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Emergency Plan of Action Final Report

Zimbabwe: Food Insecurity



Emergency Appeal MDRZW011	
Date of Issue: 5 September 2017	Glide number: OT-2013-000150-ZWE
Date of disaster: August 2015	
Operation start date: September 2015	Operation end date: 31 May 2017
Host National Society: Zimbabwe Red Cross Society	Operation budget: CHF 5,181,321
Number of people affected: 4 million people	Number of people assisted: 38,330
National Societies involved in the operation: Zimbabwe Red Cross Society Headquarter; Provincial Branches of Mashonaland East, Mashonaland Central, Mashonaland West, Matabeleland North, Matabeleland South, Midlands, Manicaland and Masvingo (10 fulltime, 21 support staff, 420 volunteers), which cover the eight affected districts	
Red Cross Red Crescent Movement partners actively involved in the operation: The Danish Red Cross (DRC/World Bank), Finnish Red Cross, British Red Cross, American Red Cross, Belgian Red Cross and Norwegian Red Cross. IFRC and ICRC are also present in country giving technical support to the National Society	
Other partner organizations involved in the operation: Government of Zimbabwe, WFP, Save the Children, Oxfam, DanChurchAid (DCA), Care International, Amalima, Lead Trust and UMCOR	

A. Situation analysis

Description of the disaster

Zimbabwe experienced one of its most severe lean seasons in the last few decades due to the impacts of the El Niño-induced drought which left about 42 percent of the population food insecure and in need of humanitarian assistance. On the 2 February 2016, the Government of Zimbabwe declared a state of National Disaster in view of the El Niño induced poor rains and the escalating food insecurity situation in the country. The amount of rainfall received was inadequate to meet basic household consumption needs, as well as provide support for livelihoods, agriculture and wildlife. It was recommended that humanitarian assistance be rendered from February to December 2016 and thereafter a review be done for the ensuing period from January 2017 to June 2017. Due to the inter-linkages of the various sectors in the economy, the disaster affected a wide range of sectors in the economy including the manufacturing and energy sectors. However, the most affected sectors were Food and Nutrition, Agriculture, Water, Education, Health and Wildlife. Based on these needy sectors the Government of Zimbabwe required a total of USD 1,572,009,953 (approximately CHF 1,506,910,000)¹ with effect from February to December 2016 to provide humanitarian assistance in the short to medium term.

By the time the government declared the disaster, about 95 percent of the country had only received 75 percent of the average rainfall that is typically received by February / March². The First Round Crop and Livestock Assessment conducted in January 2016, revealed that provinces with the highest prevalence of food insecurity were Matabeleland North (43 percent) followed by Midlands (33 percent), Masvingo (32 percent), Mashonaland West (30 percent) and Matabeleland South (28 percent). The provinces that had the lowest prevalence of food insecurity were Mashonaland East (22 percent) followed by Mashonaland Central (25 percent) and Manicaland (27 percent). Despite having the lowest prevalence of food

¹ OANDA 05/09/17

² FEWSNET: [Zimbabwe food security outlook February to September 2016](#)

insecurity, Mashonaland East was found to have the highest increase in food insecurity rates from the May 2015 projections (64 percent increase, from 8 percent to 22 percent). Mashonaland West (53 percent) and Mashonaland Central (52 percent) also witnessed high increases in food insecurity levels. The update for the last quarter of the 2015/16 consumption year projected January to March 2016 as the worst in the last six years with the closest being in 2013 (25 percent)³. FEWSNET noted that the 2015/16 planted area (maize and small grains) was significantly lower than the planted area last season and for the five-year average. Up to 75 percent of the crops planted had failed in some of the most drought affected districts due to prolonged dry spells and record high temperatures.

The food insecurity situation was also evident due to the increase in the price of food commodities which made it more difficult for households to access food. The First Round Crop and Livestock Assessment issued in February 2016 highlighted that:

- The prevailing national average maize grain price of \$0.44/kg (approximately CHF 0.37) was 38 percent higher than the same period the precedent year of \$0.32/kg (approximately CHF 0.27).
- Maize grain was mainly available at Grain Marketing Board (GMB) depots where it was sold as 50kg-bags at \$22.50 (approximately CHF 19), which made it out of reach for most vulnerable people.

According to the First Round Crop and Livestock Assessment, the [consumption coping strategy index score](#) increased from 25 in May 2015 to 36 in January 2016 showing that more households were engaging in negative consumption coping strategies to deal with food access challenges. These included reducing the number of meals eaten per day, limiting portion sizes at meal times, resorting to less preferred foods and limiting adult consumption so children could eat. The number of households having less than four food groups increased from 11 percent to 16 percent showing that more people were failing to access a more diverse diet. Malnutrition rates were also high especially amongst children. The First Round Crop and Livestock Assessment noted that Global Acute Malnutrition was at 5.7 percent and was the highest reached in the past 15 years. The severe malnutrition rate was at 2.1 percent which is slightly above the two percent threshold for emergency response, an indication of a poor nutrition status.

Livestock was also affected by the poor rains as there was limited access to good pastures as well as water for consumption. Body conditions of most cattle became poor due to prevailing drought and dry pasture conditions, mainly in the south. Poor cattle body conditions resulted in distress sales, reduced cattle prices, and reduced household incomes. Districts like Chipinge and Mwenezi recorded high deaths of cattle due to lack of access of water and good pastures.

Access to water was also a challenge in most rural areas, where boreholes were drying-up, particularly in the southern provinces and 31 percent of the boreholes were noted to be non-functional in the government appeal. In Matabeleland North, Midlands, Masvingo, parts of Manicaland and northern parts of Mashonaland East, water was inadequate and communities had to rely on distant sources. According to statistics provided in [the Government of Zimbabwe 2016-17 drought domestic and international appeal for assistance](#), 15,000 boreholes needed rehabilitation, and 160 more to be drilled.

Based on these growing needs, the Zimbabwe Red Cross society with the support of the IFRC launched an Emergency appeal with the objective of meeting the immediate food needs of the affected communities through mobile cash transfer. The Appeal also sought to strengthen household production through trainings in climate smart agriculture and seed support. Communities also benefited from borehole rehabilitation and training in community based management for sustainability.

