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WFP Vulnerability Analysis, Monitoring and Evaluation (VAME) Strategy 2014-2015

Vulnerability Analysis, Monitoring and
Evaluation (VAME) Unit
World Food Programme, Zimbabwe
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Executive Summary

The persistent problems of hunger and under-nutrition are a threat to national development in Zimbabwe, if unchecked. Therefore, food and nutrition security is identified as the top priority of the Government of Zimbabwe.

The Vulnerability Analysis Monitoring and Evaluation (VAME) Unit embarked on this strategic review for two reasons: First, to re-align itself to the emerging priorities of the national Government, development partners and corporate strategic shift within WFP from food aid to food assistance.

Second, to review its vision, mission and priorities that would help to transform itself from a “good” unit to a “great” one that contributes proactively to national actions and priorities addressing hunger and under-nutrition in the country.

This strategic review consolidates the gains made in the last three years and reflects on ways to align itself with the emerging national planning frameworks (Zimbabwe Agenda for Sustainable Socio-Economic Development (ZimASSET) and the Food and Nutrition Policy), Zimbabwe United Nations Development Assistance Framework (ZUNDAF), Zimbabwe WFP Country Strategy (2012-2015) and the ongoing WFP Zimbabwe Protracted Relief and Recovery Operation 200453 (May 2013-April 2015).

This strategy is based on extensive consultations with stakeholders, an external customer satisfaction survey and review of secondary literature and internal introspection of where we aspire to be.

WFP VAME Strategy

The overall VAME strategy is to support the Government and other stakeholders to articulate the hunger and under-nutrition problem and forge strong strategic partnership and collaboration to promote a multi-sectoral approach to address hunger and under-nutrition.

Vision: VAME`s information and actions consistently generate insights and knowledge needed to make Zimbabwean people hunger free.

Mission: To provide credible and timely evidence for tackling and tracking hunger and malnutrition in Zimbabwe.

VAME drew the following four pillars to guide the strategy for the next two years.

Pillar One: Analysis and Knowledgebase Development

Pillar Two: Needs Assessment and Evaluation

Pillar Three: Food and Nutrition Security and Outcome Monitoring

Pillar Four: Partnership and Capacity Development.

Values: • Integrity • Client Orientation • Teamwork • Professionalism • Excellence (see Annex 2 for definitions).

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1 Country Analysis

1.1 Economic/Development Context

The Zimbabwe economy is based on services contributing 40.6 percent to the GDP, industry (31.8 percent) and agriculture (16 percent)¹. While the economy is on the recovery path from economic stagnation and hyperinflation (between 1998 and 2008) after the introduction of multi-currency regime in 2009, the GDP growth rate has dwindled from 9.4 percent in 2011/12 to an estimated 3 percent in 2013/14. However, there is optimism that the economy could register a growth rate of up to 6.1 percent in 2014². The GDP per capita stands at US\$487. The national poverty rate is 62.6 percent with the rural poverty at 76.0 percent compared to 38.2 percent in the urban area. Extreme (Food) poverty rate in the rural area stands at 30.4 percent compared to only 5.6 percent in the urban area. Zimbabwe's unemployment rate is estimated at 80 percent as of 2012 but the Zimbabwe National Statistics Agency (ZIMSTAT) maintains that it is only 11 percent, and this has drawn widespread objections⁵. Over 70 percent of Zimbabwe's employment, however, is directly or indirectly accounted for by agriculture.

1.2 Social Context

Zimbabwe has a population of 13.1 million people, 52 percent of them female. Some 41 percent are children below the age of 15 years while 4 percent are elderly people above the age of 65.³ Life expectancy in Zimbabwe has improved from 49 years in 2008 to 58 years in 2011. The total fertility rate is 3.8 children per woman and average household size is 4.2. Zimbabwe's population mainly resides in the rural areas (67 percent), slightly over 50 percent reside in communal areas and 18 percent reside in commercial farming and resettlement areas while 32 percent resides in the urban areas.⁴

Maternal mortality rate has increased from 612 per 100,000 (2005-06) to 906 per 100,000 (2010-11) live births. While some progress has been made towards reducing the rate of under-five mortality to 84 per 1,000 births in 2010-11, it still falls short of the desired target of 34 per 1,000 births by 2015⁵. Some 68 percent of all deaths among children under five in Zimbabwe take place before a child's first birthday, with 37 percent occurring during the first month of life.⁶

Malnutrition continues to be high with one in three children in Zimbabwe being chronically malnourished. Among children under five, 34 percent are stunted (short for their age), 2 percent are wasted (thin for their height) and 10 percent are underweight (thin for their age).^{7,8,9} Boys are more malnourished than girls while children in rural areas are significantly more malnourished

¹ World Bank (2013). Zimbabwe Economic Briefing. November 2013. The World Bank, Harare.

² . According to the 2014 Budget Statement by the Minister of Finance.

³ Census 2012 Preliminary Report, Zimbabwe National Statistics Agency

⁴ Poverty Income Consumption and Expenditure Survey 2011-12 Report, Zimbabwe National Statistics Agency

⁵ Zimbabwe Demographic Health Survey 2010-11, Zimbabwe National Statistics Agency

⁶ Zimbabwe Demographic Health Survey 2010-11, Zimbabwe National Statistics Agency

⁷ Stunting prevalence of 20–29 percent is “medium”, 30–39 percent is “high” and 40 percent is “very high”. World Health Organization, 1995; see: www.who.int/nutgrowthdb/en

⁸ Zimbabwe Demographic Health Survey 2010-11, Zimbabwe National Demographic Health Survey

⁹ Wasting prevalence of 5–9 percent is “poor”, 10–14 percent is “serious” and above 15 percent is “critical”. World Health Organization, 1995; see: www.who.int/nutgrowthdb/en

than their urban counterparts. Applying global estimates, nearly 12,000 child deaths each year may be attributable to maternal and child nutrition in Zimbabwe.¹⁰ Consequently Zimbabwe is off target on achieving Millennium Development Goals (MDGs) One (eradication of extreme poverty and hunger) and Four (reduced child mortality) and showing a declining trend from 2000 to date.¹¹

The number of people living with HIV has decreased from 18 percent in 2006 but Zimbabwe still has the fifth-highest prevalence in the world at 13.7 percent.¹² Its capacity to fight the disease is limited: only half of the people living with HIV have access to anti-retroviral drugs, and 68 percent of tuberculosis (TB) carriers test positive for HIV. HIV associated deaths have left behind 1.6 million orphans and other vulnerable children in the care of equally vulnerable caregivers.¹³ Because of the increased burden of disease due to HIV, Zimbabwe has continued not only to scale up prevention, care, and treatment programmes to combat the disease but also to strengthen monitoring and evaluation systems for these programmes.

