

Operational Manual for Food and Nutrition Security Committees 2023

FOOD AND NUTRITION COUNCIL



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Foreword

In line with the Government of Zimbabwe's commitment to ensuring that every Zimbabwean is free from hunger and malnutrition, it was noted that the country needed a policy framework that facilitates the implementation of coordinated and multi-sectoral interventions to the country's food and nutrition situation. Zimbabwe's food and nutrition situation is a national priority which requires coordinated and multi-sectoral interventions. Government policies and strategies will therefore ensure the provision of frameworks for a cohesive multi-sectoral action, by fostering a shared vision and strategy for improved food and nutrition security. The food and nutrition security structures that have been put in place, should therefore ensure that various stakeholders at all levels are held accountable for their role in achieving the desired outcomes. Thus, the Food and Nutrition Security Committees (FNSCs) at all levels are integral structures in the fight against hunger and malnutrition.

The Food and Nutrition Council (FNC) has the mandate to ensure the establishment and technical coordination and oversight for the FNSCs at all levels from ward to national. The FNC is the technical agency of the Office of the President and Cabinet whose mission is to establish functional multisectoral food and nutrition systems and structures, monitor and evaluate prevailing food and nutrition situation in Zimbabwe towards a coordinated national response in addressing food and nutrition insecurity.

The Food and Nutrition Security Committees are expected to form the interface/nucleus to ensure that food and nutrition security is tackled in a coordinated and holistic manner. All stakeholders are accountable to ensuring that their sector meaningfully engages and contributes to improving food and nutrition security at all their levels of operation within the identified national priorities.

This updated Operational Manual for Food and Nutrition Security Committees aligns the functions and roles of the FNSCs to the National Development Strategy 1 and the newly develop Multisectoral Food and Nutrition Security Strategy.

Let us work better together.

Preface

The purpose of this manual is to provide an overview and operational guidance for ensuring effective coordination for the full functionality of the Food and Nutrition Security Committees. This includes institutional arrangements and accountability mechanisms based on sectoral mandates as well as the envisioned contribution to multi-sectoral food and nutrition security programming. The manual serves as a tool for the orientation of National and sub-national FNCSs describing their core functions and accountabilities both at committee level and at sectoral level. More so, it clearly outlines the principles and relevant policies and strategies.

Furthermore, this manual is designed to facilitate the establishment of the FNCSs and to provide guidelines for the continued operations of FNCSs within the framework of multisectoral collaboration as promoted and supported by the Food and Nutrition Council. In line with Policy Commitment 7 of the Food and Nutrition Security Policy, the FNC will guide the establishment and continued functionality of the FNCSs.

The manual also describes key conceptual frameworks that rationalise the Food and Nutrition Security Committees (FNCSs) within the context of Zimbabwe. The manual also describes how FNCSs should incorporate communities in the implementation of food and nutrition security strategies through the Multi-sectoral Community-Based Model and how implementation of programmes should take the bottom-up-approach.

This manual is guided by the following key strategies:

1. National Development Strategy 1
2. Multisectoral Food and Nutrition Security Strategy

SECTION I: Introduction and Background

1.1 Context: Brief historical perspective of FNCSs 1980-2017

During the 1980s and 1990s, Zimbabwe established structures referred to as Food and Nutrition Management Teams (FNMTs) at sub-national level. They existed from Provincial to Ward level and were supported by a National Steering Committee (NSC). Their purpose was to coordinate an integrated system for addressing food and nutrition insecurity. FNMTs principally were responsible for implementing two programs: the Child Supplementary Feeding Program (CSFP) and the Supplementary Food Production Program (SFPP). The CSFP targeted children under-five with food supplements while SFPP supported households with food production, particularly nutrition gardens.

The FNMTs were chaired by the Department of Agricultural Technical and Extension Services (AGRITEX) in the Ministry responsible for Agriculture. The Nutrition Department in the Ministry responsible for Health acted as the Secretariat and custodian of the funds and therefore taking lead in coordinating both the technical (particularly nutrition matters) and logistical aspects of the Food and Nutrition Programme. AGRITEX spearheaded matters pertaining to food production. Provincial and District Administrators played an important role in reinforcing participation by relevant Ministries and partners. The programme resources were mainly from treasury and complemented by international development funding¹, channeled through the Ministry responsible for Health. The NSC and the FNMTs together formed the basis for an integrated system for addressing food and nutrition insecurity. Their specific functions included:

- Promoting the production, preparation and consumption of relevant diverse foods.
- Mobilizing the community to directly participate in programme interventions including analysis of problems, identifying and implementing relevant projects e.g. Nutrition Gardens and Zunde raMambo.
- Assessing/appraising and monitoring the implementation of the Provincial, District and Ward FNMTs approved projects including mobilisation of resources and their allocation.