However, based on the improved rains received in the 2016/17 agricultural season, Rural food insecurity prevalence in June 2017 was estimated at one percent and is projected to reach 11 percent during the peak hunger period (January to March 2017). This is lower compared to last year. This food insecurity prevalence translates to 1,052,768 rural people compared to 4.1 million in the previous consumption year. The national prevalence of GAM was 3.2 percent and this is below the 5 percent emergency threshold. Matabeleland North had the highest prevalence of GAM (5.2 percent) with girls being more affected at 6.4 percent. Generally, across most provinces girls were most affected than boys except in Manicaland, Midlands and Masvingo. The livelihood coping strategies engaged by households have decreased this year which shows that there

³ First Round Crop and Livestock Assessment report 2016

is an improved food access situation. The livelihood coping strategies however remain a cause of concern as depletion of assets directly reduces future productivity and affects households' ability to cope with future shocks and may lead to future food consumption gaps. Resilient livelihood activities are therefore recommended for all rural households

Summary of response

Overview of Host National Society

The Zimbabwe Red Cross Society (ZRCS) as an auxiliary to the government is involved in various activities that respond to the needs of affected communities through its programming in disaster management, disaster risk reduction, food security and livelihoods and health care services.

In 2012-13, ZRCS with support from the IFRC and Partner National Societies, responded to a food insecurity crisis in Nkayi district and in 2013-14 implemented the Gwanda Food Security Emergency Appeal. In 2014 and 2015, ZRCS implemented a DREF operation responding to flash floods that had affected parts of the country. The 2014 flood response was one of the largest DREF operations that was successfully implemented by the National Society following the displacement of over 20,000 households that had to be relocated from the Tokwe-Mukosi dam to the Chingwizi camp.

The organization has highly skilled staff and volunteers, and this is complemented by strong working relationship with government stakeholders and other humanitarian agencies. ZRCS has well trained staff with competencies ranging from Cash Transfer Programming, Regional Disaster Response Team (RDRT), National Disaster Response Team (NDRT); Planning, Monitoring, Evaluation and Reporting (PMER); Contingency Planning and Logistics. Through previous food security programs, ZRCS staff and volunteers have developed the required skills and appropriate experience in community targeting, selection, distribution and follow up or post distribution assessments.

In response to the growing needs related to the drought, the Zimbabwe Red Cross Society (ZRCS) launched an Emergency Appeal in September 2015 to assist 2,166 households (HH) in two districts of Mudzi and Muzarabani. In February 2016, after the Government of Zimbabwe had launched the 2016-17 Drought Disaster Appeal for Assistance, seeking USD \$1.5 billion (approximately CHF 1,437,880,000)⁴ to support emergency interventions to the El-Nino induced drought, a Revised Appeal was launched in April 2016 to address the immediate needs of 38,330 individuals (7,666 HH) in eight rural districts—Binga, Chipinge, Gwanda, Gweru, Kariba, Mwenezi, Mudzi, and Muzarabani. The intervention focused on providing cash-based interventions to meet immediate food needs of the affected communities; borehole rehabilitation to ensure safe water access; Participatory Health and Hygiene (PHHE) training to promote safe hygiene practices; and agricultural inputs subsidization and training of lead farmers to strengthen livelihoods.

Overview of Red Cross Red Crescent Movement in country

In-country Partner National Societies (PNSs), such as the Danish Red Cross (DRC), the Finnish Red Cross (FRC) and the Norwegian Red Cross (Norcross), together with the IFRC country office, assisted in the elaboration of the appeal including budget. The IFRC has a presence in Zimbabwe and continues to provide support to the National Society during response operations. The Finnish Red Cross, the Norwegian Red Cross and the Danish Red Cross have in-country presence in Zimbabwe supporting programs in Health, Disaster Management (DM) and Organizational Development (OD). The Belgian Red Cross is supporting with First Aid training programs throughout the country. ZRCS also receives bi-lateral support from the American Red Cross and the British Red Cross that provide regular technical support remotely. The British Red Cross provided funding for the Operations Manager who was based in Zimbabwe for the whole implementation period of the Emergency Appeal. ZRCS and PNSs maintain coordination through quarterly Movement Coordination Meetings (MCM) and emergency steering committee meetings as, and when, the need arises. The ZRCS is also working with the ICRC in Tongogara Refugee camp on a Restoring Family Link (RFL) program.

Overview of non-Red Cross Red Crescent (RCRC) actors in country

ZRCS maintains a good working relationship with stakeholders in the Government of Zimbabwe, such as the Ministries of Agriculture, Social Services as well as Health and Child Care. ZRCS is a member of national coordinating mechanisms

⁴ OANDA 05/09/17

and the UN Cluster systems such as the Food Assistance Working Group, Health, Food Security, WASH and Disaster Management and collaborates effectively with other agencies, such as the World Food Program (WFP), Food and Agriculture Organisation (FAO), and the National Civil Protection Unit. Coordination structures are effective at National, Provincial and District levels. ZRCS is an active member of the Provincial Civil Protection Unit and Drought Relief Committee, which conducts assessments on the food security situation.

Financial overview

The Zimbabwe Red Cross Society proposed to meet the needs of the affected communities through a budget of a total amount of CHF 5,181,321. Of the proposed budget, a total funding of CHF 1,899,019 (37 percent) was received from a total of ten donors. During the implementation of the Appeal, the National Society could use about 97 percent of the received funding. The savings were mainly due to the fact that in the initial budget, the National Society had proposed to support households with a cash transfer value of USD 48 (approximately CHF 46). However, after coordination meetings with other implementers, the transfer value was harmonized to USD 35 (approximately CHF 34) per household, thus savings were made under the budget for cash transfer and costs associated with the services for conducting the cash transfers.

With the **remaining balance of funds**, IFRC will implement activities planned in the cluster Development Operational plan. The funds will focus on Disaster Risk Reduction to improve on the National Society's preparedness and response capacities to disasters. The support will focus on strengthening the National Society systems through development of contingency plans, training of National Disaster Response Teams and development of community-based early warning systems.