Zimbabwe has one of the highest literacy rates in Sub-Saharan Africa with 98 percent of the population considered literate. Significant progress has also been realised across genders with near parity in enrolment in lower secondary school by gender. However inequality appears pronounced at upper levels with girls comprising only 40 percent of enrolment at upper secondary level. Secondary school completion rate is higher for boys than girls and quality of learning outcomes is an issue for both sexes.¹⁴

Access to social services such as education, improved water sources, improved sanitation, and mobile penetration has increased. Urban dwellers (97 percent) have greater access to improved water sources than rural dwellers (69 percent). Only 40 percent of the population have access to improved sanitation facilities.¹⁵ Mobile penetration per 100 people has increased from 3 percent in 2003 to 97 percent in 2012.¹⁶

1.3 Political Context

Zimbabwe is an independent state with a democratically elected President and government. Its legal system is based on Roman Dutch Law. A new constitution was adopted in May 2013 to replace the Lancaster House Constitution, which had been in place since independence. Harmonised elections are held every five years and the last elections were held in July 2013 ending the inclusive government formed in 2008.

The Government has formulated the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET), an ambitious national socio-macroeconomic policy to guide government programmes between October 2013 and December 2018. Its over-arching principle

¹⁰ Zimbabwe National AIDS Strategic Plan II (2011–2015).

¹¹ Zimbabwe National Nutrition Survey Preliminary Report June 2010

¹² Zimbabwe Demographic Health Survey 2010-11

¹³ Zimbabwe National AIDS Strategic Plan II (2011–2015)

¹⁴ Zimbabwe Demographic Health Survey 2010-11, Zimbabwe National Statistics Agency

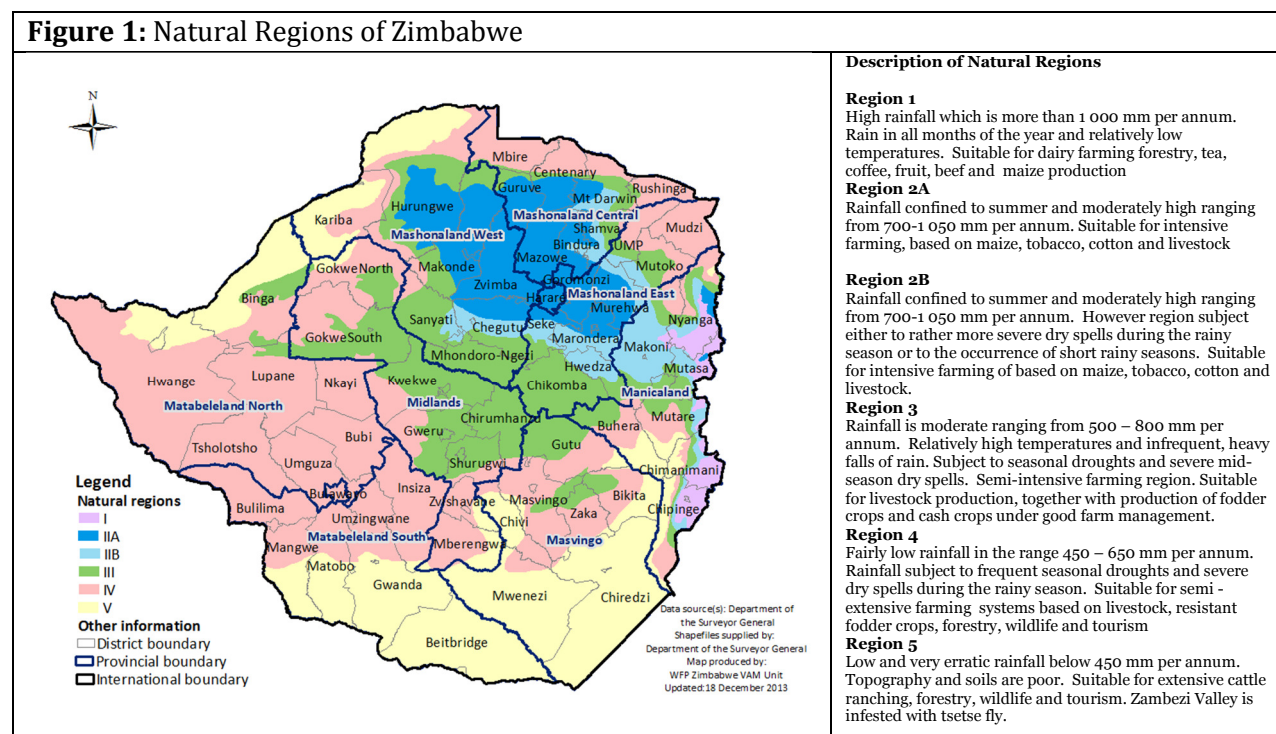
¹⁵ <http://data.worldbank.org/indicator/SH.H2O.SAFE.RU.ZS/countries>

¹⁶ <http://data.worldbank.org/indicator/IT.CEL.SETS.P2>

is to achieve sustainable development and social equity based on indigenization, empowerment and employment creation.

1.4 Overview of Livelihoods

The livelihoods in Zimbabwe are closely linked to the agro-ecological regions, known as Natural Regions (NR) (**Figure 1**). These regions are identified on the basis of the rainfall regime, soil quality and vegetation, among other factors. The quality of the land resource declines from NR I through to NR V in southern and northern parts of Zimbabwe. Agriculture accounts for over 70



percent of Zimbabwe’s employment while it contributes only 16 percent to the GDP. This underscores the low productivity and thus low incomes of small-holders in the agricultural sector especially cereal production. Agriculture in Zimbabwe is mostly rain fed, and thus highly subject to vagaries of weather. Maize is the staple food crop and many farmers practice maize monocropping, with limited diversification into drought tolerant crops such as millet and sorghum. There has been a decline in production of cash crops such as sunflower and cotton, while tobacco production is on the increase. Additional description of the livelihoods is presented in **Box 1**.

Box 1: Provincial Livelihood Patterns

Matabeleland North and Matabeleland South: The Matabeleland provinces (North and South) are characterised by NR IV and more of the NR V is found in Matabeleland South. The provinces normally experience periods of dry spells and chronic drought conditions. Livestock is the backbone of the economy in this semi-arid zone. Some poor households earn most of their income from remittances mainly from farm or migrant labour in South Africa or on local commercial farms. Small grains sales, small gardens, mopane worm sales and gold panning supplement the wage earnings of the poor.

Mashonaland Central, Mashonaland West, and Mashonaland East: The Mashonaland provinces fall mainly in the NR IIA and IIB (mean annual rainfall of 750 -1,000 mm) and NR III, often associated with large scale crop cultivation and livestock farming. In normal years, these provinces are the main grain basket of the country with surplus production. Regions II, III and IV, are characterised mainly by maize production, whereas region V is characterised by poor maize production, suitable for livestock production and small grains (sorghum and millet) production. Model A1, A2, commercial and communal farms are present throughout the province. Therefore there is a mix of deficit and surplus producers in the provinces. Tobacco is the main cash crop grown by both resettled and communal farmers, with the area planted increasing every year due to its profitability.

