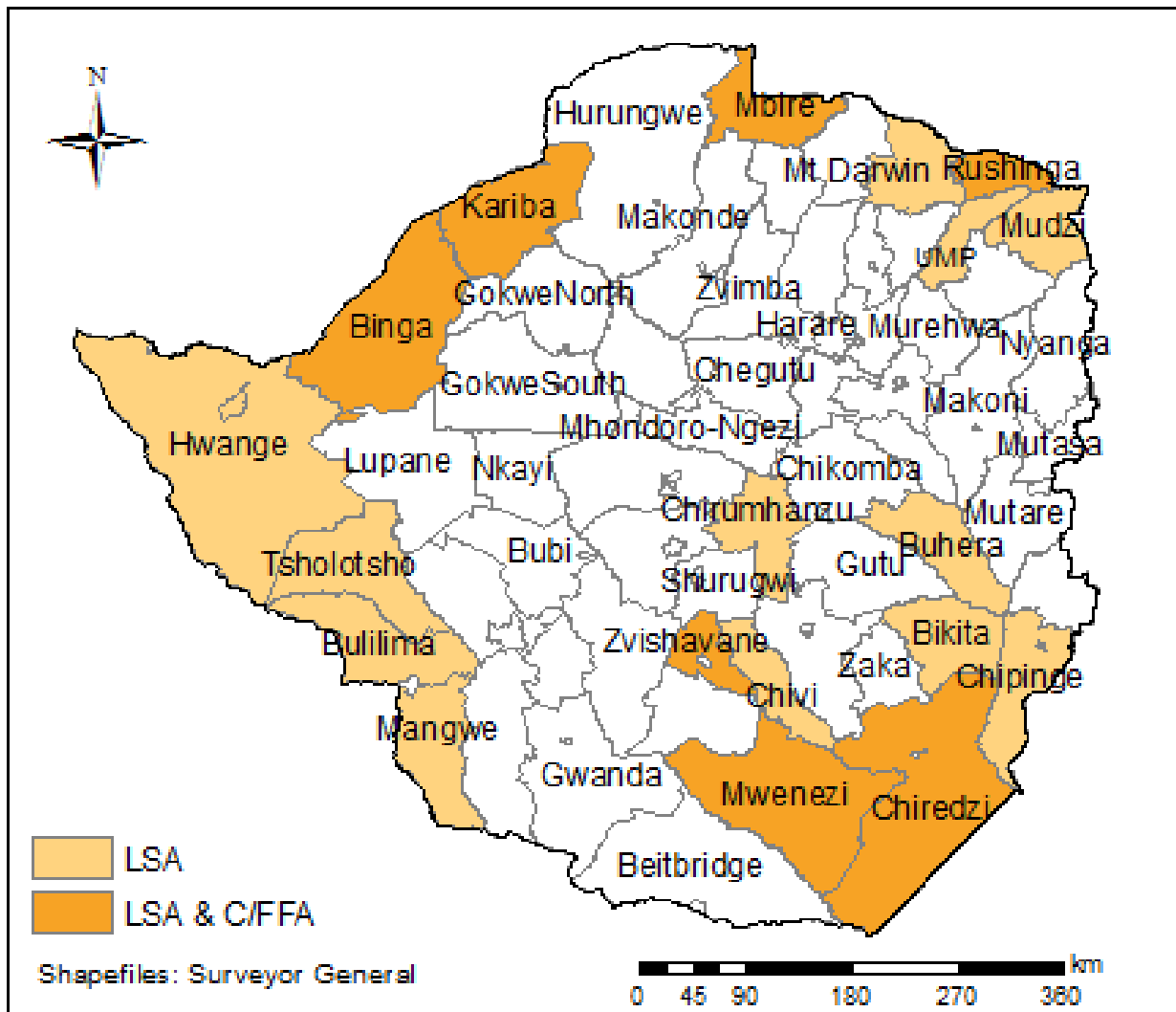
Annex 4: LSA and PAC Program Areas by Lean Season

DISTRICT	LEAN SEASON ASSISTANCE PROGRAM – DISTRICTS INCLUDED								
	2013/4			2014/5			2015/6		
	CASELOAD	MODALITY	NGO PARTNER	CASELOAD	MODALITY	NGO PARTNER	CASELOAD	MODALITY	NGO PARTNER
BIKITA	26.948	IN KIND	PLAN				39.709	CASH FOR PULSES AND OIL	
BINGA	55.537	IN KIND	SAVE				55.143	IN KIND	LEAD
BUBI	18.066	IN KIND	ORAP						
BUHERA	42.188	IN KIND	Africare				106.049	CASH FOR PULSES AND OIL	WV
BULILIMA	27.427	IN KIND	ORAP	12.588	IN KIND	WV	17.624	CASH FOR PULSES AND OIL	
CHIPINGE	59.107	CASH FOR CEREAL	Ccare				67.036	CASH FOR PULSES AND OIL	WV
CHIREDDZI	101.229	IN KIND	PLAN	48.238	IN KIND	PLAN	44.709	IN KIND	PLAN
CHIRUMANZU							16.795	CASH FOR PULSES AND OIL	PLAN
CHIVI	42.493	IN KIND	CARE				37.132	CASH FOR PULSES AND OIL	CARE
GOKWE NORTH	67.849	IN KIND	AFRICARE						
GOKWE SOUTH	61.104	CASH FOR CEREAL - ECOCASH	SC						
GURUVE	24.007	CASH FOR CEREAL	LGDA						
GUTU	32.464	IN KIND	CC						
GWANDA	14.271	CASH FOR CEREAL	CRS						
GWERU	18.108	CASH FOR CEREAL - ECOCASH	ADRA						
HWANGE	13.792	IN KIND	ORAP	14.709	IN KIND	WV	20.428	IN KIND	WV
INSIZA	22.300	CASH FOR CEREAL	WV						
KARIBA	17.692	IN KIND	SAVE				12.618	IN KIND	UMCOR
KWEKWE	43.524	CASH FOR CEREAL	AFRICARE						
LUPANE	22.540	IN KIND	Hlekweni						
MAKONI	52.472	IN KIND	Plan						
MANGWE	28.663	IN KIND	ORAP				9.589	CASH FOR PULSES AND OIL	ORAP
MASVINGO	60.290	IN KIND	CARE						