The IFRC therefore seeks approval from its donors to reallocate this balance of CHF50,875 to the Zimbabwe annual operational plan to support the National Society preparedness activities especially as the National society is currently developing an Election Preparedness plan for the upcoming 2018 elections in the country. The national society requires support to train volunteers on safer access, prepositioning of relief stocks in case there is need to support Internally Displaced People (IDP) and to fully develop their contingency plan. Partners/donors who have any questions regarding this balance are kindly requested to contact IFRC within 30 days of publication of this report. Beyond this date the reallocation will be processed as indicated

Needs analysis and scenario planning

According to the [ZIMVAC](#) assessment report of 2016, about 42 percent of the rural population were estimated to have insufficient means to meet their minimum food needs in the 2016/17 consumption year. As such, food assistance has become the main priority in terms of household needs. According to the government appeal the food assistance was needed from February to December 2016 and even beyond depending on the assessed needs. The ZIMVAC report also highlighted the need for nutritional support to address the malnutrition in the affected districts especially focusing on children under the age of five and the pregnant and lactating mothers. ZRCS focused on the provision on the immediate food needs through a community-based cash transfer program. The program was designed to gap fill the survival deficits of the "very poor" and "poor" households' economic quartiles identified through a Household Economy Approach outcome analysis (OA) produced by Save The Children Zimbabwe in May 2017. This OA was used as the basis for the establishment and harmonization of the cash transfer value across all humanitarian agencies involved in cash response to the drought. During the Cash Sub-Working Group meeting held in late July 2016, consensus was reached amongst drought response agencies that partners should target their distribution value to cover between 65 percent to 75 percent of the standard food basket as rural Zimbabweans still had some coping capacity to provide for their basic food needs. As such, cash was distributed to the most vulnerable households at a rate of USD 7 (approximately CHF 6.7) per household member to a maximum of five members within the household (i.e. max household distribution of USD 35 - approximately CHF 34).

Furthermore, there was a need to increase household production and to ensure that families could produce on their own to meet their needs. The 2016 ZIMVAC report noted that the challenge of food insecurity was being exacerbated by the continued poor food preservation and storage practices at household level. In line with this, the ZRCS incorporated a livelihoods support component to the Emergency appeal that would see lead farmers being trained on climate smart agriculture for the purposes of cascading the trainings to the rest of the beneficiaries. The livelihood component also included trainings on food storage and preservation methods to reduce losses due to poor practices. Households would

also benefit from small grain seed support. The small grains were selected as they are more drought-tolerant and would thus help ensure that households harvest something in the 2016/17 agricultural season.

The drought also impacted on the sources of water for the affected communities. As highlighted by the Government of Zimbabwe (GoZ) Appeal, 15,000 boreholes needed rehabilitation, and 160 to be drilled. The affected communities had to travel long distances to access water and mainly women were spending more time in queues at the water points. The shortage of water also affected the livestock resulting in losses in affected communities. Taking this into consideration, the Emergency Appeal focused on the rehabilitation of water points and construction of water troughs to allow animals to have access to drinking water. Rehabilitation of water sources was also coupled with the training in community based management to ensure sustainability of the rehabilitated water points as well as hygiene promotion services.

Food insecurity has been noted to affect communities' social well-being, especially resulting in increase of gender based violence. Physical abuse is also likely to increase especially when men fail to provide for their families. The socially prescribed roles and ownership of assets is also likely to increase the challenges that women face as they do not have access to means of production and depend more on men for their food security needs. The operation thus prioritized the empowerment of vulnerable groups to ensure that ZRCS observes the [`Do no Harm`](#) principle. Thus, the operation took into consideration mainstreaming gender and prioritizing the needs of women and children and this was done specifically through the selection of beneficiaries and recipients of trainings.

Beneficiary selection was done using a community participatory approach. The ZRCS shared with the community members the proposed selection criteria and it was up to the community to identify the most vulnerable groups in their community. ZRCS ensured that beneficiary selection considered gender and diversity, by targeting, for example, female-headed households, pregnant and/or lactating women, men and boys made vulnerable by the emergency. Targeting also considered families that had not received any or sufficient assistance from the government or other organizations, those belonging to the socially vulnerable households, and those who lack relevant resources to cope on their own.

The Zimbabwe EA was funded up to 37 percent of its original target having received a total of CHF 1,899,019 of the proposed budget of CHF 5,181,321. Based on such funding, priority was given to the worst affected districts which were in IPC Phase 3 and 4. Thus, from October until March, Chipinge, Mudzi, Mwenezi and Binga were targeted under the IFRC support. To complement the IFRC EA response, the Danish Red Cross Society bilaterally contributed nearly CHF 1,000,000 to target Muzarabani and Kariba districts. The operation prioritized all the components proposed under the Appeal operation but only reduced on the districts to be covered.

Risk Analysis

During the operation, there were no security risks that were faced by the National society that could hinder the operation.

B. Operational strategy and plan

Overall Objective

The overall objective of the operation was to **improve the food and nutrition status of 7,666 households (38,330 people) affected by food crisis through a cash transfer program, access to safe water, adapted farming techniques and livelihoods support.**

Proposed strategy

Through this Revised Appeal, the ZRCS targeted to assist 38,300 food insecure people (7,666 HH) in eight districts-- Mudzi, Muzarabani, Binga, Kariba, Gwanda, Gweru, Chipinge, and Mwenezi. However, the Appeal received support of a total amount of 1,899.019 (37 percent) out of the total proposed budget. As such the ZRCS could cover four districts out of the eight namely Binga, Chipinge, Mudzi and Mwenezi coming to a total number of 3,876 households being supported through direct cash transfers under the IFRC support. ZRCS prioritised two districts (Lower Gweru and Gwanda) for the WASH activities. ZRCS assisted a total number of 2,200 households in Kariba and Muzarabani through the bilateral support from Danish Red Cross making a total of six districts being covered by the Appeal. The operation sought to fulfil the overall objective through the following initiatives and activities:

1. **Provision of food assistance to 7,666 households using the mobile cash transfer system:** The National Society could conduct cash transfers for a period of six months in the four districts with support from the IFRC as well as in two districts through bilateral support from the Danish Red Cross. A Total number of 6,076 households were assisted through the CTP. The support was pegged at USD 7 (approximately CHF 6.7) per person reaching out to a maximum of five members per household.
2. **Water, Health and Hygiene Promotion activities to 3,666 Households in Muzarabani, Mudzi, Gwanda and Gweru districts:** The National Society rehabilitated 55 water points in four districts. The rehabilitation also included the construction of water troughs for the animals to access water from. Coupled with the rehabilitation was the training of 55 water point committees on community based management for the purposes of sustainability and maintenance of the rehabilitated water sources. A total number of 100 volunteers received training in Participatory Health and Hygiene Education and these played the critical role of hygiene promotion in communities and schools.
3. **Livelihoods Support to 7,666 households:** A total number of 6,022 households were supported with agricultural seeds. Each household received a 10kg-pack of sorghum Marcia to plant during the 2016/17 agricultural season. The EA also supported the training of lead farmers on climate smart agriculture as well as in food preservation and storage techniques.
4. **Capacity Building of ZRCS branches:** During the operation, the National Society managed to train at least 100 volunteers on the use of ODK for data collection during Post-Distribution Monitoring (PDM) activities as well as during beneficiary registration.