¹Sida and NORAD were some of the major funders of CSFP and SFPP. Additionally, the funds contributed to shaping the structures by financing study tours and staff development for key personnel.

- Influence sector policies and practices.

With the cessation of funding for the operations of the FNMTs, the teams either stopped or reduced functionality. The dis-functionality of the FNMTs coincided with heightened national socio-economic challenges amid shifts in development planning and funding relations between the Zimbabwean state and international partners.

The birth of the Food and Nutrition Council (FNC) in 2001 saw the entrusting and mandating of the coordination and the implementation of the Food and Nutrition Security issues to FNC. The FNC directs and oversees policy implementation by the Food and Nutrition Security Committees (FNSCs) which replaced the FNMTs following the commissioning of two studies in 2010 and 2011, which recommended the resuscitation of the FNSCs, this resulted in the resuscitation and strengthening of these committees through various initiatives across the country.

In 2014 - 2015, a multi-sector approach to reducing stunting was developed as part of the Food and Nutrition Security Policy (FNSP): the 'Multi-Sectoral Community Based Model (MCBM) for addressing food and nutrition insecurity for Stunting Reduction'. The MCBM was implemented based on two of the Food and Nutrition Security Policy's guiding principles; namely Principle 4 (strengthening collaboration across sectors, minimizing duplication and fostering collective accountability towards a shared goal) and Principle 5 (reinforcing the central role and responsibility that communities and civil society have in ensuring food and nutrition security policy). Four pilot districts (Chipinge and Mutasa in Manicaland Province and Chiredzi and Mwenezi in Masvingo Province) were selected for the programme on the basis of their stunting rates, poverty levels and other indicators. However, the MCBM has since been implemented in 15 more rural districts in 2017 and in 13 more rural districts in 2018. In 2019, six more rural districts were selected for the continuing rollout of the MCBM. Therefore, the MCBM is well-established in 38 of Zimbabwe's 60 rural districts, though at different stages of operationalization - 19 rural districts (the four pilot districts and the 15 districts added in 2017) and partially established in the other 19 rural districts added in 2018 and 2019.

1.2 Platform, structures and policy instruments for food and nutrition security

The chronic nature of food and nutrition insecurity that Zimbabwe continues to face cannot be addressed through vertical interventions implemented in isolation of each other. There is an increasing overlap between sectors on issues of food and nutrition security with all sectors concerned about improving resilience, reducing vulnerability, improving food security and nutritional outcomes towards a shared goal of improving economic growth. Obvious examples are agriculture, social protection and nutrition and public health. The absence of effective institutional frameworks, policy instruments and structures supporting these multi-sectoral approaches are usually a major constraint to further progress. Institutional frameworks and structures will need to be relevant and driven by a shared goal at national and sub-national levels with important players from Government, Academia and non-Governmental stakeholders, the private sector inclusive.

The establishment of Multi-sectoral Food and Nutrition Security Committees at all levels led to the realization of the need for an integrated implementation framework for food and nutrition security. In 2021, the FNC being the national convener for food and nutrition security has spearheaded the development of a five-year Multi-sectoral Food and Nutrition Security Strategy (MFNSS) which clearly outlines the strategies and key actions of the various sectors towards the shared vision of a Zimbabwe free from hunger and malnutrition.

SECTION II: Guiding Principles for the Food and Nutrition Security Committees

This section presents a summary of the national policies, strategies and frameworks that guide operations of the FNSCs. The overall policy or strategy is the National Development Strategy 1 (NDS1) and then the Multi-sectoral Food and Nutrition Security Strategy (2021-2025).

2.1 National Development Strategy 1 (NDS1)

The review of the Operational Manual for the Food and Nutrition Security is coming at a time when the Government of Zimbabwe has embarked on a new transformative and inclusive development agenda towards attaining the objectives of Vision 2030 while simultaneously addressing the global aspirations of the Sustainable Development Goals (SDGs) and Africa Agenda 2063. This new transformative and inclusive development agenda is going to be undertaken through the National Development Strategy 1: 2021-2025 (NDS1). As such, the operations of the FNSCs need to be aligned by this new transformative and inclusive development agenda, NDS1. The FNSCs will be a key vehicle through which the set goals and objectives for one of the 14 national priorities, *food security, nutrition and livelihoods*, will be implemented, monitored and achieved.