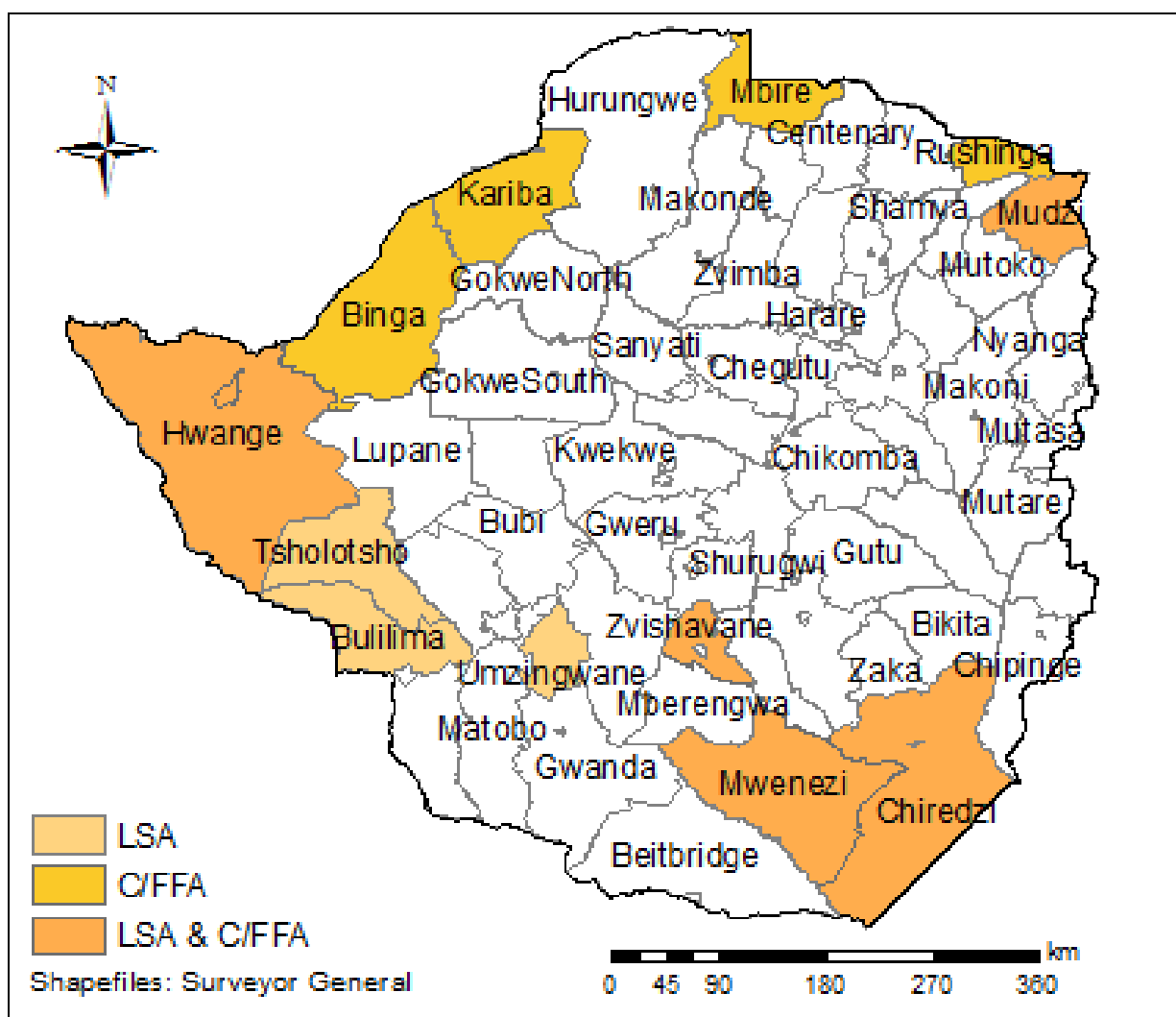
MBERENGWA	53.484	IN KIND	CARE						
MBIRE	15.926	IN KIND	CC				37.527	IN KIND	LGDA
MT DARWIN	60.474	IN KIND	WV				34.493	CASH FOR PULSES AND OIL	WV
MUDZI				23.719	IN KIND	WV	38.341	CASH - ECOCASH	WV
MUTARE	28.048	CASH FOR CEREAL	Plan						
MUTOKO	32.999	IN KIND	UMCOR						
MWENEZI	34.362	IN KIND	MDTC	34.451	IN KIND	MDTC	57.373	IN KIND	MDTC
NKAYI	34.634	IN KIND	WVI						
NYANGA	22.345	IN KIND	Plan						
RUSHINGA	21.305	IN KIND	WV				17.225	CASH FOR PULSES AND OIL - ECOCASH	CTDO
SHURUGWI	25.964	CASH FOR CEREAL	ADRA						
TSHOLOTSHO	32.335	IN KIND	WV	16.002	IN KIND	PLAN	36.493	IN KIND	PLAN
UMGUZA	29.011	IN KIND	HOCIC						
UMP	27.365	IN KIND	UMCOR				21.333	CASH	UMCOR
UMZINGWANE	24.096	IN KIND	ORAP	10.834	IN KIND	WV			
ZAKA	28.172	IN KIND	CARE						
ZVISHAVANE	29.575	IN KIND	ADRA	17.635	IN KIND	ADRA	32.457	CASH - ECOCASH	ADRA

Source: WFP databank; in yellow districts visited during Decentralized Evaluation field work November 2016

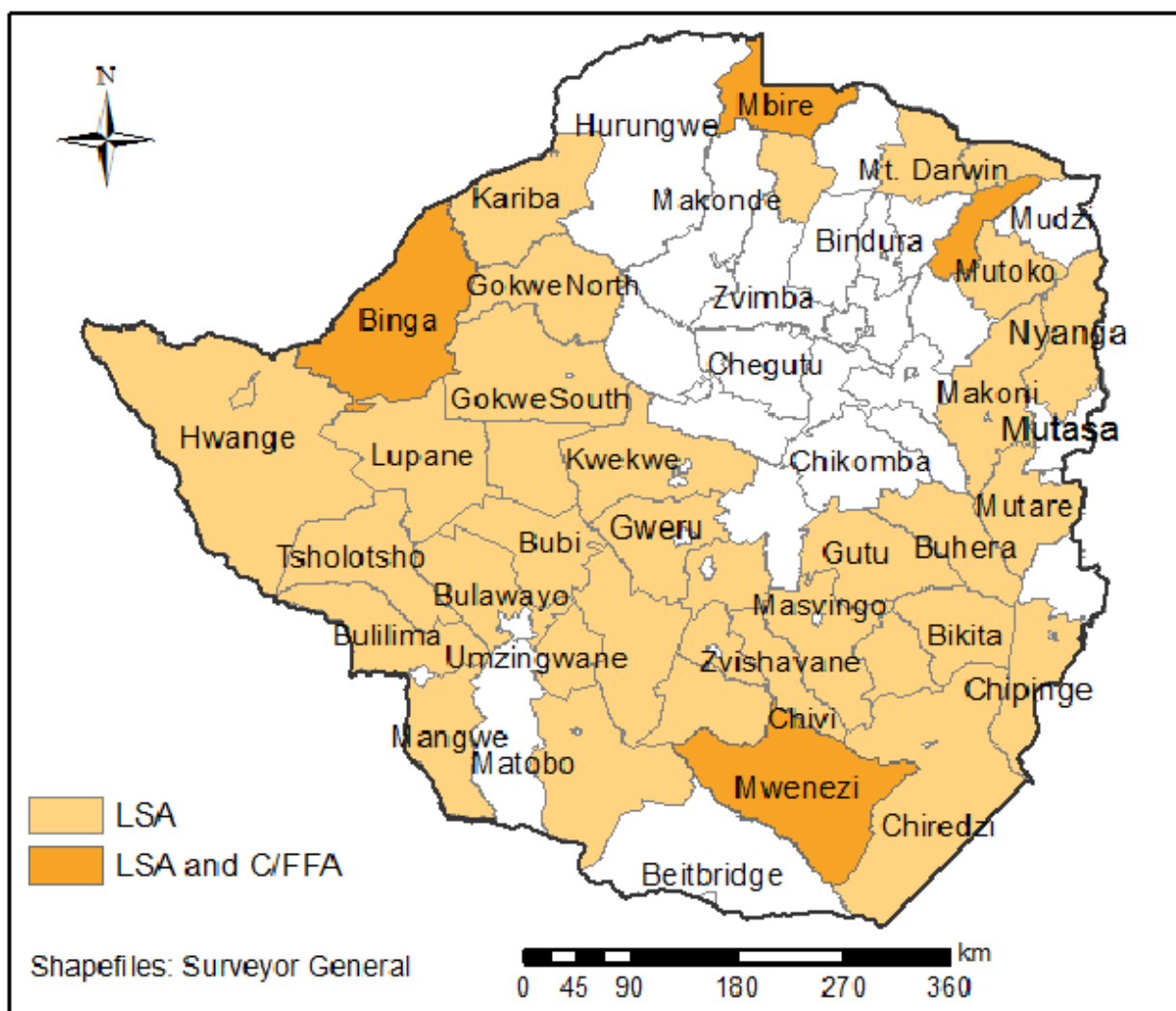
Map 1: Lean Season Assistance Program Areas, 2015-2016