Due to limited funding, the National Society (NS) was not able to conduct climate smart agriculture training in all the targeted districts. This was an important training especially when one considers the impact on climate change in the region. As such since the appeal was operational in districts where the NS has long term DRR and resilience project, the NS will make effort to ensure that communities receive such training and support through including such trainings in the project activity plans.

Variances on Budget

Some variances were encountered during the implementation of the Emergency appeal brought by the extension of the appeal from the initial EoPA of 2015 to May 2017. A variance was created through the purchase of electronic tablets for ODK for the purposes of data collection during beneficiary registration, post distribution monitoring and beneficiary satisfaction surveys. National staff costs went beyond the budget also due to the need to continuously support districts and through monitoring of cash transfers in the project implementation areas. The IFRC Operations manager had initially been hired for a period of six months but when the operation was extended to May 2017, it was then agreed to extend his contract for an additional three months and thus explaining the variance on the International staff costs. The budget also supported consultant costs for the regional evaluation of the appeals which was not adequately budgeted in the budget and this also resulted in a variance in the consultant costs. Due to the extension of the Appeal, the operation also experienced variances in the general costs and office costs for the National society.

Operational support services

ZRCS has over the years gained experience in implementing food security initiatives both in emergency and in recovery phases. ZRCS has experience in implementing food insecurity operations using both cash-based interventions as well as traditional relief distributions contexts. For five years the ZRCS has implemented a food security and livelihoods project supported by British Red Cross and has also implemented an EU and Finnish Red Cross funded WATSAN project.

ZRCS staff are well trained and have diverse skills which were useful in the successful implementation of the operation. Provincial managers in the targeted districts have been trained in Planning, Monitoring, Evaluation and Reporting (PMER), Logistics Training and contingency planning.

The National Society also has PMER and IT departments that are trained in using modern data collection and analysis methods such as ODK, which proved to be instrumental in the project operation. The National Society also received technical support from in-country PNSs and the IFRC with an Operations Manager for the duration of the appeal extended period (nine months) to ensure successful implementation of the project.

Human resources (HR)

The operation was managed at two levels the first being at HQ level and the second at District level. A total number of 5 staff at Headquarters (HQ) level and 12 staff at district level who were directly working on the Appeal. At the HQ, the operations director for ZRCS was in overall charge of the emergency appeal and provided guidance on how project activities should flow. The National Food security officer managed the project and provided technical support to the Districts. The PMER played an important role in the monitoring of the project and providing advice on areas that needed to be improved, based on feedback from PDMs and Beneficiary Satisfaction Survey (BSS). The operation also received support from the communications department which was key in fundraising initiatives that were done with various partners such as the Netherlands Red Cross and Canadian Red Cross. The department was also key in profiling the visit of the IFRC Secretary General in the country. The Finance Department managed the financial reports of the project and ensured compliance to the budget. The Human Resources and Administration department was key in all the procurement that was conducted during the operation and this was done in line with the IFRC requirements.

At District level, the Provincial managers were key for the overall management of the operation and stakeholder coordination at the district level. This was key to ensure that there was no duplication of roles in the wards in which ZRCS was operational in. The District field officers were responsible for the direct implementation of the operation and volunteer management. A total number of 100 volunteers were directly involved in the operation and were responsible for conducting data collection during PDMs, BSS as well as during beneficiary registration.

IFRC Country Office (Harare) supported the operation through the operations manager who played the role of supporting with overall management of the planning, implementation, reporting and other aspects of the operation. The Finance Officer also assisted with the financial management and reporting of the Appeal and the Logistics provided support during procurement and provided fleet support.

Logistics and supply chain

ZRCS and IFRC have experienced and well-established logistics units with standard operating systems that supported the implementation of the proposed interventions. The operation ensured that procurement was done in-country for the mobile service provider, the seeds and the borehole spare parts following the IFRC procurement procedures. The National Society had major procurements which included the engagement of the mobile service provider, the procurement of seeds and the procurement of borehole spares parts. For these processes, the NS with support of the IFRC Operations manager issued a tender in a local newspaper to which suppliers responded. After receiving the tender documents, the finance commission set to review the submitted documents and choose the right supplier after which a comparative bid analysis was done. All the procurement document were sent to Nairobi Logistics unit for technical validation after which the NS would be able to engage formally the suppliers.

Communications

During the drafting of the emergency appeal, teleconferences were conducted between the National Society, IFRC and Partner National Societies. To ensure visibility of the EA, the ZRCS communications department has made efforts in profiling the support that ZRCS was providing to the targeted communities. The ZRCS cash transfer program was published in local newspapers, on the ZRCS website and other social media platforms. The department also conducted media tours during the operation to raise awareness of the needs in Zimbabwe and to help mobilize resources for the Appeal. Some of the Media tours that were conducted include, one during the visit by the Danish Red Cross Secretary General, a visit with the communications team from the Netherlands Red Cross, the BRC Head of International Affairs visit, during the IFRC Secretary General's visit, during the Canadian Red Cross Society communication delegate visit as well as during the Other various cash disbursements.

Security

There were no significant security issues experienced during the operation.

Planning, Monitoring, Evaluation, and Reporting (PMER)

The ZRCS PMER department provided extensive experience and existing tools in Planning, Monitoring, Evaluation and Reporting. The department ensured that all aspects of the implemented components were monitored and specific tools were developed or modified as necessary. The PMER framework included the review of documentation such as weekly, monthly and quarterly detailed narrative reports from the field. It also involved assessments to monitor progress and adjust approaches and response accordingly. Meetings with key stakeholders, performance reporting, market/price monitoring, field visits to follow progress on implementation of activities were done on a regular basis. Furthermore, the beneficiaries in the targeted areas were, through Post-Distribution Monitoring, provided input that helped in informing the operation. Besides the regular monitoring visits, beneficiary satisfaction surveys were conducted in two of the districts where the appeal was operational and this also helped in improving the services that the ZRCS was providing to the communities. During the cash disbursements, help desks and suggestion boxes were also put in place for beneficiaries to provide their feedback on the operation. A final evaluation of the EA was also conducted by an external evaluator hired by the IFRC and recommendations will be taken into consideration in future implementations. From the evaluation, some of the following recommendations have been made that will inform future programming:

Adequate situational analysis: The National Societies needs to undertake adequate situational analysis beyond the figures of the absolute number of persons affected by disasters. The situational analysis should encompass determination of indicators of all components of the Emergency Appeal. The indicators so determined, will be useful in measuring real change resulting from Red Cross Societies Action.