The Greater Mudzi communal and Northern Zambezi Valley communal zones lie in region IV. The Greater Mudzi communal is a low-veld zone characterized by the extensive rainfed cultivation of maize, small grains and groundnuts supplemented by income earned from cotton production, gold panning, animal husbandry and casual labour. The Northern Zambezi Valley Communal supports extensive small grain, groundnut and cotton production together with animal husbandry.

Manicaland: Manicaland province covers all Natural Regions thus Natural Regions I, IIA and IIB with mostly experience reliable rainfall and few severe dry spells. The eastern part of the province falling under NR I is characterised by high rainfall and the production of tea, coffee, bananas and apples. Other agro-based crops produced in this region include tobacco, timber and citrus fruits. The central part of Makoni District in the province is characterised by large scale maize production in the A1 and A2 areas. The province has the highest population density in the country.

Midlands: The province is predominantly characterised by NR III with dry spells hence variable production of maize, sorghum and groundnuts. Livestock production is the main livelihood option in the lowland rural areas. Households rely on incomes from cotton, groundnuts, sweet potatoes and horticulture to meet grain demand. Gardening, petty trade, casual labour, beer brewing and curios are also sources of incomes. Gold panning until recently was a main livelihood source in Zvishavane and Mberengwa Districts.

Masvingo: The province is mainly in NR V and most of the land is suitable for livestock rearing and extensive farming. The rainfall in this region is too low and erratic for reliable crop production even for drought-resistant fodder and grain crops. The typical middle-veld pattern predominates in this region with maize, millet and some lowland cash crops being the main crops cultivated. Soya bean is the main commercial crop while sugar beans, groundnuts and sweet potatoes are mainly grown in the communal areas. Main income sources are casual labour for the poor households and livestock sales for better off households.

1.5 Food and Nutrition Security Context

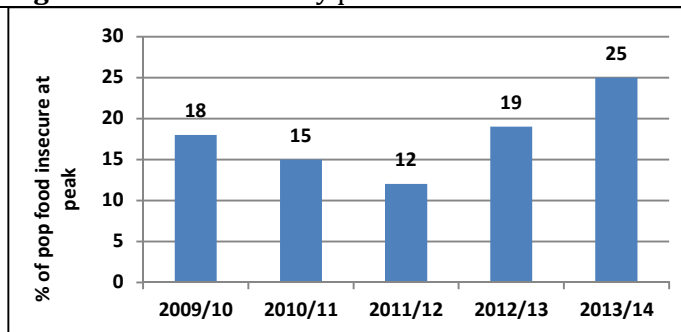
Food insecurity is persistent in Zimbabwe with at least 12 percent of the rural population experiencing food insecurity over the last five years (**Figure 2**). The chronically food insecure is estimated at 10-12 percent of the population. Similarly, national stunting rates over the last 10 years has remained relatively unchanged even though the downward trend over last few years is encouraging (**Figure 3**).

From 2011/12 the country has witnessed a steady increase in food insecurity which seems to be closely related to the economic growth (**Figure 4**). This suggests that structural factors underpinning the hunger problem are tightly linked to economic factors associated with high levels of poverty, unemployment, HIV prevalence and access to social services. However, more work is needed to understand these linkages.

Food insecurity is most prevalent in the southern part of the country and other peripheral areas in the north.

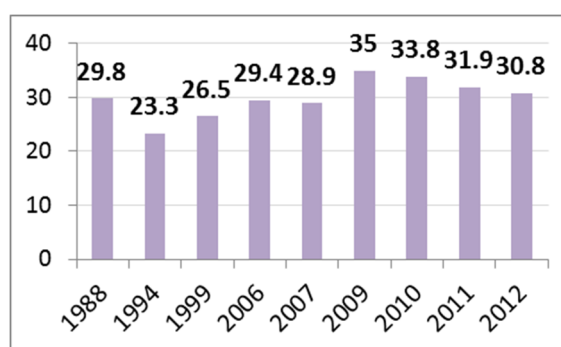
The number of years that the southern part of the country has received food assistance suggests food insecurity in most of these areas is of a chronic nature. These areas are arid and chronically grain deficit. Own produced cereal does not last until the next harvest and by October most of these areas would have exhausted their stocks. These areas have received seasonal food assistance (**Figure 5**).

Figure 2: Food Insecurity prevalence in Zimbabwe



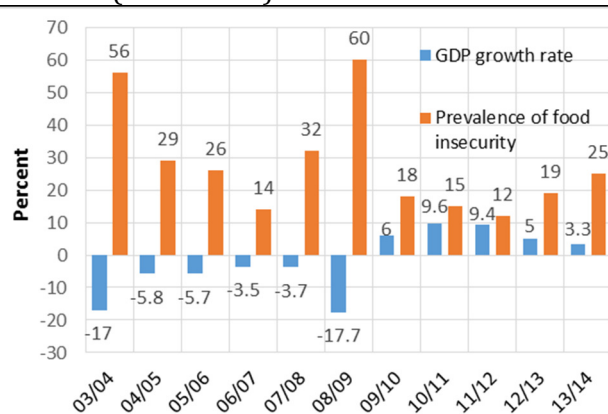
Source: ZIMVAC, Rural Livelihoods Assessment reports

Figure 3: National Stunting rates in Zimbabwe (percent)



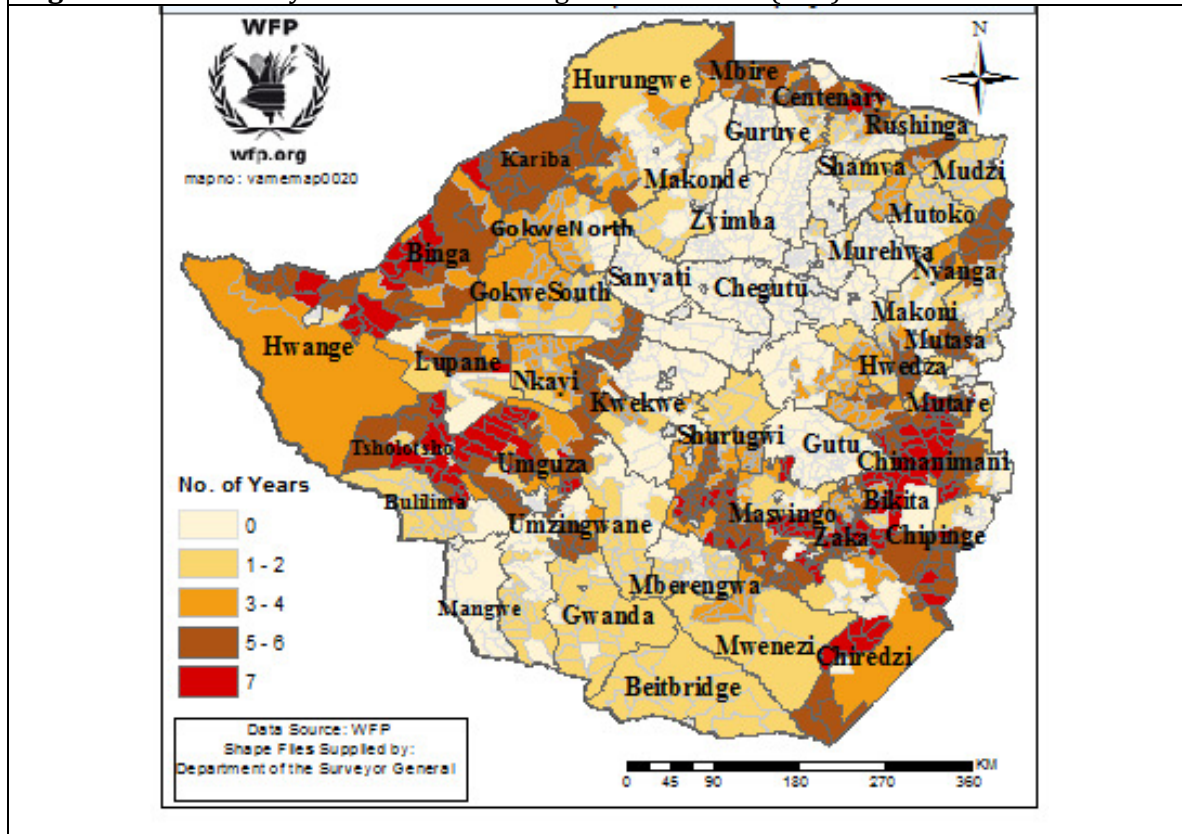
Sources: DHS, National Nutrition Surveys, Micronutrient Survey 2012.