Map 2: Lean Season Assistance Program Areas, 2014-2015



Map 3: Lean Season Assistance Program Areas, 2013-2014



Annex 5: Evaluation Matrix

Evaluation criterion: RELEVANCE / APPROPRIATENESS*						
Evaluation Question 1: To what extent was the design and implementation of the WFP Lean Season Assistance Programme aligned with Zimbabwe's relief and recovery needs?						
No.	Sub-questions	Measure/Indicator of progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence availability/reliability
1.1	To what extent was the design of the WFP Lean Season Assistance Programme aligned with Zimbabwe's humanitarian needs?	<ul style="list-style-type: none"> - Informed by rigorous and current food security & vulnerability assessments -Evidence of alignment with national policies and priorities -Evidence of responsiveness to changing context 	<ul style="list-style-type: none"> -Project document and budget revisions -2014 PRRO Evaluation -M&E plan -Routine program data and reports -Food security and humanitarian needs assessments (ZimVAC, FEWSNet, UN assessments, etc) -National and international stakeholder perspectives 	<ul style="list-style-type: none"> -Document review -Key informant interviews 	<ul style="list-style-type: none"> -Content analysis -Process tracing 	
1.2	Given the context, how appropriate were selected LSA transfer modalities?	<ul style="list-style-type: none"> -Evidence of feasibility (available infrastructure & markets, implementation capacity) -Evidence of acceptability to stakeholders at multiple levels (communities, implementers, donors, government) -Evidence of responsiveness to changing context - Aligned with WFP policies and strategies as well as donor policies 	<ul style="list-style-type: none"> -Project document and budget revisions -2014 PRRO Evaluation -Routine program data and reports -National and international stakeholder perspectives -WFP policy and strategy documents 	<ul style="list-style-type: none"> -Document review -Key informant interviews 	<ul style="list-style-type: none"> -Content/ thematic analysis 	
1.3	To what extent was the design and implementation of the LSA Programme gender-sensitive?	<ul style="list-style-type: none"> -Informed by gender analysis -Evidence of gender analysis incorporated in routine M&E -Evidence of action based on findings of gender analysis 	<ul style="list-style-type: none"> -Project document and budget revisions - WFP and implementing partner staff perspectives - Beneficiary perspectives 	<ul style="list-style-type: none"> -Document review -Key informant interviews -Focus group discussions 	<ul style="list-style-type: none"> -Content/ thematic analysis -Content/ thematic analysis 	

Evaluation criterion: EFFECTIVENESS						
Evaluation Question 2: How effective was the WFP Lean Season Assistance Programme in achieving its intended objectives?						
No.	Sub-questions	Measure/Indicator of progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence availability/reliability
2.1	To what extent were the LSA objectives achieved as set out in the design of the project?	-Inclusiveness of targeting -Adequate HH food consumption - Daily dietary diversity	-Community member perspectives -Baseline/Endline HH Surveys -PDM surveys	-Focus group discussions -Key informant interviews - WFP databases	- Reanalysis of routine program data -Content/thematic analysis	
2.2	What were the major factors influencing the achievement or non-achievement of programme objectives?	-Beneficiary perceptions -Implementing agency perceptions -WFP perceptions	- WFP and implementing partner staff perspectives - Community member perspectives	- Document review -Key informant interviews	-Content/thematic analysis	
2.3	What were the major factors influencing effectiveness of different assistance modalities?	-Beneficiary perceptions -Implementing agency perception -Perceptions of cash operators and food retailers	- WFP and implementing partner staff perspectives - Beneficiary perspectives -National and international stakeholder perspectives - Community member perspectives	- Focus group discussions -Key informant interviews	-Content/thematic analysis	
Evaluation criterion: EFFICIENCY						
Evaluation Question 3: Was the WFP Lean Season Assistance Programme implemented in an efficient manner?						
No.	Sub-questions	Measure/Indicator of progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence availability/reliability
3.1	Was the LSA Programme implemented in a timely manner?	-Annual progress against objectives -perceptions of beneficiaries, implementing agencies, WFP, cash distributors and food retailers - Continuity of supply chain	- WFP and implementing partner staff perspectives - Beneficiary perspectives	- Focus group discussions -Key informant interviews	- Reanalysis of routine program data -Content/thematic analysis	
3.2	Was the LSA Programme implemented in a cost-efficient manner?	-Cost per beneficiary -Cost per output -Total cost transfer ratio	-WFP SRP - WFP Finance Report- -WFP Budget Revisions	WFP records	- Cost efficiency analysis	
Evaluation criterion: IMPACT						
Evaluation Question 4: What was the impact of the Lean Season Assistance Programme on beneficiary households?						
No.	Sub-questions	Measure/Indicator of progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence availability/reliability

4.1	To what extent did the LSA Programme have positive and/or negative effects on the lives of beneficiaries?	<ul style="list-style-type: none"> - Effects on livelihoods - Effects on food security - Effects on general well-being - Effects on household gender dynamics -Effects on community relations 	<ul style="list-style-type: none"> - WFP and implementing partner staff perspectives - Beneficiary perspectives 	<ul style="list-style-type: none"> - Focus group discussions -Key informant interviews 	<ul style="list-style-type: none"> -Content/ thematic analysis 	
4.2	To what extent did the LSA Programme have positive and/or negative effects on local market dynamics in project areas?	<ul style="list-style-type: none"> -Effects on availability of commodities/cash -Effects on market share and competition -Effects on prices 	<ul style="list-style-type: none"> - WFP and implementing partner staff perspectives - Beneficiary perspectives - Community member perspectives -Money point and trader perspectives 	<ul style="list-style-type: none"> - Focus group discussions -Key informant interviews 	<ul style="list-style-type: none"> -Content/ thematic analysis 	
Evaluation criterion: CONNECTEDNESS						
Evaluation Question 5: How can lessons learned from the WFP Lean Season Assistance Programme be used to develop resilience strategies in Zimbabwe and in the context of climactic shocks?						
No.	Sub-questions	Measure/Indicator of progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence availability/reliability
5.1	To what extent did linkages with the WFP Productive Assets Programme enhance or hinder the implementation of the LSA Programme?	<ul style="list-style-type: none"> -Evidence of linkages in design -Evidence of linkages and coordination in implementation -Perceptions of beneficiaries -Perceptions of WFP and implementing agency staff 	<ul style="list-style-type: none"> - WFP and implementing partner staff perspectives - Beneficiary perspectives - Community member perspectives 	<ul style="list-style-type: none"> - Focus group discussions -Key informant interviews 	<ul style="list-style-type: none"> -Content/ thematic analysis 	
5.2	In what ways did the LSA Programme and Productive Assets Programme enhance or hinder community resilience to food insecurity?	<ul style="list-style-type: none"> -Perceptions of beneficiaries -Perceptions of community members -Perceptions of WFP and implementing partners -Perceptions of government stakeholders 	<ul style="list-style-type: none"> -2014 PRRO Evaluation -Routine program data and reports - WFP and implementing partner staff perspectives - Beneficiary perspectives - Community member perspectives -National and international stakeholder perspectives 	<ul style="list-style-type: none"> - Document review - Focus group discussions -Key informant interviews 	<ul style="list-style-type: none"> -Content/ thematic analysis 	

Annex 6: Methodological Approach (as per the Inception Report)

On the basis of the Terms of Reference (TOR) and the many interactions with internal and external stakeholders the evaluation team has developed an Evaluation Matrix (EM), which is being presented in Annex 5. The Evaluation criteria follow the OECD criteria^{XXII} as spelled out in the TOR plus one of the two added humanitarian evaluation criteria: connectedness^{XXIII}, in total five evaluation criteria: 1) Relevance/appropriateness, 2) Effectiveness, 3) Efficiency, 4) Impact, and 5) Connectedness.

The original total of fifteen (15) evaluation questions has been reduced to five key evaluation questions reflecting the different evaluation criteria. Each evaluation question has been given detailed sub-questions for which indicators of progress, main sources of information, data collection methods and data analysis methods are being presented. The sub-questions reflect as much as possible the original evaluation questions but have to some extent been rephrased and re-ordered.

The evaluation applied a mixed method approach as per the TOR. The following methods were used in the course of the evaluation because they were deemed to be feasible and appropriate given what was known about available programmatic information, the evaluation objectives and the time and resources available:

- 1. Document review.** The provided documents^{XXIV} will be reviewed as much as possible in relation to the five key evaluation questions. The relevance of the different categories in relation to the key evaluation questions is presented in the last column of Annex 9.
- 2. Focus Group Discussions (FGD):** these will be implemented with beneficiaries of the LSA programme in the first place, PAC beneficiaries as well as to a limited extent with non-beneficiaries (table 8 below provides an overview). A detailed interview guide has been produced for LSA beneficiaries and PAC beneficiaries (see table 8 and Annex 5 for further details). It is expected that there will be at least two FGD for LSA beneficiaries in each district (in two districts three FGD), thus totalling 20 LSA FGD. One FGD will be exclusively be with the participation of women or non-beneficiaries, whereas the other will be mixed (men and women). Attention will be given that also elderly people and relative young participants will be invited.