The National Development Strategy 1 was launched in November 2020 as a step towards Vision 2030 after the Transitional Stabilisation Programme (TSP) (2018-2020). This strategy forms part of Vision 2030 whose aim is to transform Zimbabwe into a 'prosperous and empowered 'middle income economy by 2030'. This strategy precedes the National Development Strategy 2 and both are regarded as medium-term plans to chart Zimbabwe's new development trajectory. The NDS1 contains programmes & projects aimed at eradicating poverty and promoting sustainable livelihoods for all population groups. The setting up of the NDS1 was a collective consultative process that included all line ministries, members of the tripartite and all Zimbabweans. The process involved setting up of national priorities, a steering committee, and appointment of thematic working groups chairs and co-chairs. A

nationwide consultative process with relevant stakeholders using an integrated results-based management (IRBM) approach was conducted through these thematic working groups. After all consultations there was drafting of NDS1, tabling before parliament final approval and launch.

The NDS1 has the following 7 objectives: i) Strengthen macroeconomic stability, characterised by low and stable inflation, as well as exchange rate stability ii) Achieve and sustain inclusive and equitable Real GDP growth; iii) Promoting new enterprise development, employment and job creation; iv) Strengthen Social Infrastructure and Social Safety nets; v) Ensure sustainable environmental protection and resilience; vi) Promote Good Governance and Corporate Social investment; and lastly vii) to modernize the economy through use of ICT and digital technology.

The strategy aspires to contribute to Vision 2030 through the realization of 14 national priorities with most having a huge bearing on food security, nutrition and livelihoods. These are Economic Growth and Stability; Food Security and Nutrition; Governance; Moving the Economy up the Value Chain & Structural Transformation; Human Capital Development; Environmental Protection; Climate Resilience and Natural Resource Management; Housing Delivery; ICT and Digital Economy; Health and Well-being; Transport, Infrastructure & Utilities; Image building and International Engagement and Re-engagement; Social Protection; Youth, Sport and Culture and Devolution.

2.2 Food and Nutrition Security Policy

Policy Goal

The overarching goal of the Food and Nutrition Policy for Zimbabwe remains to: **“promote and ensure adequate food and nutrition security for all people at all times in Zimbabwe, particularly amongst the most vulnerable and in line with our cultural norms and values and the concept of rebuilding and maintaining family dignity”**.

Policy Commitments

The Food and Nutrition Security Policy is best summarized in its seven (7) commitments.

COMMITMENT 1: Policy Advice and Analysis

Led by the Office of the President and Cabinet - The Government of Zimbabwe is committed to ensuring that policy instruments that protect and enhance food and nutrition security particularly amongst the most vulnerable, are formulated and inform Government and non-Government decision-making and action.

COMMITMENT 2: Agriculture and Food Security

Led by the Ministry responsible for Agriculture - The Government of Zimbabwe is committed to ensuring food security for all, including access to adequate, diverse and nutritious food by all people, at all times.

COMMITMENT 3: Social Assistance and Social Protection

Led by the Ministry Responsible for Social development - The Government of Zimbabwe is committed to ensuring that where social protections including social assistance programmes are implemented, these must contribute and enhance food and nutrition security of the most vulnerable in the short and medium term.

COMMITMENT 4: Food Safety and Standards

Led by the Ministry Responsible for Health - The Government of Zimbabwe is committed to the provision of safe and wholesome food to all. Consequently, all food whether imported or locally produced shall meet national Public Health legislation and international standards for quality and safety.

COMMITMENT 5: Nutrition Security

Led by the Ministry Responsible for Health - The Government of Zimbabwe is committed to ensuring nutrition security for all through the implementation of evidence-based nutrition interventions that are integrated within a broad public health framework including health services, water and sanitation.

COMMITMENT 6: Food and Nutrition Security Information: Assessment, Analysis and Early Warning

Led by the Food and Nutrition Council and ZimSTATS - The Government of Zimbabwe is committed to ensuring a national integrated food and nutrition security information system that provides timely, reliable information on the food and nutrition security situation, effectiveness of programmes and informs decision-making

COMMITMENT 7: Enhancing and Strengthening National Capacity for Food and Nutrition Security

Led by the Food and Nutrition Council - The Government of Zimbabwe is committed to enhancing and strengthening national capacity in food and nutrition security primarily through supporting and reinforcing local community capacity and responsibility for food and nutrition security, applied context-specific research and learning and multi-sectoral professional training in food and nutrition security.