Coordination meetings: Attending in-country cluster coordination meetings should be mandatory responsibility of national staff of all National Societies. Attending such meeting will enable National Societies to tap on the donor resources in-country and reduce dependence on Partner National Societies and IFRC funding. The National Societies should be prepared to form consortiums particularly with organizations implementing long terms programs in disaster prone areas to increase their appeal through increased coverage and capacity which is attractive to large donor funding.

Secure distributions: The National Societies distributed cash through various means including Mobile money transfers and in-kind/voucher system. Indeed, the National Societies have used the most invisible means of offering assistance to the highly vulnerable households which ensured dignity of choice and safety of the beneficiaries. The National Societies should continue using mobile cash transfer/voucher systems since they are invisible and secure methods of offering assistance

Feedback mechanism: The National Societies are using conventional feedback mechanism such as the suggestion boxes, help desk, cash transfer committees, village civil protection committees and post distribution monitoring. To ensure confidentiality, the Red Cross Society should adopt the use of hotlines for the specified duration of the Emergency Appeal. The hotlines are also quick/instantaneous and convenient.

C. DETAILED OPERATIONAL PLAN

Early warning and emergency response preparedness

Early Warning and emergency response preparedness

Outcome 1: Increased ZRCS Visibility and information sharing with communities

Output 1.1: Improved knowledge of ZRCS activities within communities

Activities

- Media tours
- Procurement of visibility materials

Outcome 2: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation

Output 2.1: Monitoring information informs revisions of plan of action where appropriate

Activities

- Monthly Post-Distribution Monitoring by volunteers
- Training of 80 volunteers on ODK (10 in each district)
- Beneficiary satisfaction survey
- Pre-assessments in targeted districts (for livelihoods and markets)
- HQ Monitoring

Output 2.2: The findings of evaluations lead to adjustments in future planning

Activities

- Inception workshop
- Operation review workshop
- End of implementation evaluation

Achievements

Visibility

During the operation, the ZRCS managed to conduct media tours to market the Appeal and to help mobilize the support for the Appeal. To ensure visibility of the operation, the ZRCS communications department made efforts in profiling the support that ZRCS is providing to the targeted communities. The ZRCS cash transfer program was published in local newspapers, on the ZRCS website and other social media platforms. Some of the Media tours that were conducted included:

- the visit of the Danish Red Cross Secretary General;
- a visit with the communications team from the Netherlands Red Cross;
- the IFRC Secretary General's visit to Mudzi district;
- the Canadian Red Cross Society communications delegate visit;
- various cash disbursements;
- breakfast meetings with stakeholders in Mashonaland West and Masvingo provinces.

ZRCS produced visibility material for the volunteers which included T-shirts, hats, and bibs.

Monitoring and Reviews

100 volunteers were trained for the purposes of monitoring. The ZRCS could conduct Post-Distribution Monitoring and beneficiary satisfaction surveys were conducted in Mudzi, Kariba and Mwenezi districts. An evaluation of the operation was also conducted in June by an external consultant hired by the IFRC and the results will be used to inform future programming.

Challenges

The National Society did not experience any significant challenges in this sector which are worth mentioning.

Lessons Learned

Increasing engagement with stakeholders is key in building relations and ensuring the mandate of the Red Cross. Visibility and profiling of appeals is also important for resource mobilization, as was seen when the Netherlands Red Cross profiled the Appeal they could raise about half a million to support the EA. Reviews like the BSS are also important especially if they are done timely to inform the operation and help improve services to the communities.

Water, Sanitation and Hygiene Promotion

Needs analysis: According to the ZIMVAC report, water challenges (24 percent) were cited as one of the major community challenges in Zimbabwe and improvement of water access (35 percent) continue to be one of the priorities of communities.

Population to be assisted: a total number of 3,666 households were targeted with assistance through the rehabilitation of boreholes. 55 boreholes were targeted for rehabilitation in the four districts (25 boreholes for 2,666 HH in Mudzi and Muzarabani; 30 boreholes for 1,500 HH in Gweru and Gwanda). A total number of 55 boreholes were targeted for rehabilitation as well as construction of 55 water troughs. The same targeted households were also expected to be reached through hygiene promotion activities.

Water, sanitation and hygiene promotion

Outcome 3: Safe access to water for human consumption and livelihoods

Output 3.1: Improved access to safe drinking water for human (3,666 households) and livestock in four districts

Activities

- water point assessment;
- selection of water points for rehabilitation;
- rehabilitation of 55 water points;
- construction of 55 water troughs;
- training and establishment of 55 water point committees in borehole maintenance and monitoring and hygiene promotion.

Output 3.:2 Health and Hygiene promotion are carried out to 3,666 households in four districts

Activities

- training of 100 volunteers in Participatory Health and Hygiene Education (PHHE or PHAST methodology;)
- community education on health and hygiene promotion, HIV prevention, Gender Based Violence and nutrition training;
- awareness sessions in schools, public gatherings and household visits;
- development and use of awareness and advocacy messages.

Achievements

Borehole rehabilitation

Water point assessments were conducted in the four targeted districts. The ZRCS WATSAN coordinator worked closely with the District Development Fund to conduct the assessments and select the water points that required rehabilitation. A total of 55 water points was identified in the four districts and based on the joint ZRCS/ District Development Fund (DDF) report, materials required for the rehabilitation were procured and distributed. The process of rehabilitation was done with the DDF working together with the trained water point committees and the community members. 55 Water troughs were also constructed at each water point so that animals would also have better access of the important resource.

District	Number of boreholes	Number of households
Gwanda	15	750
Mudzi	15	1222
Lower Gweru	15	750
Muzarabani	10	944
total	55	3,666

Training of Water Point Committees

Before the actual rehabilitation work was initiated, Water Point Committees were established or reactivated per borehole, each with seven members. The training of the committee members took place locally in each of the targeted wards. For

the trainings, each water point seconded five members to participate in the trainings. The trainings were facilitated by staff members from the District Development Fund (DDF), the Ministry of Health and the ZRCS. The training covered an introduction to the Red Cross Red Crescent Movement, how to do community mapping, the responsibilities of the Water Point Committees, and borehole parts and their functions inclusive of practical borehole site maintenance.