The selection process of communities to be interviewed will be done in two steps. Based on the nine districts selected (see 5.2 below), wards will be randomly selected by the evaluation team from a list provided by WFP Field Offices. Within each selected ward, one or two communities or villages will then be selected by the WFP Field Office in order to be able to prepare the visit by the evaluation team. For the PAC FGD a similar set-up will be followed on the basis of a list of Assets created which will then be selected by the evaluation team. With PAC being implemented in six out of the nine districts, two PAC FGD will be implemented thus a total of 12 PAC FGD interviews will be undertaken.

^{XXII} The TOR indicate that the Sustainability criteria is not to be included in the evaluation

^{XXIII} The other humanitarian evaluation criteria has been merged with relevance as the specific evaluation questions were considered to be congruent with the relevance criteria.

^{XXIV} See annex 9 for an overview of documents available.

cases all women) and to a limited extent with non-beneficiaries.

Evaluation Participants by Program, Gender and Data Collection Approach

Data Collection Location	LSA Focus Group Discussions			PAC Focus Group Discussions			Key Informant Interviews
	Mixed Beneficiary	Female Beneficiary	Non-Beneficiary	Mixed Beneficiary	Female Beneficiary	Non-Beneficiary	
Binga District	x	x	x	x	x		4-6
Thsolotsho District	x	x	x				2-3
Mangwe District	x	x					2-3
Mt Darwin District	x	x		x		x	4-6
UMP District	x	x		x	x		4-6
Zvishavane District	x	x		x		x	4-6
Chipinge District	x	x	x				2-3
Mwenzai District	x	x		x		x	4-6
Chiredzi District	x	x		x	x		4-6
WFP Field Offices Harare							10-15 10-20
Projected Focus Group Discussion Participants	Male Beneficiaries 75-120			Female Beneficiaries 85-150		Non-Beneficiaries 35-60	
Projected Number of Key Informants and Stakeholder Interviews						50-70	
Project Sample Size for the Evaluation						250-400	

Summary of Data Collection Tools

Tool #	Focus Group Discussion Guides	Focus Areas of Tool
1	LSA FGD Guide	Comparison of experiences and perceptions across modality/context. Gender decision making/control, intra-HH allocation; Preference between modality, transition issues, gender and cash; Targeting process, transparency, broader community benefits
2	PAC FGD Guide	Experiences and perceptions of PAC beneficiaries, etc.
	Key Informant Interview Guides	Focus Areas of Tool
3	Local KII Guide	Perceived benefits, targeting, implementation challenges, disadvantages
4	CIT or EcoCash KII Guide	Logistics, implementation challenges, security, currency concerns
5	Field Office/National Level KII Guide – WFP internal	Modalities, implementation challenges, context, program design
6	Field Office/National Level KII Guide - External	Modalities, implementation challenges, context, program design
7	Retailers and Marketers KII Guide	Perceived business impact (positive or negative); preferred modality; challenges

Women only FGDs were used in order to give women a better opportunity to participate in the FGD discussions. In mixed FGDs it is often observed that women contribute less to discussions or are less inclined to add their observations that in not in agreement with men's statements. In addition key informants at the district, field office, and national levels will also be interviewed. The below table summarizes the number of participants by site and type; the evaluation will include an estimated 250-400 respondents.

Data collection tools have been developed for the five different categories of stakeholders in the evaluation of the LSA. A total of seven interview guides have been

defined. Some of the guides - such as the LSA FGD interview guide or PAC FGD - will be used for different beneficiaries (female FGD, mixed FGD or non-beneficiary) but with the emphasis on different components of the interview guide. The table 10 below provides a summary of the different data collection methods that will be used during the field work period.

Note-takers will prepare written records of each of the FGD interviews according to the standardized format following the interview guides. This will make it possible to systematically scrutinize the records of the meetings and make cross-checks of incomplete or contradictory information. Thematic analysis will then be conducted with respect to each of the evaluation questions with attention to differences by transfer modality and gender. For the quantitative data analysis of household baseline – endline data over the three seasons under review the excel sheets will be imported into a statistical programme which will make statistical analysis of data possible. Basic descriptive statistics will be used; it is not anticipated that more advanced analysis will be feasible given that representative samples of the same populations are not available over time. Reliability of data sets will be assessed and data cleaned prior to undertaking analysis and their representativeness.

Findings from the document review, qualitative data collection and quantitative program data analysis will be triangulated to ensure that evaluation findings and conclusions are reflective of information from all data sources.

Annex 7: Documents Reviewed

Document Type
Project related documents
WFP Project documents PRRO 200543 (including Logical Framework in Annex)
WFP Standard Project Reports 2013, 2014 and 2015
WFP 200453 Budget Revisions BR 01 – BR 08
Note for the record (NFR) from Programme Review Committee meeting (for budget revisions if any)
Approved Excel budget (for original intervention and budget revisions if any)
Intervention/Project Plan (breakdown of beneficiary figures and food requirements by region/activity/month and partners)
Country Office Strategic Documents
WFP Country Strategy Programme 2017-2022
WFP Country Office Risk Register
UN Development Assistance Framework
Assessment Reports
ZimVAC Comprehensive Food Security and Vulnerability Assessments 2016 and previous
Emergency Food Security Assessments
Food Security Assessments and Monitoring Reports
Market Assessments and Bulletins
Rapid needs assessments
Cash and voucher feasibility studies
Monitoring & Reporting
M&E Plan
Country Situation Report (SITREP)
Country Executive Brief
Food Distribution and Post-distribution Monitoring Reports
Monthly Monitoring Reports
Beneficiary Verification Reports
Donor specific reports
Baseline/endline datasets
Monitoring datasets
Output monitoring reports
Actual and Planned beneficiaries by activity and district/ location by year
Male vs. Female beneficiaries by activity and district/ location by year
Actual and Planned tonnage distributed by activity by year
Commodity type by activity
Actual and Planned cash/voucher requirements (US\$) by activity by year
Operational documents
Organigram for main office and sub-offices
Activity Guidelines
Mission Reports
Pipeline overview for the period covered by the evaluation
Logistics capacity assessment
Partners
Annual reports from cooperating partners

List of partners (Government, NGOs, UN agencies) by location/ activity/ role/ tonnage handled
Field level agreements (FLAs), Memorandum of Understanding (MOUs)
Zimbabwe Food Security Cluster/ Coordination meetings
Logistics/Food Security/nutrition cluster documents
NFRs of coordination meetings
Evaluations/ Reviews
Evaluations/ reviews of past or on-going operation
Resource mobilisation
Resource Situation
Contribution statistics by month
Resource mobilization strategy
NFRs Donor meetings
Maps
Operational Map
Logistics Map
Food/Cash/voucher Distribution Location Map
Food Security Map

Annex 8: Data Collection Tools

TOOL 1: FOCUS GROUP DISCUSSION Lean Season Assistance

1. LEAN SEASON : Access to Food and Coping Strategies

PRA exercise (20 minutes)

Introduction: How is the community usually doing in terms of access to food during Lean Season ?

Compare a good year (2014/15 Lean Season) with a bad year (2015/16 LS) or this year.

General topic : how do families usually meet their basic food needs during LS

Objective: PRA serves to get **relevant indicators** formulated by beneficiaries ; and secondly to break the ice, get familiarized.

Process:

- Discuss with the FGD participants what distinguishes a good year from a bad year
- Take note of the indicators to distinguish a good from a bad year in terms of access to food (sources) and coping strategies
- Formulate the most relevant indicators (max. 10) in a positive way
- Ask participants to score how important the sources of food and coping strategies are.
- Discuss the outcome of the PRA
- Probe on differences for vulnerable families compared to well-to-do families (see below)

To be discussed as a result of the PRA exercise:

1.1. How do families usually meet basic food needs during lean season?

Probes:

- What are common food sources of food during lean season?
- During lean season, how do households make the food you have last longer?
- During lean season, what do households do when they do not have enough food?
- How do they process, store; collection of food items
- What is the role of gifts, borrowing, family/ community support,
- Sources of income to be used for purchase

1.2. How do the most vulnerable families cope with the lean season?

Probes:

- Are there certain types of households that have an especially difficult time meeting basic needs during lean season?
 - Probe for: female headed households, older adults living alone and households with certain types of livelihoods
- What does the community do to make sure all households can make it through the lean season?