2.3 Multisectoral Food and Nutrition Security Strategy (2021-2025)

The development of the Multi-sectoral Food and Nutrition Security Strategy (MFNSS) meant to operationalize the Food and Nutrition Security Policy, is also key to the functionality of FNSCs. The MFNSS works well within sectors to reiterate the multi-sectoral nature of the food and nutrition security problem and the need for multiple sectors to integrate food and nutrition security into their programming. Key is also the monitoring and evaluation framework of the Strategy which recognizes key indicators to be monitored in order to track the effectiveness of food and nutrition security programming. The Strategy is summarized below:

Vision, Mission and Guiding Principles of MFNSS

- The **Vision** of the MFNSS is “Food and nutrition security for all Zimbabweans by 2025”.
- Its **Mission** is “To provide a multi-sectoral guiding framework for coordinated food and nutrition security interventions in Zimbabwe”.
- **Guiding Principles:** The successful implementation of the MFNSS is preconditioned on a number of guiding principles. Among them is that “no one should be left behind”. To

achieve this, the strategy has mainstreamed, gender equality and the involvement, participation and direct targeting of population groups at risk of exclusion such as youth, adolescents, people living with HIV and AIDS, persons living with disabilities, the elderly, orphans and other vulnerable children, and people in institutions of special care.

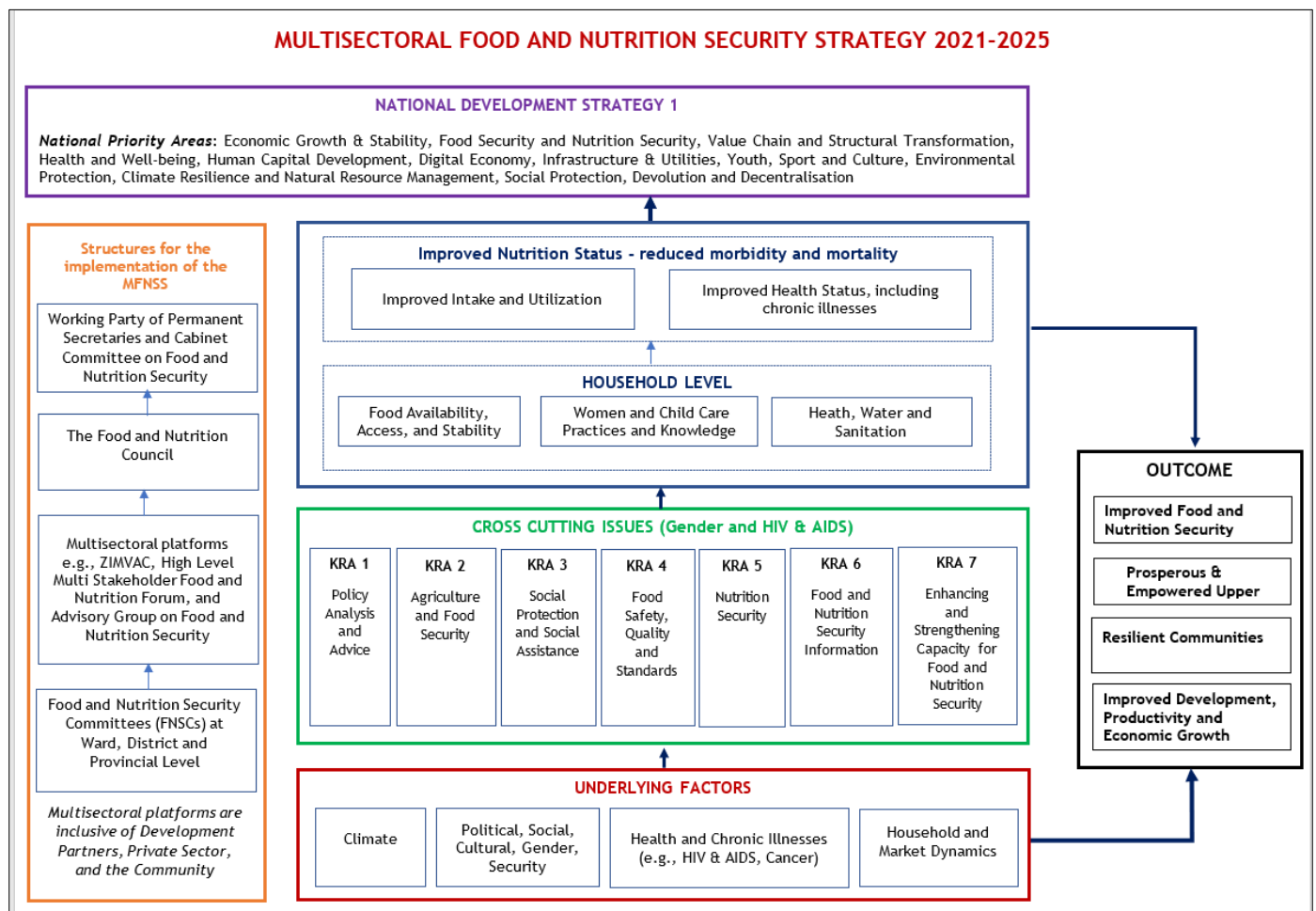
- To maximise impact, the MFNSS is underpinned by the Integrated Results Based Management (IRBM) system, which inculcates a culture of generating evidence (results measurement), aligning resources to areas of high impact, improving service quality through capacity development, and continuous improvement through lessons learnt. Relevance of interventions is ensured through gendered, life cycle, localised and context-specific problem analyses, as well as accountability across the public sector.