Figure 4: Relationship between food security and GDP growth rate (2003-2013)



Sources: Reserve Bank of Zimbabwe/ZIMVAC, Rural Livelihood Assessment reports

Figure 5: Number of years of Seasonal Targeted Assistance (STA)



1.5.1 Structural drivers of food insecurity and under-nutrition

The key structural drivers of hunger and under-nutrition in Zimbabwe are:

- Persistent national net cereal deficit and low productivity¹⁷ as a result of high input costs, fragmented and ineffective markets, limited extension services and high post-harvest losses, among other factors.
- Widespread poverty, especially in rural areas compounded by limited livelihood and employment opportunities and high food prices.
- Poor Infant and young child care practices.
- Micronutrient deficiency associated with low dietary diversity.
- Macro-economic decline¹⁸ that inhibits investment and infrastructural development as well as delivery of social services.

¹⁷ For example, the average maize productivity in small scale farming areas averaged 0.79 MT/hectare between 2009-2012 (FAO/MOAMID, 2012). The productivity gap is very high compared 2.54 MT/hectare in Zambia, 2.21 MT in Malawi and 4.16 MT in South Africa. Source: <http://data.worldbank.org/indicator/AG.YLD.CREL.KG/>

¹⁸ There is a strong inverse relationship between GDP growth rate and food insecurity level.

Evidence to gauge the relative contributions of known drivers of under-nutrition is lacking and efforts are underway to determine the contributions of food insecurity, caring and feeding practices and diseases associated with under-nutrition.

1.5.2 Recurrent Shocks

Zimbabwe experiences recurrent multiple and unpredictable shocks including erratic rainfall patterns, localized flooding and volatile market prices.

Erratic Weather patterns

Annual rainfall in Zimbabwe ranges from over 1000mm in Mashonaland to less than 500 mm in Matabeleland in Southern Zimbabwe. In recent years, erratic rainfall has become frequent and severe. These areas are characterized by delayed start, early cessation of rains (short growing seasons) as well as mid-season dry spells. Rainfed agricultural systems have become more subject to recurrent crop failures, resulting in high shortfalls in production as witnessed in 2012/2013 cropping season.

Seasonal flooding

Seasonal flooding occurrences have become more pronounced (both in frequency and intensity) in the flood prone and low lying areas due to changes in the natural environment associated with increased population/settlements, cropped area, deforestation and environmental degradation. One of the major floods in recent history was in 2000 when Cyclone *Eline* left thousands homeless and losses running to millions of dollars. Flood-prone areas in Zimbabwe include low lying areas of Centenary in the northern part and Chipinge, Chiredzi, Beitbridge and Tsholotsho districts in the south and Gokwe in the Midlands.

Volatile market prices and high food expenditure

Zimbabwe as a net food importer is subject to recurrent seasonal food price volatilities. Typically, cereal prices in Zimbabwe increase significantly during the last two quarters of the consumption year (October to March). The increases are especially pronounced following poor crop seasons. Consequently, cereal prices in November 2013 were 31 percent higher than same time last year.¹⁹

Due to limited livelihoods and unreliable income opportunities, vulnerable groups experience low food access, which necessitate external support to meet their needs during the critical seasons. Rural household expenditures on food have consistently remained high over the years. The rural household expenditure on food and cereals, estimated at 54 percent and about 24 percent respectively in 2010, still remained unchanged in April 2013. The highest expenditures above 60 percent occurred in Matabeleland North and South provinces in 2013²⁰.

2. National Priorities

The persistent problems of hunger and chronic malnutrition are a threat to national development in Zimbabwe, if unchecked. Therefore, food and nutrition security is identified as one of the top

¹⁹ WFP Food Security Monitoring System

²⁰ ZimVAC Rural Livelihood Assessment Report

priorities of the Government of Zimbabwe, which is articulated in the ZimASSET, food and nutrition policy and ZUNDAF.

The structural nature of the food and nutrition insecurity in Zimbabwe require renewed and unusual, transformative actions to break the inter-generational cycle of hunger and under-nutrition.

2.1 The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET)

The ZimASSET, launched in October 2013, is the latest framework guiding national planning up to December 2018. The vision of the plan is “Towards an Empowered Society and a Growing Economy” and the mission is “*to provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe*”. The ZimASSET identifies four strategic clusters: Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation.

2.2 The Food and Nutrition Policy

The food and nutrition policy launched in June 2013 provides a shared vision and strategy for improving food and nutrition security. The policy seeks to promote and ensure adequate food and nutrition security in Zimbabwe for all people, at all times and this is articulated in 7 commitments and 8 principles²¹. The potential role of VAME in the implementation of the policy are outlined in **Table 1**.

2.3 Zimbabwe Agriculture Investment Plan 2013-17

The Zimbabwe Agricultural Investment Plan is the sector plan for implementing the Agricultural Policy Framework and contributing to the attainment of the food and nutrition cluster objectives of the ZimASSET in line with Comprehensive Africa Agricultural Development Programme (CAADP). The overall objective of ZAIP is to facilitate sustainable increase in production, productivity and competitiveness of Zimbabwean agriculture through the following immediate result areas: 1) increasing production and productivity through sustainable use of natural resources 2) increased participation of farmers in domestic and export markets 3) ensuring food and nutrition security through a cohesive multi-sectoral agricultural response and 4) improving agricultural research, technology dissemination and adoption.

²¹ Principles: 1: Relevance to socio-economic context and policy framework; 2. Commitment to “right to adequate food”, 3. Evidence-based best practices 4. Strengthened Collaboration 5. Involvement of communities and civil society 6. Multi-stakeholder partnership 7. Non-sequential Relief, recovery, development continuum 8. Multi-sectoral approach in assessment, analysis and action.