1.3. How do families make decision about coping with lean season?

Probes:

- Who is responsible for making decisions on how money is spent?
- Do households save? Who is responsible for deciding whether or not to save money?
- Who is responsible for making decisions about when to sell assets or borrow money?

- Is there ever disagreement within households about if the household has enough food or should spend more money on food?

1.4 When there is not enough food, how do families make decisions about food consumption and which household members should be prioritized for food?

Probes:

- If there is not enough food for all household members, what to do households do?
 - Probe for change quality/quantity of diet, skip meals, other more extreme coping measures.
- Are certain types of food consumed there is not enough food, even if they are not preferred?
- Do certain individuals in the household prioritized to receive more food or better food?
 - Probe for: working adults, pregnant/lactating women, children, older/disabled/sick members
 - Who decides which household members are prioritized for food?
- What do mothers do to help ensure that they and/or children have enough to eat?

2. WFP Lean Season Assistance

2.1 How has WFP/ NGO partner supported the community during lean season in the past/ previous years

Probes:

- How long has WFP had programs in this ward?
- What types of programs were these?
 - Unconditional food/cash transfers (i.e. LSA)
 - Conditional food or cash transfers for asset creation (i.e. PAC)
 - Others?
- Has WFP assistance changed over time? If so, how?
- Have there been any other organisations providing (Food) Assistance?

Referring to the last lean season starting October 2015 till today:

2.2 How has the process of identifying the beneficiary households been done (targeting)?

Probes:

- How was the process done; who was facilitating? Presence of local authorities?
- What is the perception of beneficiaries? Was it well explained/ transparent
- Are vulnerable hh left out? Are wealthier hh included?

2.3 What were households assisted with by WFP?

Probes:

- Is food, a mix of food and cash or only cash received?
- Is the transfer done on a monthly basis or a different frequency?
- How much is received each time? Is it the same for all households?
- Do households always received the full amount they are supposed to receive? If not, why?
- Is the assistance enough to make up for food shortages faced by households?

2.4 Please describe the process by which WFP provides the transfers to households.

Probes:

- Where do households go to collect the transfer?
- Is it difficult for households to collect the transfer? Are there security concerns/risks?

- Are there costs incurred by the household (time or financial) in collecting the transfer?
- In case of different modalities: what is the preference for one or another
- In case of cash: probe on preference

3. Beneficiary Perspectives of benefits, issues, problems etcetera

3.1 How have monthly transfers provided by WFP/ NGO partner benefited households?

Probes:

- How many meals per day in lean season? What is the major type of food ?
- What diversity of meals/ food items
- What are short term benefits during the lean season?
- Are there certain coping strategies or problems that households have been able to avoid because of the transfer?
- Are there any longer term benefits to receiving monthly transfers during the lean season?
- Are households that receive monthly transfers during the lean season better off in the next lean season?
- Health situation : adults, children, elderly Household members
- Farmer to farmer sales
- Exchange for other items

3.2 Have you heard of or experienced any problems with WFP lean season assistance programs?

Probes:

- Have programs affected relations between members of your household and others in your community? If so, how?
- Has it affected interactions with people in places you shop? if so, how?
- Have there been any challenges when WFP lean season assistance ended?
- Have you heard of or experienced any tensions, either at the community or household level, that were result of WFP lean season assistance programs?
- Have the WFP transfers affected relations between family members within households? If so, how?
- Can you think of an example where WFP assistance caused problems within a family?
- Have the WFP transfers affected relations between different households in the community? If so, how?
- Can you think of an example where WFP assistance caused problems within a family?
- Have there been any issues with shops or in the market because of WFP transfers?

4. WFP Lean Season Assistance – Gender Perspective/ Intra household decision-making

4.1 How are transfers being used in the households; and who makes these decisions?

Probes:

- Are all hh members being provided with the received/ purchased food?
- *If Children under 2* : what is the normal food given to U2 children?
- *If elderly people*: What proportion do they receive; is there any difference?
- Are food transfers ever sold? If so what is sold and who makes the decision to sell food?
- Who decides how cash transfers are spent?

- Are cash transfers always spent on food? What happens when the household has other needs?
- Are there ever conflicts about how the transfers are used within the household? If so, can you share an example of what prompts conflict and how this was resolved?
- What happens in the case of men that have more than one wife? Do all wives and their children benefit from the transfer in the same way?

*****THE FOLLOWING QUESTION IS ONLY FOR USE IN MANGE, MT. DARWIN, UMP AND ZVISHAVANE*****

4.2 In this area, WFP used to provide food transfers and this has been changed to food and cash or only cash. What are the community's experiences with the different types of transfers.

Probes:

- What types of transfers were received in the 2013/14 lean season? What type of transfer was received in the 2015/16 lean season? Were the transfer amounts comparable?
- Is it logistically easier for households to receive food or cash transfers?
- How was the transition from food to mixed or cash transfers? Were there any problems?
- Are benefits from food and cash transfers similar in most households?
- Are there certain types of households or contexts where food or cash is preferred?

5. WFP Lean Season Assistance – FUTURE

5.1 How do you think WFP support to communities during the lean season could be made more effective?

Probes:

- Are cash or food transfers preferred?
- Can the way the transfers are distributed be improved?
- Is the amount and duration of assistance adequate?
- Is coverage (i.e. the number of households receiving assistance) adequate?
- Are there other types of programs or approaches that should be considered?

5.2 Do you have any other recommendations for how WFP assistance could be changed or improved?

TOOL 2: FOCUS GROUP DISCUSSION GUIDE FOR PAC BENEFICIARIES

1. Household Transfers -history

1.1 How WFP has supported this community in the past/ previous years

Probes:

- How long has WFP had programs in this ward?
- What types of programs were these?
 - Unconditional food/cash transfers (i.e. LSA)
 - Conditional food or cash transfers for asset creation (i.e. PAC)
 - Others?
- Has WFP assistance changed over time? If so, how?
- Have other organisations supported this community/ ward in the past years?

2. Productive Asset Creation

2.1 What different assets have been created under the WFP program?

Probes:

- What type(s) of assets were created? How many of each?
- Were these assets for the community or individuals?
- How did the community decide which types of assets would be created?
- Which assets do you think benefited the community the most? Please explain how they have helped the community.
- Have any of the productive assets created helped the community over the long term, for example from one year to the next? Can you give an example and explain the long term benefits to me?

2.2 How are households selected to participate in the program?

Probes:

- Describe the community selection process. Is it participatory? Who is involved?
- Are there certain criteria used to select households or are certain types of households usually selected?
- Have there been any problems or challenges with the community selection process?
- Do certain types of households have a difficult time participating when they are selected?
- Are there certain types of households that needed the food/cash but were not selected? If so, was there a reason they were not selected known? Is this a common problem?

2.3 How have households been assisted participating in the productive asset creation program received in exchange for their work on the project.

Probes:

- Did households receive food or cash?
- How much was received? Is payment based on time worked or completion of activities?
- About how many hours a week did beneficiaries work?
- Was the amount of food/cash received appropriate for the work performed?

2.4 Please describe the process by which WFP provides the transfers to households.

Probes:

- Is the transfer done on a monthly basis or a different frequency?
- Where do households go to collect the transfer?
- Is it difficult for households to collect the transfer? Are there security concerns/risks?
- Are there costs incurred by the household (time or financial) in collecting the transfer?

2.5 Please tell me about women's participation in the program?

Probes:

- Is the type(s) of work performed appropriate for both men and women?
- How do households decide which member will work on the productive asset creation program?

- About what proportion of participants working on asset creation activities were women?
- Are you aware of any efforts to increase women's participation in the program? If yes, describe.
- Did women and female headed households have enough of an opportunity to participate in the productive asset program?

3. Beneficiary Perspectives

3.1 How has earning food or cash benefited households that participated in the WFP program?

Probes:

- What are short term benefits during the lean season?
- Are there certain coping strategies or problems that households have been able to avoid because of the transfers?
- Are there any longer term benefits to participation?
- Are households that participate better off in the next lean season? If so, why?