Training and community education on hygiene promotion

Hygiene promotion activities were initiated with a Participatory Health and Hygiene Education (PHHE) training workshops. The workshops were conducted in the four districts that were targeted for borehole rehabilitation. A total number of 25 volunteers from each district received the training. The ZRCS played the role of organizing the logistics for the training to ensure that they were conducted at a central place as well as the printing of the PHHE toolkits for each volunteer. The training was facilitated by an Environmental Health Technician from the Ministry of Health with support from the Provincial Managers from ZRCS. Each volunteer received a copy of the PHHE training manual approved by the Zimbabwe Ministry of Health, and following the training each volunteer, with the support of the branch office, was responsible for carrying out hygiene promoting activities within the local communities. ZRCS statistics show that by the end of the operation a total of 3,666 households were directly reached with hygiene education consisting of 1,403 males and 2,263 females. However, trainings and home visits continue to be done by the volunteers, and it is hoped that the number of households reached will also increase.

Challenges

During the assessments for water points it was noted that there were many more water points that needed to be rehabilitated against the target that ZRCS had put in the Emergency Appeal. This made the selection process very critical as there was a need to select the water points that were more central for the communities. Also, the requirements for the boreholes to function well were more than what was budgeted for. Most boreholes required complete overhauls and replacement of all the old components with new ones. This was costly and the ZRCS had to agree with the DDF on the most important components that could be replaced with the available funds. Also, due to limited funding, the PHHE training which is normally a seven-day training had to be done within a space of four days. This put much pressure on the participants as they had to learn all the important aspects in a short space of time.

Lessons learned

Community engagement and creating ownership within the community is very important to ensure sustainability of developmental gains. The training of the water point committee in community-based management was noted by stakeholders as an important component that would ensure maintenance and sustainability of the water points. Also to note was the importance of having trainings being conducted by local stakeholders rather than ZRCS staff alone. This ensured that communities were aware and develop relationships with the stakeholders for future local efforts. Working with local volunteers for hygiene promotion is also important as this meant that not much recourses would be needed as they are in their local context and this ensures continuity. However, it was also important for the NS to continuously engage the volunteers and improve on volunteer retention even when there is no funding.

Food Security, Nutrition and Livelihoods

Needs analysis: According to the [ZIMVAC 2016](#) report, about 42 percent of rural households, were estimated to have insufficient means to meet their minimum food needs in the 2016/17 consumption year. Child feeding practices in rural communities remain poor in both diversity and frequency of consumption. Average household incomes in rural areas decreased from USD 111 to USD 86 (approximately CHF 106 and CHF 82 respectively) due to the decline in their major source of income which is agriculture and the continued use of poor storage coupled with poor treatment of crops also increased the food insecurity of rural households. Hence the needs of the households included food support, nutrition support, as well as livelihood support.

Population to be assisted: The Emergency Appeal targeted a total number of 7,666 households (38,330 beneficiaries)

through a cash based intervention for a period of six months. The most vulnerable targeted included the elderly, orphans and vulnerable children (OVC), people living with HIV/AIDS, the disabled, pregnant and lactating mothers. Targeting was a community participatory process in which the communities were empowered to make the choice of whom should benefit from the operation. The operation also targeted to provide training to 420 lead farmers and to distribute agricultural inputs to the targeted households.

Food security, nutrition and livelihoods

Outcome 4: Increased food security and dietary diversity for 7,666 households (38,330 beneficiaries) through better farming and access to better nutrition

Output 4.1: Improved food consumption for food insecure households through mobile cash transfers

Activities

- Designing of beneficiary selection tools;
- Beneficiary selection and verification and accurate beneficiary records;
- Preparation of monthly distribution plan;
- Beneficiary training and sensitization on mobile cash transfers;
- Volunteers trained in beneficiary selection and managing of cash transfer projects;
- Transfer of funds to mobile service provider;
- Community notification of distribution date and time;
- Distribution of cash to targeted households;
- Post distribution monitoring, reporting and feedback to partners;

Output 4.2: Increased diversified farming and improved knowledge in climate smart agriculture and post-harvesting of grain

Activities

- Training of 420 lead farmers in crop production, seed preservation, food processing and preservation, market linkage/marketing and costings for income generation (Training on traditional farming systems also to be taken into consideration for good high yielding harvests);
- Distribution of drought resistant crop seeds and vegetable seeds to 7,666 households;
- Post-harvest technology and nutrition training for improved dietary intake at household level targeting 420 lead farmers;
- Cascading of training to households by lead farmers;
- Monitor good practices by households in post-harvest handling;

Achievements

Beneficiary selection

The beneficiary selection was informed by a community-based approach which is participatory and community-led. ZRCS ensured that the beneficiary selection was consistent with IFRC's commitment to strive for gender equality and diversity, and to ensure non-discrimination in the provision of services to the most vulnerable. The Ministries of Social Services, Agriculture as well as the District Civil Protection Units and the Drought Relief committees were also consulted to inform the development of the selection criteria. The ZRCS's selection criteria put much emphasis on the vulnerable groups in society such as women (e.g. women headed-households, pregnant and lactating women), persons with disabilities, the elderly and OVCs.

The Emergency Appeal reached out to a total number of 3,876 households in four districts that were under the IFRC support and 2,200 households under the DRC support. Of those beneficiaries, 4079 were registered under female headed households and 1997 were registered under male headed households. The table below indicate the breakdown of the number of people reached according to the selection criteria.

Categories of vulnerable HH	No. HH
Labour-constrained HH	716
Child-, elderly-, and women-headed HH	2440
HH with disabled person members	511
HH with members who are chronically ill (people living with HIV and those on ART and TB treatment)	1284
Pregnant and breast-feeding women and children under-five	1125
TOTAL HH	6076

Volunteer training and mobilization

In preparation for the distributions, 100 volunteers received trainings specifically designed at participating in cash/food distribution. The volunteers were trained on the use of ODK for data collection during beneficiary registration, post distribution monitoring and the beneficiary satisfaction survey that were to be done under the operation. The ZRCS Planning, Monitoring, Evaluation and Reporting (PMER) officers had prepared specific Post-Distribution Monitoring (PDM) forms for the operation. The volunteers were equally trained in administering these questionnaires and two weeks after each distribution they would be engaged in data collection which was analysed by the ZRCS PMER to produce PDM reports.

Cash/food distributions

A total number of six distributions were conducted to 6076 households as opposed to the planned 7666 households in the original Plan of action. This was due to the level of funding which only allowed for six out of the eight districts to be covered.