Table 1: Food and Nutrition Policy Commitments and potential role of VAME

Food and Nutrition Commitment	Role of VAME
Commitment I: Policy advice and Analysis	<ul style="list-style-type: none"> • Leverage analytical capabilities to support evidence-based policy analysis and advocacy
Commitment II: Agriculture and Food Security	<ul style="list-style-type: none"> • Identify and advocate for scaling-up food security interventions that have proven effectiveness • Identify opportunities to diversify household livelihood and increase resilience • Conduct risk and vulnerability analysis to strengthen analysis of market-based programming including cash and vouchers
Commitment III: Social Assistance and Social Protection	<ul style="list-style-type: none"> • Contribute to design and monitoring of food assistance programmes. • Develop a targeting and prioritization criteria for food and nutrition security programmes
Commitment IV: Food Safety and Standards	N/A
Commitment V: Nutrition Security	<ul style="list-style-type: none"> • Support in monitoring the effectiveness of nutrition programmes implemented. • Strengthen analysis of linkages between food security and nutrition • Map programmatic linkages between food and nutrition security
Commitment VI: Food and Nutrition Security Information – Assessment, Analysis and Early Warning	<ul style="list-style-type: none"> • Contribute to the development of an integrated national food and nutrition security information system. Specific focus will be to contribute to the assessment tool-box, database development, monitoring and early warning and analysis • Technical advisory support to ZimVAC on assessments and analysis • Link analysis to decision support and action through high quality and timely reporting
Commitment VII: Enhancing and Strengthening National Capacity for Food and Nutrition security.	<ul style="list-style-type: none"> • Build strategic partnerships with FNC, ZimSTAT and Government line ministries to promote in-depth analysis of causal pathways between food and nutrition security. • Skills transfer and knowledge-building activities.

2.3 The Zimbabwe United Nations Development Assistance Framework (ZUNDAF)

The ZUNDAF 2012-2015 is the UN programme framework to support national development priorities and achievement of the Millennium Development Goals (MDGs) by 2015. It incorporates principles of recovery and development and encompasses seven priority areas and 18 outcome areas. The ZUNDAF also identifies cross-cutting issues such as emergency

preparedness and response, gender and capacity development. There are three ZUNDAF national development priorities (NDPs) relevant to the work of VAME. These are:

- NDP 2 on improved generation and utilization of data for policy and programme development and implementation. This priority provides the opportunity to strengthen in-depth multi-sectoral food security analysis using national statistical data to articulate links between poverty, HIV-AIDS, nutrition and food security
- NDP 3 on Food Security at household and national level. This priority provides the link to identify and support opportunities for resilience building at the household and national level as well as enhance food access and agricultural productivity.
- NDP 4 on access to quality basic services under which the intricate linkages between nutrition, access to basic services, care practices and food consumption can be better understood.

2.4 WFP Country Strategy 2012-2015

WFP globally, and in Zimbabwe, has embraced the corporate strategic shift from food aid to food assistance. This shift entails:

- Focus on activities that help to address the structural causes of hunger and malnutrition;
- The use of an expanded set of tools e.g., cash and vouchers, local purchase, advocacy and sensitization;
- Developing national capacity and strategic partnership to address the multi-dimensional hunger and under-nutrition problem; and
- Delivery of sustainable hunger solutions rather than just food.

In Zimbabwe the shift is articulated in the WFP Zimbabwe Country Strategy 2012-2015 in which WFP aspires to make significant gains to reduce food and nutrition insecurity by building resilience at the household and community level and developing capacity of national institutions.

3. Lessons Learnt

3.1 Gaps in national food security analysis

There is a growing impetus to embrace resilience building as the unifying platform for tackling hunger and under-nutrition. However, it is not yet clear what resilience means and how it will be measured in Zimbabwe. This lack of clarity is a gap that needs to be addressed.

Review of literature shows that Zimbabwe has a rich national data repository on the various dimensions of food security. What is evident is that these surveys have not been integrated to articulate the multi-dimensional nature of hunger and under-nutrition.

While stakeholders continue to work together to address the underlying causes of hunger and under-nutrition, there is a need to consolidate the data from the multiplicity of surveys and studies conducted in Zimbabwe and build a knowledgebase on hunger and under-nutrition in

Zimbabwe to guide multi-sectoral collaboration. This consolidation will also be the starting point for identifying robust food and nutrition security indicators to be included in the national food security information system.

In addition there is need to review performance monitoring and logical frameworks in alignment with WFP standard operating procedures for M&E and changes. There is need to revise and update data collection and analysis systems particularly for new dimensions in cash and voucher programming.

3.2 Lessons learned

Countries such as South Sudan²², Zambia and Tanzania have successfully used in-depth secondary analysis of national datasets to present food and nutrition security as an organizing theme for a multi-sectoral analysis addressing hunger and under-nutrition. WFP will leverage its analytical capability to support the Government and other stakeholders to build the evidence-base required for an integrated and coordinated approach.

Zimbabwe has an unrivalled capacity within its national institutions and therefore has a strong potential to establish a robust and comprehensive food and nutrition information system to provide the evidence-base for tackling food and nutrition insecurity. Therefore, WFP VAME stands to play a key role in partnership with government and other stakeholders.

²² See WFP (2012). South Sudan - Report on Food Security and Nutrition, 2012.
<http://www.wfp.org/content/south-sudan-report-food-security-and-nutrition-2012>

4. VAME Strategy 2013-2015

4.1 Comparative Advantage

The VAME strategy is built on the strong corporate analytical foundation in food and nutrition analysis within WFP. The VAME recently conducted an internal and external customer satisfaction survey and bilateral consultations with a wide range of partners which identified the following strengths: it has strong skills and knowledge in food security analysis; has strategic presence in the country and making it a rich source of food security information. VAME is actively engaged and is a key player in national food and nutrition security information initiatives. To build on its comparative advantage, VAME needs to strengthen dissemination of its products in a timely manner, make its services more accessible and demonstrate that it is contributing to the understanding of the causes of food and nutrition insecurity.

4.2 Vision and Strategic Priorities

The VAME strategy is a deliberate effort to align its activities with the emerging national planning frameworks (ZimASSET, Food and Nutrition Policy), the ZUNDAF, donor priorities, WFP corporate shift from food aid to food assistance and WFP Zimbabwe Country Strategy 2012-2015.

The vision of WFP Zimbabwe is that WFP and partners will make significant gains in reducing food insecurity and under-nutrition in Zimbabwe by 2015. Within this context, VAME aspires to

Box 2: VAME Vision, Mission, Values and Guiding Principles

Vision: VAME`s information and actions consistently generate insights and knowledge needed to make Zimbabwean people hunger free.

Mission: To provide credible and timely evidence for tackling and tracking hunger and malnutrition in Zimbabwe.