Key Result Areas for the MFNSS

The Multi-sectoral Food and Nutrition Security Strategy (2021-2025) (See Figure 1) has seven KRAs guided by the Food and Nutrition Security Policy and will also be used as a tool to monitor progress in food and nutrition programme implementation.

- KRA 1 Policy Analysis and Advice.
- KRA 2 Agriculture and Food Security.
- KRA 3 Social Protection and Social Assistance.
- KRA 4 Food Safety, Quality and Standards.
- KRA 5 Nutrition Security.
- KRA 6 Food and Nutrition Security Information.
- KRA 7 Enhancing and Strengthening Capacity for Food and Nutrition Security.

Figure 1. Key components of the Multi-sectoral Food and Nutrition Security Strategy



2.4 Other policies and strategies

The FNCSs are also guided by other international, regional and national frameworks relevant to food and nutrition security such as the African Regional Nutrition Strategy (ARNS), SADC Food and Nutrition Security Strategy, the Comprehensive African Agricultural Development Programme (CAADP), the Scaling Up Nutrition (SUN) and the Sustainable Development Goals to which Zimbabwe is a signatory. The FNCSs are also responsible for the implementation of other national policies and strategies in other sectors such as Agriculture, Health, Social Development, Gender, etc.

2.5 Institutional Structures, Accountabilities and Implementation

The National Accountability Structures for Food and Nutrition Security Programming and Policy Implementation depicted in Figure 2 show the structures and that govern the implementation of the Food and Nutrition Security Policy in Zimbabwe.

2.5.1 The Food and Nutrition Council

The Food and Nutrition Council is mandated to “promote a cohesive national response to the prevailing household food and nutrition insecurity through coordinated multi-sectoral action”. The FNC carries out research, advocacy, ensures food standards compliance, operational capacity building, provides policy advice and monitors and evaluates implementation of the Food and Nutrition Security Policy.

2.5.2 Cabinet Committee on Food and Nutrition Security

To ensure effective implementation of the Food and Nutrition Security Policy, a high-level Cabinet Committee on Food and Nutrition Security was established in order to provide the necessary political leadership and effective coordination of the various sectors. The Committee is chaired by the Honourable Vice President and the Minister of Agriculture is the Deputy Chairperson.

The membership of the Committee comprises of the following:

- Ministry responsible for Agriculture (Vice Chairperson)
- Ministry responsible for Health
- Ministry responsible for Social Development
- Ministry responsible for Information
- Ministry responsible for Finance
- Ministry responsible for Women Affairs
- Ministry responsible for Youth
- Ministry responsible for Local Government
- Ministry responsible for Education
- Ministry responsible for Tourism
- Ministry responsible for Transport
- Ministry responsible for Industry and Commerce
- Ministry responsible for Environment
- Ministry responsible for Defence

2.5.3 Working Party of Permanent Secretaries

The Cabinet Committee on Food and Nutrition Security is assisted in executing its mandate by a Working Party of Permanent Secretaries whose Ministers are members of the Cabinet Committee. The Working Party of Permanent Secretaries is chaired by the Deputy Chief Secretary to the President and Cabinet. The Permanent Secretary for Agriculture is the Deputy Chairperson. The Food and Nutrition Council provides technical support to the Working Party.

2.5.4 Food and Nutrition Security Advisory Group (FNSAG)

An advisory group, with representatives from Government, UN, donors, NGOs and academia, provides a forum for dialogue and consensus building on national food and nutrition security issues. Membership of the Food and Nutrition Security Advisory Group is drawn from the key ministries in the Cabinet Committee on FNS.

2.5.5 National Food and Nutrition Security Committee

Food and Nutrition Security Committees have been established throughout the country at National, Provincial, District and Ward levels. At the national level, the implementation of the Food and Nutrition Security Policy is directed with the support of a multi-sectoral National Food and Nutrition Security Committee drawn from the same ministries as the Cabinet Committee.²