District	Number of households reached
Mwenezi	1000
Chipinge	1000
Muzarabani	1444
Mudzi	1220
Kariba	756
Binga	656

The cash transfer value was pegged at USD 7 per individual up to a target of five people per household. Hence the maximum value a household could get was USD 35. ZRCS contracted *Get Cash*, a local mobile money service provider in August 2016 to support with the implementation of the cash transfer program. For the cash transfer to be possible, *Get Cash* provided all the beneficiaries with SIM cards and registered them on its platform. Staff, volunteers as well as beneficiaries were also trained on how to use the *Get Cash* platform. The mobile platform however could not be used due to network challenges. The cash crisis challenge in Zimbabwe also in a way affected the cash transfer.

Monitoring and evaluation

Post distribution monitoring (PDM) surveys were administered by the ZRCS volunteers following each distribution. The ZRCS HQ PMER staff was responsible for analysing the data and writing reports. The PDMs informed the following distributions, however PDM reports were finalised too late to be of assistance for the following distributions, but will inform similar interventions implemented in the future.

Training of volunteers and lead farmers

ZRCS implemented a training workshops in Mudzi and Muzarabani for lead farmers. The training covered topics on Disaster Risk Reduction (DRR), crop production, nutrition, post-harvest technology and preparation of seeds for the next season. The workshop was a Training-of-Trainers (ToT) event, enabling the volunteers to work with the targeted lead farmers on a continuous basis. The trainings also focused on market linkages to ensure beneficiary capacity to effectively market their produce and realize income for other households needs. In addition, lead farmers were identified and trained in post-harvest

technologies. The lead farmers were drawn from the beneficiaries, based on their competency as farmers. Most of them have demonstrated capacity in farming, but lack resources. Although it was planned to train 420 lead farmers, only a few beneficiaries were trained due to limited funding and the other districts did not benefit from the training. The model of training lead farmers enables peer to peer support between the farmers. Furthermore, their fields will be used as demonstration plots and enable learning for other beneficiaries.

Seed distribution

In line with the climate smart agriculture training, targeted communities were supported with small grains (i.e. Sorghum Marcia) for the 2016/17 agricultural season. A total number of 6076 households received a 10kg-pack of the small grain.

Challenges

The first challenge was that of the network connectivity, especially in the remote areas where the operation was being implemented. This meant that beneficiaries could not receive their messages indicating the funds they received. Also during the cash-out process, it was difficult as the system that was used was network based. However, upon discussion with the service provider, a new system was adopted which was not network-based and this allowed for beneficiaries to cash-out their funds easily. There was also a challenge in terms of the distances that the beneficiaries needed to walk to get to the cash-out points. The ZRCS thus developed more cash-out points. However, this meant a lot of travelling on the part of the ZRCS team, and a lot of fuel costs were incurred. Generally, the country was also facing a cash crisis and this meant that beneficiaries could not cash-out at any given time and the local agents did not have cash to provide services to the beneficiaries. In this regard, ZRCS had an agreement with the service provider which saw the service provider guaranteeing cash during distributions days allowing the beneficiaries to cash out all their funds at once. Limited funding affected the livelihood component and this mainly meant that the communities could not be reached with the climate smart agriculture training as planned.

Lessons learned

Cash transfers remain a key tool in empowering communities and individuals to make choices and decisions. Households can decide in terms of the things that they require in their home as compared to direct food distributions which do not give them that freedom of choice. Cash transfers give dignity to the targeted beneficiary as they are not labelled by the community as receivers of aid. By injecting funds into a community, cash transfers program development, help improve local businesses and in some cases, parents are also able to pay school fees for their children.

During beneficiary selection, the ZRCS adopted the community participatory process which allowed community members to participate and help in the selection process and thus empowering the community through allowing them to make decisions. The engagement of communities is also key in fostering ownership. Community feedback mechanisms are key in ensuring that we meet the needs of the beneficiaries and these help in improving accountability and learning. In a region that is mainly relying on rain-fed agriculture it is important to promote climate-smart agriculture and adoption of small grains to ensure food security. The lead farmer approach is a key method of helping in the adoption of small grains and other methods of farming.

D. THE BUDGET

Disaster Response Financial Report

MDRZW011 - Zimbabwe - Food Insecurity

Timeframe: 14 Sep 15 to 31 May 17

Appeal Launch Date: 16 Sep 15

Final Report

Selected Parameters

Reporting Timeframe	2015/9-2017/11	Programme	MDRZW011
Budget Timeframe	2015/9-2017/5	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		5,181,321				5,181,321	
B. Opening Balance							
Income							
Cash contributions							
<i>American Red Cross</i>		48,438				48,438	
<i>British Red Cross</i>		846,334				846,334	
<i>British Red Cross (from Beit Trust*)</i>		26,903				26,903	
<i>Finnish Red Cross</i>		86,561				86,561	
<i>Japanese Red Cross Society</i>		27,500				27,500	
<i>Norwegian Red Cross</i>		57,095				57,095	
<i>Other</i>		300				300	
<i>Red Cross of Monaco</i>		5,490				5,490	
<i>Swedish Red Cross</i>		229,538				229,538	
<i>The Canadian Red Cross Society (from Canadian Government*)</i>		25,750				25,750	
<i>The Netherlands Red Cross (from Netherlands Government*)</i>		545,108				545,108	
C1. Cash contributions		1,899,019				1,899,019	
C. Total Income = SUM(C1..C4)		1,899,019				1,899,019	
D. Total Funding = B + C		1,899,019				1,899,019	

* Funding source data based on information provided by the donor

II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		1,899,019				1,899,019	
E. Expenditure		-1,848,144				-1,848,144	
F. Closing Balance = (B + C + E)		50,875				50,875	