Values:

- Integrity
- Client Orientation
- Teamwork
- Professionalism
- Excellence

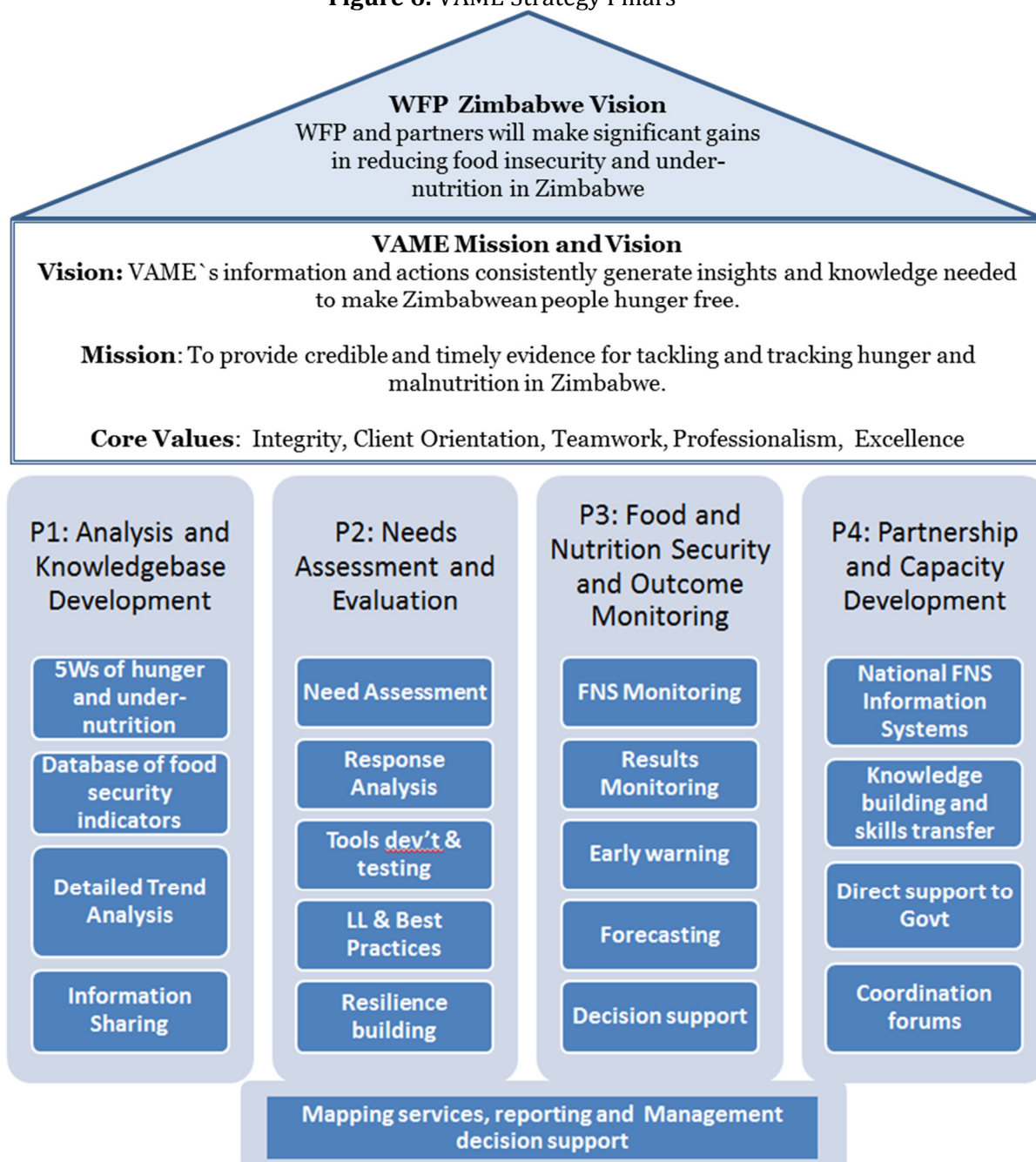
Guiding principles:

The VAME strategy:

- 1) Fosters partnership, collaboration and teamwork at all levels
- 2) Focuses on multi-sectoral approaches in the analysis of the underlying causes of all types of food insecurity and under-nutrition
- 3) Espouses proactive information sharing and advocacy
- 4) Applies innovative methods and tools, drawing on modern information technology
- 5) Endeavours to be forward looking/predictive in its products

provide the evidence-base to support Government, stakeholders and WFP in finding a lasting solution to hunger and under-nutrition in Zimbabwe. This goal will be accomplished through four pillars shown in **Figure 6** which are explained in the next section. The detailed overview of activities under each pillar is shown in **Annex 1**.

Figure 6: VAME Strategy Pillars



4.3 Pillar One: Analysis and Knowledgebase Development

The National Statistics System is replete with up-to-date statistical series²³ that present a powerful knowledge-base for understanding the dynamics of hunger and under-nutrition in Zimbabwe, when combined with data and expertise of UN and NGO stakeholders on food and nutrition security. Therefore the VAME unit will take a *back-to-basics* approach to build the knowledgebase for food and nutrition security using existing national datasets at the sub-district-level.

Specifically, it would help in addressing the 5Ws of hunger and under-nutrition (*what* is the character of hunger and under-nutrition, *where* does it occur, *who* is most affected, *why* are they affected, *when* are they affected) and define the *so what?* dimension, which is often not well covered. These questions define the context analysis for policy formulation and decision-making as well as design of effective food and nutrition security programmes.

VAME will help to strengthen the analysis and knowledgebase development by helping to assemble, organize and archive past data, proactive innovative analysis and information sharing and data mining of secondary information to identify trends and patterns to create knowledge on the 5Ws of hunger and under-nutrition and especially to distinguish between chronically and transiently food insecure groups.

Under this pillar, VAME will support detailed analysis of the structural causes of hunger and under-nutrition, conduct a meta/in-depth analysis of secondary data, create hunger profiles, risk analysis and contribute information that would help in refining programme targeting and prioritization. This effort will culminate in FNC and related line ministries and ZIMSTAT, producing the State of the Nation Food and Nutrition Security Report reflecting a collective understanding of the food and nutrition security issues in Zimbabwe with a focus on resilience building.

This pillar is proactively aligned to generate information pertinent to the Zero Hunger Challenge²⁴ and post-2015 development agenda Priority targets and indicators identified by FAO, IFAD and WFP²⁵.

²³ These include: The Population Census carried every ten years since independence; Zimbabwe Demographic and Health Survey carried out every five years since 1998, the Multiple Indicator Cluster Survey (MICS); the Poverty, Income and Consumption Expenditure survey (PICES), the Labour Force and Child Labour Survey (LFCLS), national nutritional survey and agriculture and livestock surveys and ZimVAC Rural and Urban Livelihood Assessments.

- ²⁴ The challenge of Zero Hunger means: Zero stunted children less than 2 years; 100% access to adequate food all year round; All food systems are sustainable; 100% increase in smallholder productivity and income; and Zero loss or waste of food.