2.5.6 Zimbabwe Vulnerability Assessment Committee (ZimVAC)

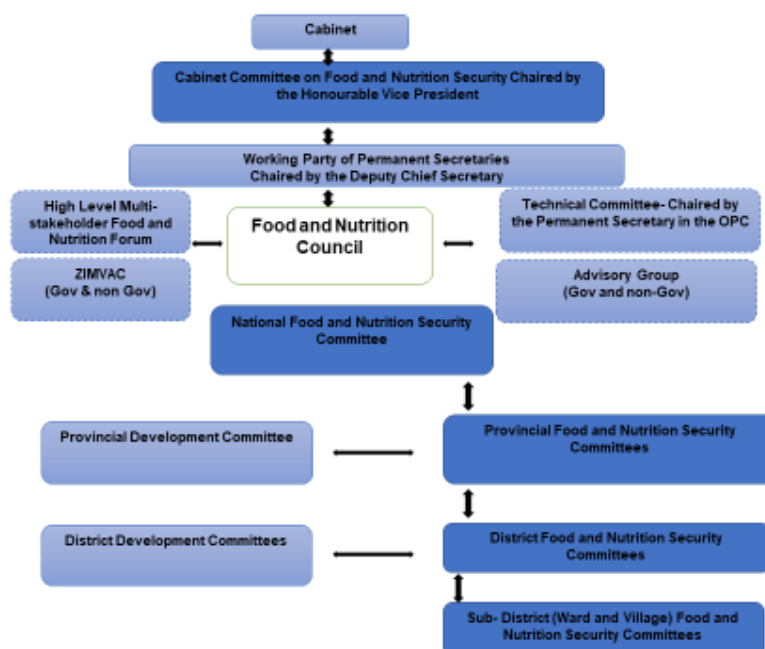
Zimbabwe Vulnerability Assessment Committee (ZimVAC) acts as a technical “Advisory Committee”, with representatives from Government, UN, NGOs, donors and research, to assist FNC to design and implement the national Food and Nutrition Security Information System (FNSIS). ZIMVAC also interfaces with SADC Regional Vulnerability Assessment & Analysis Programme (SADC RVAA). The FNSCs present a platform for multi-sectoral assessment, analysis and program implementation at all levels that can ensure the transformation and functionality of the FNSIS at decentralized level.

² The National Food and Nutrition Security Committee must include representation from the Ministries of labour and social development, health, agriculture, economic planning, finance, local government, water, education and must include a representative from the relevant Authority on food safety and quality.

2.5.7 Devolution and Decentralisation

The functionality of the FNSCs hinges upon Devolution and Decentralisation relying on functionality of local government structures that allow citizens to participate in the development of their constituencies. Sustainable development relies heavily on community-ownership of food and nutrition initiatives. FNSCs are meant to promote a people-centred approach that places ownership and control of the development process within the community. Communities cease to be just beneficiaries of projects and programmes but become masters of their own destiny. It enables a greater layering of interventions, fostering complementary measures that build a stronger rationale for synergies across programme areas. This is so because the community-based approach establishes a sustainable common planning platform that facilitates local coordination.

Figure 2: National Accountability Structures for Food and Nutrition Security Programming and Policy Implementation



SECTION III: The Work of Food and Nutrition Security Committees

This section outlines the conceptual Frameworks, Mandate, Principles and Core Functions underpinning the work of the Food and Nutrition Security Committees FNCS

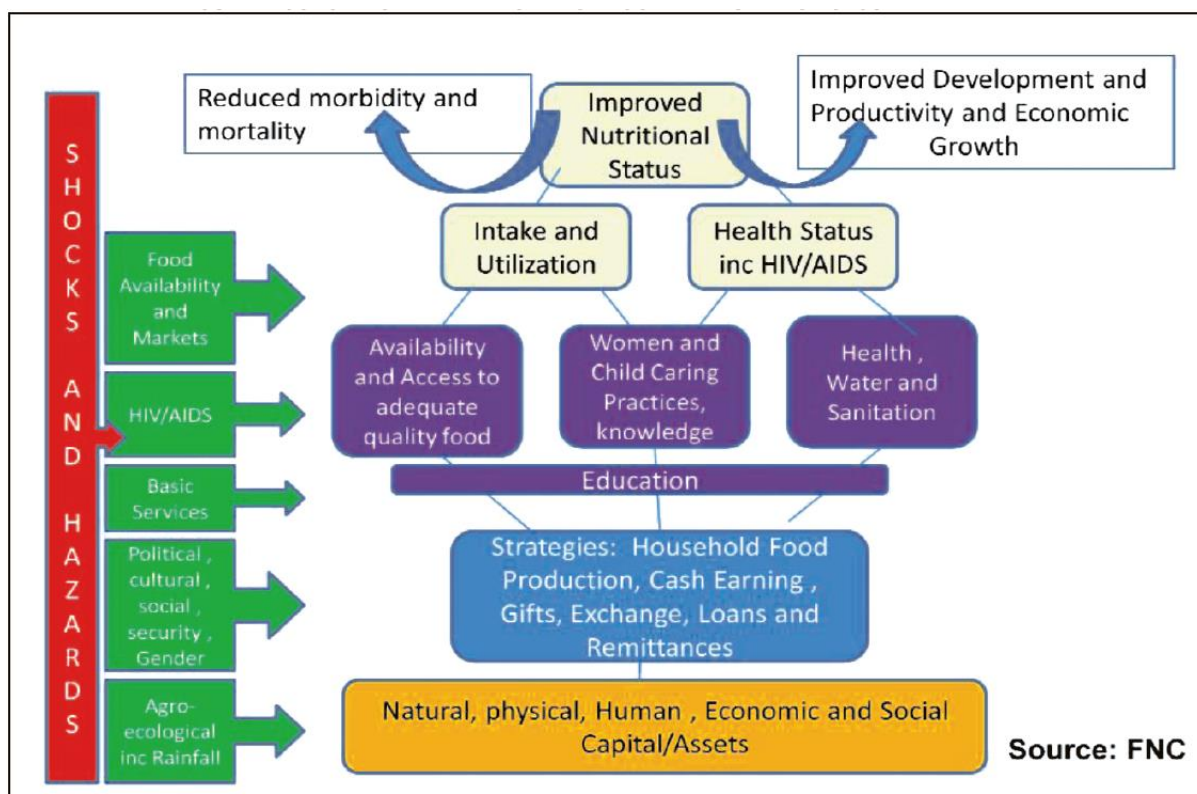
3.1 Conceptual Frameworks underpinning work of FNCS