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Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Expenditure						TOTAL	Variance
	Budget	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
A						B	A - B	
BUDGET (C)			5,181,321			5,181,321		
Relief items, Construction, Supplies								
Seeds & Plants	114,990		60,828			60,828	54,162	
Water, Sanitation & Hygiene	67,200		52,540			52,540	14,660	
Cash Disbursement	3,711,816		952,980			952,980	2,758,836	
Total Relief items, Construction, Sup	3,894,006		1,066,347			1,066,347	2,827,659	
Land, vehicles & equipment								
Computers & Telecom	0		3,101			3,101	-3,101	
Others Machinery & Equipment	2,880						2,880	
Total Land, vehicles & equipment	2,880		3,101			3,101	-221	
Logistics, Transport & Storage								
Transport & Vehicles Costs	192,790		115,373			115,373	77,417	
Logistics Services	0		2,500			2,500	-2,500	
Total Logistics, Transport & Storage	192,790		117,873			117,873	74,917	
Personnel								
International Staff	90,000		97,251			97,251	-7,251	
National Staff	14,000		22,802			22,802	-8,802	
National Society Staff	272,101		267,088			267,088	5,013	
Volunteers	26,982		8,986			8,986	17,996	
Total Personnel	403,083		396,128			396,128	6,956	
Consultants & Professional Fees								
Consultants	10,000		11,700			11,700	-1,700	
Total Consultants & Professional Fees	10,000		11,700			11,700	-1,700	
Workshops & Training								
Workshops & Training	74,500		24,062			24,062	50,438	
Total Workshops & Training	74,500		24,062			24,062	50,438	
General Expenditure								
Travel	18,830		17,032			17,032	1,798	
Information & Public Relations	99,824		22,405			22,405	77,419	
Office Costs	54,000		5,311			5,311	48,689	
Communications	65,250		14,578			14,578	50,672	
Financial Charges	23,400		8,882			8,882	14,518	
Other General Expenses	4,000		10,996			10,996	-6,996	
Shared Office and Services Costs	22,527		22,744			22,744	-217	
Total General Expenditure	287,831		101,949			101,949	185,882	
Indirect Costs								
Programme & Services Support Recover	316,231		111,875			111,875	204,356	
Total Indirect Costs	316,231		111,875			111,875	204,356	
Pledge Specific Costs								
Pledge Earmarking Fee			10,710			10,710	-10,710	
Pledge Reporting Fees	0		4,400			4,400	-4,400	
Total Pledge Specific Costs	0		15,110			15,110	-15,110	
TOTAL EXPENDITURE (D)	5,181,321		1,848,144			1,848,144	3,333,177	
VARIANCE (C - D)			3,333,177			3,333,177		

Disaster Response Financial Report**MDRZW011 - Zimbabwe - Food Insecurity**

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Budget Timeframe	2015/9-2017/5	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

IV. Breakdown by subsector

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
BL2 - Grow RC/RC services for vulnerable people							
Food security	5,181,321		1,899,019	1,899,019	1,848,144	50,875	
Subtotal BL2	5,181,321		1,899,019	1,899,019	1,848,144	50,875	
GRAND TOTAL	5,181,321		1,899,019	1,899,019	1,848,144	50,875	

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How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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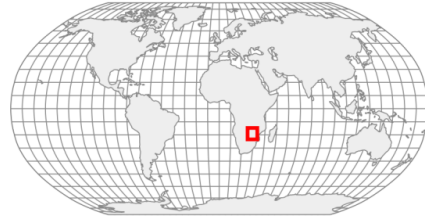


The IFRC's work is guided by [Strategy 2020](#) which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

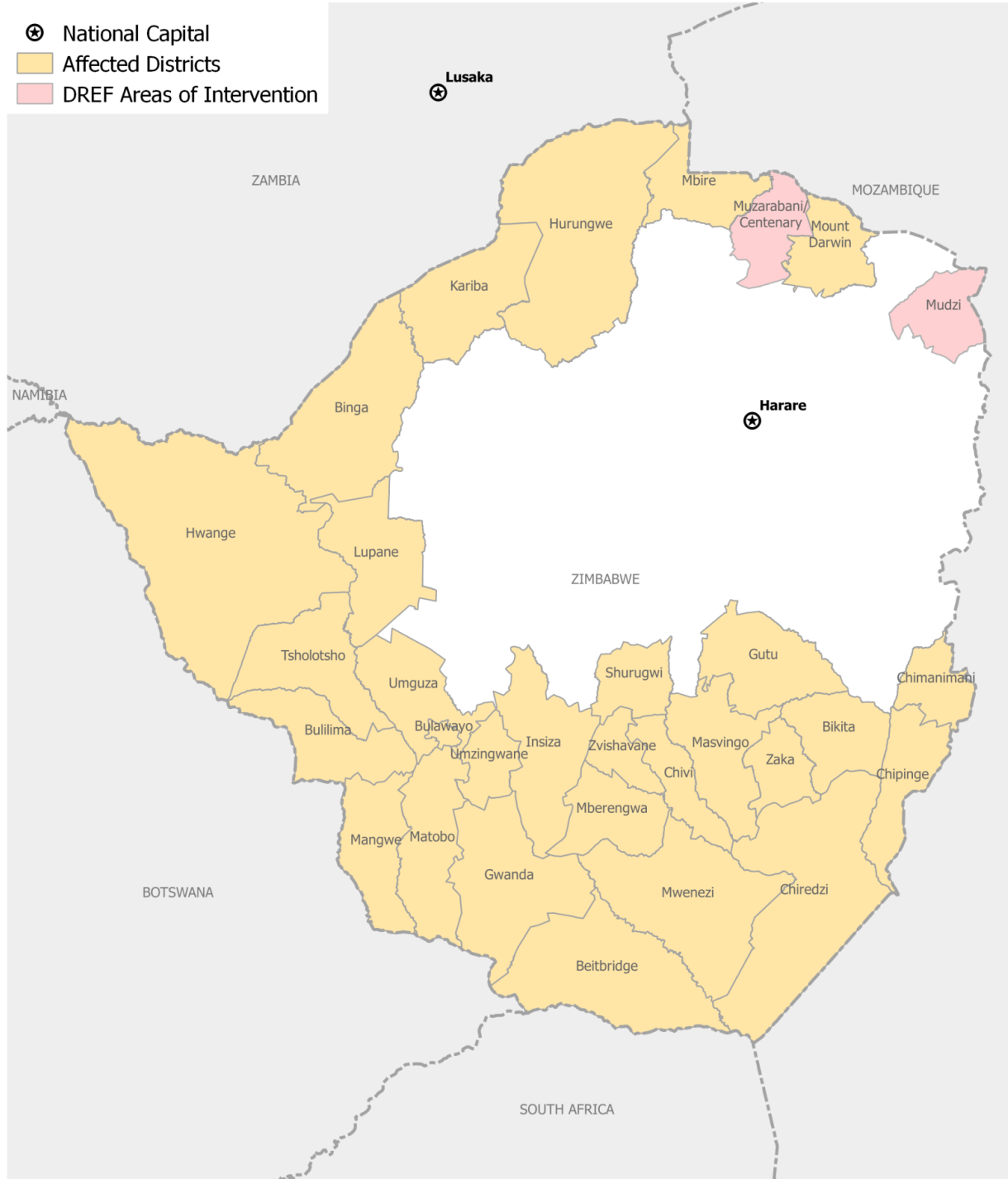


International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر



Zimbabwe, Food Security: DREF

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Map data sources: OCHA, GAUL, ICRC, IFRC