3.2 How are transfers being used in the households and who makes these decisions.

Probes:

- How do households make decisions on the use of food or cash?
- Are food transfers ever sold? If so what is sold and who makes the decision to sell food?
- Who decides how cash transfers are spent?
- Are cash transfers always spent on food? What happens when the household has other needs?
- Are there ever conflicts about how the transfers are used within the household? If so, can you share an example of what prompts conflict and how this was resolved?

3.3 Have you heard of or experienced any problems with WFP lean season assistance programs?

Probes:

- Are there any logistical difficulties with asset creation projects transfers?
- Is the process for how households are selected to be in the program fair?
- Have programs affected relations between members of your household and others in your community? If so, how?
- Has it affected interactions with people in places you shop? if so, how?
- Have there been any challenges when WFP lean season assistance ended?

4. VISUAL INSPECTION OF THE CREATED ASSET

- Inspect whether the Asset has been created according to the description
- Discuss its utility and use;
- Who is using the Asset: Men/ Women; individual or collective use?
- Who is providing the work
- Who is in charge of day-to-day management;
- Who is in charge of regular maintenance
- Are there any specific issues, problems

5. FUTURE

5.1 How do you think WFP support to communities could be made more effective?

Probes:

- Are there more assets the community intends to create?
- Is coverage (i.e. the number of households receiving assistance) adequate?
- Are there other types of assets that should be prioritized for development/creation?
- What can the community contribute itself?

5.2 Do you have any other recommendations for how WFP assistance could be changed or improved?

TOOL 3: INTERVIEW GUIDE FOR DISTRICT KEY INFORMANTS (NGO Partners, Government Officials, etc)

1. GENERAL INFORMATION

1.1	Name of interviewer	1.2	Name of Note taker	1.3	Date
1.4	Province	1.5	District	1.6	City or Town(s)

The purpose of this interview is to learn about experiences and problems faced by families living in your communities. We are interested in learning about financial and other problems you face, as well as how households cope with problems when they occur. By the end of the discussion, we hope to understand the positive and negative aspects of different humanitarian assistance programs and experiences of families living here. We would like to gather as many different opinions and viewpoints as possible. If consensus is achieved on certain topics that is helpful, but it is not necessary. Rather the idea is to allow all people to express their opinions and generate discussion among group members about these ideas. We expect that the discussion will last between 1 and 2 hours.

The opinions you share in the discussion will remain confidential with us and your name will not be recorded or linked to your responses. The discussion will be audio-recorded. You can decline to respond to a question or leave the session at any time with no consequence. This information we collect will help us understand how to best deliver humanitarian assistance but there are no direct benefits to participating in the interview. No payment will be offered for participation and your decision to participate or not will not affect the humanitarian assistance you or community receives.

Do you have any questions?

2. PARTICIPANT DEMOGRAPHIC INFORMATION

List the following information for each participant:

Age	Gender	Highest grade completed*	Role in community Or Organization Name	# of years in position/ organization
Participant 1	M F	0 1 2 3 4		
Participant 2	M F	0 1 2 3 4		
Participant 3	M F	0 1 2 3 4		

*None (0), Primary (1), Preparatory (2), Secondary (3), University or other higher education (4)

3. CAUSES & COPING

3. How long has the district been assisted by FGD (WFP or other)

3.2 What are the specific causes that Humanitarian Assistance is needed in this district?

3.3 How can farmers in the district cope with drought?

4. HUMANITARIAN ASSISTANCE

4.1 Explain the WFP Lean Season Assistance / Productive Asset Creation programs, how these are being implemented? [if not already described in detail]

Probes:

- Summary of program activities
- Beneficiary population size and targeting
- Respondents role (If any) in collaboration/implementation of program
- Specific challenges

4.2 Are there (or have there been) other humanitarian assistance programs that helped address needs in this district?

Probes:

- What organization(s)
- What type of needs were the programs designed to address (general needs, shelter/rent, food, medicine, other)? What type of assistance was provided (cash, voucher, in-kind, other)?
- What type of assistance was provided? Cash Voucher In-kind or Other?
- Who benefited from this program?
- How did the program work? What did you like and not like about this?
- How does/ did this program compare to the WFP LSA or PAC activity?
- Is there anything you would recommend doing differently in future programs?

4.3 Have there been any problems with WFP or other humanitarian assistance provided in this community?

Probes:

- Are there security risks associated with certain types of assistance programs?
- Are there any challenges in ensuring assistance reaches intended beneficiaries?
- Have programs affected relations between households in your community? If so, how?
- Have programs affected businesses in your community? if so, how?

5. UNMET NEEDS

5.2 In general, what services or changes in humanitarian assistance would be most helpful to families in your community?

Probes:

- What would be the most effective way of providing humanitarian assistance to meet needs of families in your community?
- Are there any needs that would be better addressed through in-kind provision of goods/services rather than cash or voucher assistance?
- How can programs be better targeted to meet community needs?
- What could realistically be done to improve humanitarian assistance in your community?

5.3 Do you have any recommendations for how humanitarian assistance programs can better meet community needs?

5.4 Is there anything else you would like to tell us about your experiences with humanitarian assistance in this community?

TOOL 4: KEY INFORMANT INTERVIEW GUIDE FOR CASH PARTNERS – DISTRICT AND REGIONAL LEVEL

1. GENERAL INFORMATION					
1.1	Name of interviewer	1.2	Name of Note taker	1.3	Date
1.4	Province	1.5	District	1.6	City/ Town

The purpose of this interview is to learn about the availability of money transfer services and opportunities for expanding implementation of cash-based humanitarian assistance efforts within Zimbabwe. We expect that the interview will last approximately 30-45 minutes.

The information and opinions you share in the discussion will remain confidential with us and your name will not be recorded or linked to your responses. The discussion will be audio-recorded. You can decline to respond to a question or leave the session at any time with no consequence. This information we collect will help understand how to best deliver humanitarian assistance but there are no direct benefits to you or your business from participating in the interview.

Do you have any questions? May I proceed with the interview?

2. PARTICIPANT INFORMATION

List the following information for the participant:

	Organization	Position	Other Information
Participant 1			
Participant 2			
Participant 3			

3. SERVICES

We are interested in learning about money transfer services thru the WFP program.

3.1 To start, please tell me about the cash transfer services you provide.

Probes:

- Location(s)/size of agent network, areas of operation within & outside Zimbabwe
- Transfer mechanisms
- Disbursement mechanisms
- Number of transfers provided per day
- Minimum and maximum transfer values
- Commissions or fees charged
- Types of customers (individuals, businesses, NGOs)

3.2 Do these services change month to month? If so, why or how do they change?

3.3 Have you provided services to other international agencies providing humanitarian assistance within Zimbabwe? Please describe.

4. CHALLENGES

4.1 What are the greatest challenges you face in facilitating money transfers within Zimbabwe?

Probes:

- Currency availability
- Operating costs
- Security challenges
- Competition
- Legal/regulatory issues
- Others?

4.2 Do these challenges change month to month? If so, why or how do they change?

5. GENERAL COMMENTS

5.1 Is there anything else that we have not covered that you feel is important for me to better understand your business or money transfers in Zimbabwe?

TOOL 5: INTERVIEW GUIDE FOR REGIONAL AND NATIONAL STAKEHOLDERS

1. GENERAL INFORMATION

1.1	Name of interviewer	1.2	Name of Note taker	1.3	Date
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The purpose of this [group] interview is to learn about experiences and problems faced in implementation of humanitarian assistance programs within Zimbabwe. We are interested in learning about the technical, operational and security challenges you face, as well as how these challenges are being addressed and recommendations you have to inform future programming.

We would like to gather as many different opinions and viewpoints as possible. If consensus is achieved on certain topics that is helpful, but it is not necessary. Rather the idea is to allow all people to express their opinions and generate discussion among group members about these ideas. We expect that the discussion will last between 1 and 2 hours.

The opinions you share in the discussion will remain confidential with us and your name will not be recorded or linked to your responses. The discussion will be audio-recorded. You can decline to respond to a question or leave the session at any time with no consequence. This information we collect will help understand how to best deliver humanitarian assistance but there are no direct benefits to participating in the interview.

Do you have any questions?