The work of the FNCS is underpinned by well-defined conceptual frameworks that aim to harness multisectoral efforts towards food and nutrition insecurity. There are principally two conceptual frameworks that inform and underpin the work of the FNCS.

3.1.1 Conceptual Framework for Food and Nutrition Security

The conceptual framework shown in **Figure 3** below underpins and informs the work of the FNCS. It illustrates and reinforces the multiple causes of food and nutrition insecurity, the inter-connectedness of sectors and implies the need for multi-sector analysis and response to food and nutrition insecurity within a broader livelihoods and economic framework.

Figure 3: Conceptual Framework for Food and Nutrition Security in Zimbabwe



Nutritional status - the conceptual framework recognizes that the manifestation of malnutrition is a result of a number of direct and indirect causes. Nutritional status is recognized through measuring anthropometric changes (undernutrition, stunting and wasting) but also micronutrient status. It also recognizes that good nutritional status will lead indirectly to better outcomes in morbidity and mortality as well as improved education outcomes, productivity and development.

Immediate causes - the immediate causes of nutritional status manifest themselves at the level of the individual. Adequate food intake must be adequate in quantity and quality. To ensure that food is utilized effectively, food should be consumed in appropriate combinations. This is influenced by a number of factors such as intra-household distribution, beliefs and taboos of food. There are also strong synergistic relationships between health status and nutritional status. Sick people (including those affected by HIV/AIDS) are likely to lose appetite, digest food less effectively and lose some nutrients to fight infection. In turn a poorly nourished person has less immunity to infection.

Underlying causes - these immediate causes are influenced by a set of inter-related underlying causes manifesting themselves at the household level. The three categories of underlying causes include household food security, adequate caring practices as well as a good health environment and access to health services.

Livelihoods strategies and assets - these underlying causes are influenced by livelihood strategies and assets. Food security is the outcome of the livelihood strategies adopted by a household. It includes the activities required for a means of living. The livelihood strategies are based on these assets or capital available to the household, which include its human social and natural and physical and financial resources. A livelihood strategy is sustainable when “it can cope and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base”.

Context - the underlying causes, livelihood strategies and assets will be informed by the broader national and regional context within which households and communities exist. This includes the overall food availability and market system in the country, the prevalence of HIV/AIDS in the country, the policies, capacities and infrastructure in place to support basic services (including education, health, water). The context is influenced by the broader social and economic, political environment as well as the agro-ecological patterns prevailing.

Shocks and Hazards - several different shocks and hazards (existing, emerging and new) are likely to continue to impact on the context and people's livelihoods. These may include the broader economic global crisis (economic slowdown), climate change and resulting recurrent flooding and droughts, political instability (which may lead to displacement or economic decline).

3.1.2 Multi-sectoral Community Based Model (MCBM) - Conceptual Framework

Achieving global targets for reducing undernutrition calls for a multisectoral approach that includes scaled-up, proven, nutrition-specific interventions as well as nutrition-sensitive interventions and approaches. Multisectoral approaches represent a prominent ideological consensus of many actors to address the multi-faceted and complex causes of most nutrition, public health and food problems, a consensus influenced by historical roots, and the current political, financial and institutional landscape. As nutrition is a multisectoral problem with multisectoral solutions, a multi-sector approach is required to address the multifaceted challenges of malnutrition. The MCBM is based on the principle that the community should determine and prioritise the challenges and interventions that should be solved through multisectoral efforts of the government and all other stakeholders and sectors. Figure 4 depicts the core elements of the MCBM Framework.