²⁵ **Target 1 – Access to food:** All people have access to adequate (safe, affordable, diverse and nutritious) food all year round

Target 2 – (Mal)nutrition: End malnutrition in all its forms (undernutrition, micronutrient deficiencies and overnutrition), with special attention to ending stunting

Target 3 – Sustainable food systems: All food production systems become more productive, sustainable, resilient and efficient – minimizing adverse environmental impact without compromising food and nutrition security

4.4 Pillar Two: Needs Assessment and Evaluation

In this pillar, VAME seeks to support needs identification processes used to inform project design as well as undertake activities that demonstrate the relevance and impact of food and nutrition programmes. Key focus will be to support the institutionalized national food security and livelihood assessments conducted under the auspices of the Zimbabwe Vulnerability Assessment Committee (ZimVAC), contribute innovative tools and methods for assessing and reporting hunger and under-nutrition²⁶ and participate in dialogue on emerging themes such as resilience building, disaster risk reduction and climate change. The strategy will build on the recommendations of past technical evaluation missions commissioned to provide technical guidance on food and nutrition security information systems and specifically on ZimVAC²⁷.

VAME will assemble an assessment toolbox (including web-based and mobile data technologies) and spearhead programmatic evaluations of WFP activities.

The pillar will also focus on harnessing lessons learnt, best practices and success stories from programme operations and help to answer the following questions:

- Are we reaching the right people?
- What do we know about them?
- What difference are we making in their lives?

4.5 Pillar Three: Food and Nutrition Security and Outcome Monitoring

Food security and outcome monitoring is an essential process for tracking changes in food and nutrition security indicators as well as generating up-to-date information for decision making and ensure relevance and effectiveness. Under this pillar, VAME will seek to support and strengthen national initiatives on food and nutrition security surveillance and early warning and constantly provide information to improve and adjust food and nutrition security programming. This pillar will link analysis to decision support and action through innovative high quality and timely

Target 4 – Smallholder productivity and income: All small food producers, especially women, have secure access to adequate inputs, knowledge, productive resources and services to increase their productivity sustainably and improve their income and resilience

Target 5 – Food loss and waste: More efficient post-production food systems (harvest, handling and storage, processing and packaging, transport and consumption) that reduce the global rate of food loss and waste by 50 per cent

²⁶ VAM has developed the new Consolidated Approach for Reporting Indicators of Food Security (CARI). The CARI is a method used for analysing and reporting the level of food insecurity within a population. When CARI is employed, each surveyed household is classified into one of **four food security categories** (*food secure, marginally food secure, moderately food insecure and severely food insecure*). This classification is based on the household's current status of **food security** (using food consumption indicators) and their **coping capacity** (using indicators measuring **economic vulnerability** and **asset depletion**). See <https://resources.vam.wfp.org/CARI> for more information.

²⁷ See 1) Food and Nutrition Council (2010). *Strengthening Food and Nutrition Security Analysis in Zimbabwe: A Conceptual, Technical and Institutional Framework for Moving Forward*. Food and Nutrition Council, Harare. 2) Draft Report on Review of ZimVAC Annual Livelihood Assessment Methodology. December 2011.

forward-looking reporting to keep pace with the fast-evolving operating environment. This reporting will incorporate use of forecasting/predictive tools for food security and nutrition indicators.

Outcome monitoring is inherently weak and in this pillar an effort will be placed to build a structured and robust outcome monitoring and reporting system built in accordance to the WFP Strategic Result framework 2014-2017 and the new WFP Corporate Monitoring and Evaluation Standard Operating Procedures launched in 2014. This will help to demonstrate the impact of WFP programmes.

4.6 Pillar Four: Partnership and Capacity Development

In this pillar, VAME will deliberately partner with national institutions and other stakeholders²⁸ to strengthen national food and nutrition security information systems and processes in vulnerability analysis, early warning, market analysis, database management and mapping.

VAME will leverage its analytical expertise to support the Government and other stakeholders in advocating for the use of food and nutrition security as an organizing theme in multi-sectoral analysis. It will proactively share its experiences in results/performance monitoring and map opportunities for joint programming and integrated support to national systems. Particular focus will be placed on strengthening the district food and nutrition security committees, which is FNC's main vehicle for decentralizing data collection and analysis to the sub-national level.

VAME will provide technical support in the mapping of food and nutrition security as well as outcome indicators, statistical analysis, web-based and mobile data technology and use every collaborative activity as an opportunity for skills transfer and knowledge-building. VAME will continue to be an active player in national and regional food and nutrition security information coordination fora.

²⁸ This includes (but not limited to) the following: Food and Nutrition Council, ZIMSTAT, Ministry of Agriculture, Ministry of Health, Ministry of Public Service, Labour and Social Welfare, Ministry of Local Government, FAO, UNICEF, UNDP, WHO, FEWS NET, OCHA, and The World Bank.

5 VAME STRATEGY IMPLEMENTATION PLAN

PILLAR ONE: Analysis and Knowledgebase Development		
Activities	Timeframe	Key partners
Result 1: Food and Nutrition Security Information Collated and Organized		
1) Conduct 3W (who is doing what where) mapping and prepare a food and nutrition information/data inventory	February 2014 to June 2014	District Food and Nutrition security Committees; District Social Services FNC, ZIMSTAT, MOA, UNICEF,FAO and UNDP, FEWSNET
2) Data assembled, organized and archived	February 2014 to June 2014 for the first quarter and then Ongoing	FNC, ZIMSTAT
3) Document/Data store developed	February 2014 to July 2014 for the first quarter and then Ongoing	FNC, ZIMSTAT
Result 2: Underlying causes, spatial and temporal patterns of hunger and under-nutrition well understood		
1) Concept note and plan for hunger and Malnutrition analysis	Draft by end of February	FNC/FAO/UNICEF
2) Literature review and meta-analysis of structural causes of hunger and Malnutrition	April 2014 to mid- July 2014	FNC, MOH, MOA, ZIMSTAT, WFP Regional Bureau and HQ, FAO, UNICEF,WHO, UNDP, FEWS NET
3) Exploratory analysis and selection of explanatory indicators	April to August 2014	FNC/ZIMVAC/FAO/UNICEF
4) Risk analysis of shocks	March to July 2014	FEWSNET, NEWU
5) Zimbabwe: State of the Nation Food and Nutrition Security Report	July to March 2015 Draft by December	FNC, MOH, MOA, ZIMSTAT, WFP Regional Bureau and HQ, FAO, UNICEF,WHO, UNDP, FEWS NET
6) Hunger and malnutrition profiles	June to October 2014	District food and nutrition security committees