2. PARTICIPANT INFORMATION

List the following information for each participant/organization:

	Organization Type	Title/role of participant	Cash or Food Transfer Organization	Provinces of Focus
Participant 1	UN NGO Other			
Participant 2				
Participant 3				
Participant 4				

GENERAL introduction on LSA and modalities; funding

3. EXPERIENCE WITH CASH TRANSFER PROGRAMMING

We are interested in learning about your organization's experiences with cash and food transfer programs.

3.1 To start, please tell me about any current cash and/or voucher programs your organization is implementing (or has implemented/funded in the past year).

Probes:

- Sectors/objectives
- Transfer modality, frequency, amount, reason for selection of modality
- Scale/coverage

3.2 Do any of your programs use a 'blended' assistance approach, varying multiple assistance modalities (cash, voucher, and/or in-kind) to meet beneficiary needs? How are these structured?

Probes:

- Does the assistance modality vary by program objective/sector (e.g. in-kind food assistance + cash/voucher for rent)?

- Does the assistance modality vary by geographic area (e.g. in-kind assistance not feasible in some areas)?
- What factors influenced the decision to implement this “blended” approach?
- Was the blended approach selected to test which modality is most effective or efficient in a given setting?

4. CASH-TRANSFER PROGRAM STRUCTURE AND TRANSFER MECHANISMS

We are interested in learning more about the cash transfer process, to assess feasibility of continued implementation and expansion of cash-based assistance programs.

4.1 How does the transfer process work? Can you walk me through the flow of funds from your agency to the beneficiaries?

Probes:

- Transfer preparation
- Number, location and type of transfer agents
- Distribution mechanisms
- Documentation and verification mechanisms

4.2 What infrastructure and resources are required to implement such a program?

Probes:

- Office and staffing structure
- Partner institutions and agents
- Transfer-related costs
- Management and monitoring costs
- Other costs (including ‘hidden’ costs)

4.3 To what extent are implementation processes coordinated and infrastructure/resources/ networks shared amongst organizations providing humanitarian assistance?

Probes:

- Do partner organizations and money transfer networks have capacity to support multiple assistance programs (managed by different NGO with different donors)?
- Is there competition amongst humanitarian agencies for reliable partners?
- Are opportunities or risks that should be considered in terms of economies of scale?

4.4 What are the greatest success and challenges you face in program implementation?

Probes:

- For food distribution programs
- For cash and voucher programs
- Is one modality type preferred over the other? If so why?

4.5 How have you adjusted your programs or program implementation strategies to account for these challenges or contextual changes?

5. MODALITY-SPECIFIC CHALLENGES AND TRADE-OFFS

5.1 Each stakeholder may have their own preferences and perspectives on different humanitarian assistance modalities. In your experience, what are the trade-offs between cash, voucher and in-kind assistance in terms of:

- A. Acceptability to beneficiaries, donors, and other stakeholders**
- B. Effectiveness in addressing beneficiary needs**

- C. Speed of transfer
- D. Cost to implementing agency
- E. Risks for implementing agency
- F. Cost to beneficiary
- G. Risks for beneficiaries
- H. Administrative/logistics/financial arrangements
- I. Market impacts
- J. Scalability
- K. Overall value for money

5.2 How does your organization weight these considerations in program design and implementation?

Probes:

- For those currently implementing cash programs, what factors influenced your decision to use this modality?
- For those currently implementing voucher programs, what factors influenced your decision to use this modality?

6. GENERAL COMMENTS

6.1 In general, what could be done to improve the effectiveness and efficiency of humanitarian food assistance efforts in Zimbabwe?

Probes:

- How can programs be better targeted to meet community needs?
- What can be done to accelerate the speed of program design, set up, implementation, and evaluation?
- What can be done to improve the adaptation of established programs in response to beneficiary needs?
- What could be done to improve coordination of humanitarian assistance programs?

6.2 Is there anything else you would like to tell us about the implementation of in-kind or cash-based assistance programs within Zimbabwe?

TOOL 6: INDIVIDUAL OR GROUP INTERVIEW GUIDE FOR MARKETS/SHOPS

1. GENERAL INFORMATION					
1.1	Name of interviewer	1.2	Name of Note taker	1.3	Date
1.4	Province	1.5	District	1.6	City/Town

The purpose of this interview is to learn about the experiences of businesses providing basic goods in this area, and availability of goods in the market here. This information we collect will help us understand how to best deliver humanitarian assistance. We expect that the interview will last approximately 30-45 minutes.

The information and opinions you share in the discussion will remain confidential with us and your name will not be recorded or linked to your responses. The discussion will be audio-recorded. You can decline to respond to a question or leave the session at any time with no consequence. This information we collect will help us understand how to best deliver humanitarian assistance but there are no direct benefits to you or your business from participating in the interview.

Do you have any questions? May I proceed with the interview?

2. PARTICIPANT INFORMATION

List the following information for the participant:

	Type of business	Years in business	Other Information
Participant 1			
Participant 2			
Participant 3			

3. SERVICES

We are interested in learning about the commodities available for sale in this area and markets for different goods.

3.1 To start, please tell me about your business.

Probes:

- Size of business/number of employees
- Types of goods sold (specific item/commodities)
- Source of goods (how/where does the wholesaler obtain stocks?)
- How are prices determined?
- Method of payment used to purchase goods from suppliers (cash, credit, loan, other)
- Storage and sales locations (warehouses, shops, etc)
- Types of customers (individuals, businesses, other)
- Method of payment accepted from customers (cash, credit, loan, exchange, other)
- Average number of customers & volume of sales per day/week

3.2 Does the way you do business change month to month? If so, why or how does it change?

Probes:

- Ask about changes since in the past year in terms of:
 - Operations (staffing, location, infrastructure)
 - Sources of goods for resale
 - Availability and prices of goods for resale
 - Types of products sold

- Volume of products sold
- Prices charged to customers
- Profits

3.3 Are you aware of humanitarian assistance programs in the area such as food or cash transfers?

Probes:

- Types and amounts of transfers
- Seasonality/regularity of transfers
- Organizations providing transfers
- Aim of transfer programs

3.4 Do these humanitarian assistance programs affect your business in any way? Please explain.

4. CHALLENGES

4.1 What are the greatest challenges you face in your business?

Probes:

- Product availability (stock shortages, resupply problems, prices of goods)
- Currency availability
- Lack of customers
- Operating costs
- Security challenges
- Competition
- Legal/regulatory issues
- Others?

4.2 Do these challenges change month to month? If so, why or how do they change?

5. GENERAL COMMENTS

5.1 Is there anything else that we have not covered that you feel is important for me to better understand market trends and availability of different types of commodities in Zimbabwe?

Annex 9: Stakeholders Interviewed

Date(s)	District	Location	Type	Details/Notes	# of Participants
15-nov	Harare	FNC	KII stakeholder	Food & Nutrition Council	2
15-nov	Harare	Ministry of Health	KII stakeholder	Nutrition Dpt	2
15-nov	Harare	Securico	KII cash provider	Securico	3
15-nov	Harare	WFP office	KII stakeholder	DFID	1
17-nov	Binga	DA office	KII district committee	DRC	24
17-nov	Binga	Pashu (Ward 14)	FGD LSA (women)		18
18-nov	Binga	Banyama (Ward 3)	FGD LSA (mixed)		13
18-nov	Binga	Mucheni (Ward 4)	FGD PAC (mixed)	Dam + diptank	13
18-nov	Binga	Chininga (Ward 5)	FGD PAC (mixed)	Dam+ Diptank	16
18-nov	Binga	LEAD office	KII implementing partner	LEAD and UMCOR	4
19-nov	Bulawayo	WFP field office	KII implementing partner	WFP In-Kind Partners Byo	3
19-nov	Bulawayo	WFP field office	KII implementing partner	WFP Cash Partners Byo	5
21-nov	Mangwe	Plumtree	KII district committee	DRC	17
21-nov	Mangwe	Bulawayo	KII implementing partner	ORAP	1
21-nov	Mangwe	Matanka (Ward 10)	FGD LSA (mixed)		17
21-nov	Mangwe	Chibako (Ward 10)	FGD LSA (women)		16
21-nov	Tshlotsho	DA office	KII district committee	DA+DDRC	40
21-nov	Tshlotsho	Plan Area Office	KII implementing partner	Plan International	7
21-nov	Tshlotsho	Ward 15	FGD PAC (mixed)	garden and dam rehab	12
21-nov	Tshlotsho	Ward 15	FGD LSA (women)	PLAN	10
22-nov	Tshlotsho	Ward 08	FGD LSA (mixed)	PLAN	10
22-nov	Tshlotsho	Ward 08	FGD PAC (mixed)	2 dip tanks	0
23-nov	Harare	WFP office	KII stakeholder	Cash Working Group	4

23-nov	Harare	WFP office	KII stakeholder	USAID	3
23-nov	Harare	WFP office	KII WFP	WFP RJB- Silvia Biondi	1
24-nov	Harare	WFP office	KII implementing partner	LGDA, LEAD, UMCOR	5
24-nov	Harare	WFP office	KII stakeholder	Care	1
25-nov	UMP	Mutawatawa	KII district committee	DRC	
25-nov	UMP	Borera FDP (Ward 16)	FGD LSA (women)		12
25-nov	UMP	Nyakasora (Ward 3)	FGD PAC (mixed)	dam + diptank + garden	13
25-nov	UMP	Mutawatawa	KII implementing partner	UMCOR	2
26-nov	UMP	Tokoti (Ward 2)	FGD PAC (women)	dam + diptank + garden	12
26-nov	UMP	Kafura (Ward 2)	FGD LSA (mixed)		14
29-nov	Chiredzi	Chiredzi DA office	KII district committee	DRC	
29-nov	Chiredzi	Chimbwedziva (Ward 8)	FGD LSA (mixed)		9
29-nov	Chiredzi	Malikango (Ward 10)	FGD PAC (women)	irrigation scheme	10
29-nov	Chiredzi	Chiredzi	KII implementing partner	PLAN	
30-nov	Chiredzi	Mareya (Ward 2)	FGD LSA (women)		10
30-nov	Chiredzi	Gudo (Ward 1)	FGD PAC (mixed)	irrigation scheme	10
29-nov	Chipinge	Chipinge	KII implementing partner	World Vision	3
29-nov	Chipinge	Chipinge	KII district committee	DDRC and WV	20
29-nov	Chipinge	Ward 25	FGD LSA (women)		10
29-nov	Chipinge	Ward 25	FGD PAC (mixed)	Rehab Diptank	14
30-nov	Chipinge	Ward 4	FGD LSA (mixed)		10
30-nov	Masvingo	WFP field office	KII implementing partner	Oxfam	3
30-nov	Masvingo	WFP field office	KII WFP	WFP Field office staff	8
1-dec	Zvishavane	DA office	KII district committee	DRC	
1-dec	Zvishavane	Chirere	FGD LSA (women)		10
1-dec	Zvishavane	Chenhunguru	FGD PAC (mixed)	dam	10
1-dec	Zvishavane	Zvishavane	KII implementing partner	ADRA	
2-dec	Zvishavane	Fizhu	FGD PAC (women)	dam	9
2-dec	Zvishavane	Nyama	FGD LSA (mixed)		10

25-nov	Mt Darwin	DA office	KII district committee		16
25-nov	Mt Darwin	Chawanda Ward 15	FGD LSA (women)		17
25-nov	Mt Darwin	Mt Darwin	KII implementing partner	World Vision	8
26-nov	Mt Darwin	Kamutsenzere Ward 34	FGD LSA (mixed)		8
26-nov	Mt Darwin	Ward 34	FGD PAC (mixed)	Dam + garden	14
1-dec	Mwenezi	MDTC office	KII district committee	ADA plus some members	4
1-dec	Mwenezi	MDTC office	KII implementing partner	Mwenezi Training and Development Centre	4
1-dec	Mwenezi	Matande Ward 2	FGD LSA (women)		9
1-dec	Mwenezi	Matande Ward 2	FGD PAC (mixed)	irrigation scheme	14
2-dec	Mwenezi	Gwamatenga Ward 6	FGD LSA (mixed)		10
2-dec	Mwenezi	Chebani Ward 6	FGD PAC (mixed)	irrigation scheme	9
5-dec	Harare	EcoNet	KII cash provider	EcoNet	1
5-dec	Harare	WFP office	KII WFP	WFP Programme	3
5-dec	Harare	WFP office	KII WFP	WFP Social Protection	3
5-dec	Harare	WFP office	KII WFP	WFP VAME unit	1

Endnotes

- ¹ WFP/ OEV 2014/07: Operation Evaluation PRRO 200453 (Sept 2012- March 2014); Sept 2014
- ² WFP/ OEV 2014/07 same; and WFP/ OEDE/ 2007/05: Full report of the Evaluation of Southern Africa regional PRRO 10310.0 mid-term evaluation, 2006
- ³ WFP Zimbabwe PRRO 200453 Budget Revision 01; Sept 2013
- ⁴ WFP Resource situation PRRO 200453; 03 Jan 2017
- ⁵ PRRO 200453 Budget revision 1; Sept 2013
- ⁶ FEWSNET 2014: Zimbabwe Food Security brief
- ⁷ World Bank October 2014: Climate Change and Water Resources Planning, Development and Management in Zimbabwe; an issues paper
- ⁸ Data.worldbank.org/ country/ Zimbabwe : poverty headcount ratio at national poverty lines : 72,3% (2011); UNICEF Poverty Atlas 2015 does not provide an overall figure for Zimbabwe. However, all provincial figures are consistently higher than the PICES 2011 on which the Worldbank figure is based.
- ⁹ Zimbabwe Vulnerability Assessment Committee (ZimVac). Market Assessment Report. October 2015.
- ¹⁰ IPC Phase 3 Crisis: acute food insecurity outcomes across most of southern parts of the country (FEWSNET Food Security Outlook August 2016)
- ¹¹ Global Nutrition Report 2016: From promise to impact: Ending Malnutrition by 2030.
- ¹² <http://hdr.undp.org/en/composite/GII>; Human Development Report data for 2015; in 2014 Zimbabwe was ranked 112
- ¹³ zimbabwe.opendataforafrica.org/nwxppl/zimbabwe-fertility-rate-and-school-enrollment-among-women
- ¹⁴ WFP Zimbabwe Country Director personal communication, October 2016.
- ¹⁵ Zimbabwe Food Security Cluster : AFSSWG Food Security Dashboard, August 2016
- ¹⁶ World Food Programme. Decentralized Evaluation Quality Assurance System (DEQAS) Process Guide. WFP Evaluation Unit, Rome. August 2016.
- ¹⁷ Ministry of Labour and Social Services (2010) : Food Deficit Mitigation Strategy
- ¹⁸ CARE International Zimbabwe country office staff member. Personal communication. November 2016.
- ¹⁹ WFP VAME. Zimbabwe: Results of exploratory food and nutrition security analysis, October 2014
- ²⁰ WFP Zimbabwe Monthly Food Security Monitoring Report July 2016
- ²¹ WFP PRRO 200453 project document, Febr 2013; WFP PRRO 200453 Budget Revision 8, April 2016
- ²² <http://www1.wfp.org/nutrition-in-emergencies>
- ²³ World Food Programme. Comprehensive Food Security & Vulnerability Analysis Guidelines. Rome, Italy. 2009
- ²⁴ World Food Programme. LSA Closeout Brief: 2015 Lean Season Assistance. VAM Unit, WFP Zimbabwe, April 2016.
- ²⁵ World Food Programme Zimbabwe country office staff member. Personal communication. November 2016.
- ²⁶ World Food Programme Zimbabwe country office staff member. Personal communication. November 2016.
- ²⁷ World Food Programme. M&E Brief: 2015 Lean Season Assistance. VAM Unit, WFP Zimbabwe, March 2016.

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- ²⁸ World Food Programme. M&E Brief: 2015 Cash/Food for Assets End of Project Report. VAM Unit, WFP Zimbabwe, March 2016.
- ²⁹ Zimbabwe Vulnerability Assessment Committee (ZimVac). Market Assessment Report. October 2015.
- ³⁰ World Food Programme. Weekly Markets Monitoring Bulletin, Volume 15, Oct 17-21, 2016. WFP Zimbabwe.
- ³¹ WFP OEV/ 2014/07; Sept 2014
- ³² source: WFP Country Brief August 2016