PILLAR TWO: Needs Assessment and Evaluation		
Activities	Timeframe	Key partners Focal point
Result 1: Tools and methods developed, reviewed and tested		
1) Assessment Toolbox (ToRs, checklists, guidelines, questionnaires, reporting templates) assembled	March 2014	FAO/FNC
2) Seasonal monitoring and reporting calendar developed	February 2014	FEWSNET/FNC
3) Market analysis tools developed to support market-based assessment	July 2014	FAO/NEWU/FNC
4) Expand use of modern information technology	Continuous	Regional Bureau
5) Contribute to dialogue on measure of emerging concepts such as resilience building	Continuous	FNC, WFP HQ, FAO, UNICEF,
Result 2: Strengthened needs assessment and existing data collection and reporting systems		
1) Support Review of ZimVAC Rural livelihoods Assessment, food security analysis methodology and reporting	October 2014 to March 2015	FNC/ZIMVAC
2) Participate in institutionalized national and sub national livelihood and Food security and Nutrition assessments	February 2014 to June 2014 and September 2014 to October 2014 and same for 2015	MoH, UNICEF, ZIMVAC, FAO
Result 3: Results of WFP programmatic activities and well documented		
1) Conduct baselines and end-line evaluation in line with the WFP Strategic Results Framework (2013-2017)	February to June 2014 for baseline and March to April 2015	MoH, UNICEF, CPs,
2) Develop qualitative report templates that help show the link of Programmes to WFP Strategic objectives	April to May 2014 for PAC and August to September 2014 for H&N and same time 2015	Cooperating Partners

PILLAR THREE: Food and Nutrition Security and Outcome Monitoring		
Activities	Timeframe	Key partners
Result 1: Robust food security and outcome monitoring in place		
1) Identify minimal set of indicators for food and nutrition and outcome monitoring	Jan to Feb 2014 for M&E And July 2014 for Food and Nutrition Security Monitoring	FNC, NEWU, FAO, UNICEF, FEWSNET
2) Prepare logical frameworks in line with WFP Strategic Results Framework and corporate M&E SOP	Jan to May 2014	Regional Bureau (OMJ) and HQ
3) Review and Update a monitoring plan outlining concept notes, methodologies, tools, analysis plan and implementation plan.	January to June 2014 M&E and FS	FEWS NET, NEWU, FAO
4) Prepare a Monitoring budget	February 2014	SO VAME focal points
5) Adapt forecasting tools for food and nutrition security indicators	January to July 2014	HQ, Regional bureau
Result 2: Monitoring information linked to decision support and action through timely and high quality products		
1) Produce high quality products to inform decision-making, Programme design and dialogue among stakeholders	Ongoing throughout every activity and every month	

PILLAR FOUR: Partnership building and Capacity Development		
Activities	Timeframe	Key partners
Result 1: Strategic partnerships fostered to tackle hunger and Malnutrition		
1) Participate in key national food and nutrition security information initiatives of GoZ and key partners	Continuous	All
2) Advocate for resilience building/food and nutrition security as an organizing theme for multi-sectoral analysis	February to September 2014	FNC, FAO, UNICEF, UNDP, FEWS NET
3) Support collaborative reporting of Zimbabwe State of the Nation Food and Nutrition Security Report	September 2014 to April 2015	FNC, ZIMSTAT, MoA, MoH, MoPSLSW, FAO, UNICEF, UNDP, WHO, FEWS NET and The World Bank.
4) Strengthen analysis and dialogue on linkages between food security and nutrition	Continuous	FNC, ZIMSTAT, MoA, MoH, MoPSLSW, FAO, UNICEF, UNDP, WHO, FEWS NET and The World Bank.
5) Mobilise stakeholders and FNC to develop and institutionalize a food and nutrition security monitoring system	Continuous	FAO, UNICEF, FEWS NET
Result 2: Institutional support, skill transfer and training provided		
1) Conduct needs identification for capacity development	February to June 2014	FAO, UNICEF
2) Conduct/Facilitate training on skills and knowledge building gaps identified	Continuous	FAO, UNICEF
3) Technical support on GPS, GIS, statistical analysis and web-based and mobile data technology	Continuous	FAO, UNICEF
4) Share products and expertise on collaborative activities	Continuous	FAO, UNICEF

Annex 1: Overview of VAME Activities

Analysis and Knowledgebase Management	Assessment and Evaluation	Partnership building and Capacity Development	Food Security and Outcome Monitoring
<ul style="list-style-type: none"> • Hunger Analysis <ul style="list-style-type: none"> - Trend and linkage analysis (all dimensions) - Characteristics of chronic vs. transitory food insecure households - Meta-analysis of structural factors of hunger and malnutrition - Linkage between nutrition and food security - Food security and nutrition report for Zimbabwe • Hunger profile • Database management <ul style="list-style-type: none"> - Beneficiary registration database - FSN and livelihood geodatabase • Risk analysis and scenario building <ul style="list-style-type: none"> - Frequency, magnitude, timing, severity of shocks • Value addition of routine operational information and data mining <ul style="list-style-type: none"> - Sub-district level targeting/prioritization criteria • Seasonal livelihood Programming 	<ul style="list-style-type: none"> • Needs assessment <ul style="list-style-type: none"> - ZimVAC rural assessment • Outcome/impact analysis (nutrition, completion, resilience) <ul style="list-style-type: none"> - Qualitative reports linking activity outcomes to WFP SOs - Synergies between FFA, CFA and H&N projects • Baseline, mid-term and end-line evaluation • Crop and livestock Assessment • Market survey for market-based tools such as C&V • Tools development and testing <ul style="list-style-type: none"> - Beneficiary registration tools - Market analysis and reporting tools - Assessment toolbox (TORs, checklists, guidelines, questionnaires, reporting templates) - CHS methodology review and link with FSM - Seasonal monitoring and reporting calendar - Independent review of ZimVAC methods and process • Ad hoc food security assessment • Lessons learnt, best practices and success stories 	<ul style="list-style-type: none"> • Institutional support • Skills transfer and Training <ul style="list-style-type: none"> - Food security and nutrition report for Zimbabwe - Basic GIS, GPS and mapping - Statistical modules (SPSS) • Networking and advocacy • Participation in Coordination forums • Stakeholder consultations and external meetings • IPC • ZimVAC advisory committees <p><i>Main partners:</i></p> <ul style="list-style-type: none"> • FNC • ZUNDAF stakeholders • NEWU • FEWS NET 	<ul style="list-style-type: none"> • Community and Household Surveillance • FSM • Price/Market monitoring (C&V) <ul style="list-style-type: none"> - food basket prices and commodity network flows • Beneficiary contact monitoring (D&PDM) • Drought risk monitoring • Support to national food and nutrition security surveillance systems • Cash transfer computations • Reporting (CO, RB, HQ) <ul style="list-style-type: none"> - FSM Report, H&N, Executive Brief, RB Brief -
<p>Emergency Preparedness and Response Plan (EPRP) Performance & Risk Management Champion (PARC) General Country Office Support Information and mapping services Management decision support</p>			

Annex 2: Definition of Terms

Teamwork—committed to co-operative effort and expertise for a common goal

Excellence—doing ordinary work extra-ordinarily

Professionalism—doing what we do best and doing it right in a collegial environment

Integrity—doing right when no one is watching

Client Orientation—responding promptly and respectfully to customer needs and expectations to their maximum satisfaction



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