Key components of the MCBM Implementation Framework

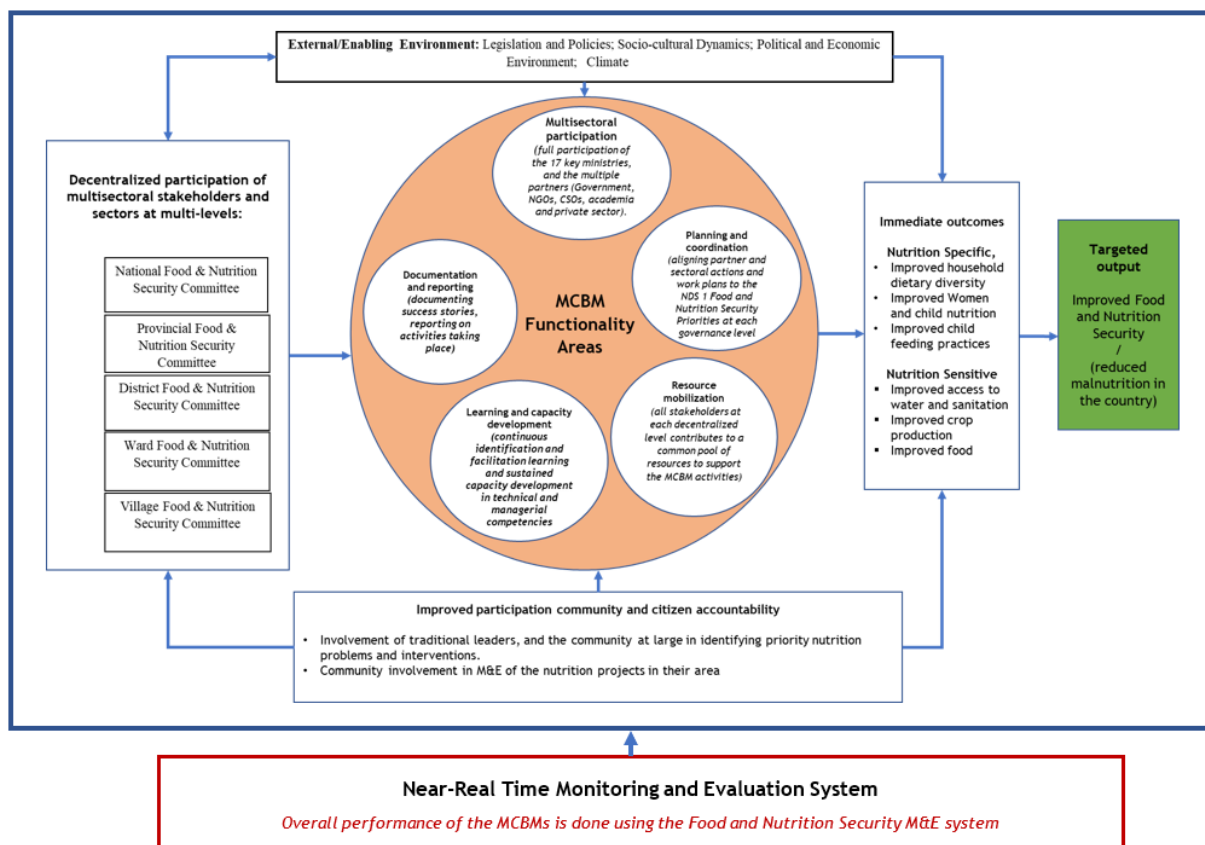
i. Devolution and multisectoral participation at multi-levels

Instead of focusing on one level, the implementation framework draws from and reflects on the process of multisector collaboration that involves multiple partners and sectors at multiple levels at national, provincial, district, and ward level. The participation of the multisectoral partners and sectors occurs at multi-levels through the existing Food and Nutrition Security Committee (FNSC) structures that have been established at national, provincial, district and ward level and mandated to work towards a common goal – ensuring food and nutrition security in Zimbabwe as stipulated in the National Food and Nutrition security policy. The participation of the different sectors at different levels, i.e., national, province, district, ward and village level (as indicated in Figure 4) also reflects and aligns the MCBM to the Devolution and Decentralisation Policy.

ii. Community participation and Involvement

Community participation is critical to the successful implementation of community-based programmes such as the MCBM. Community participation in MCBM should take place during any of the following activities: needs assessment; planning; mobilization; training; implementation and monitoring and evaluation. In addition, community leaders, such as chiefs and village headmen need to be empowered to propose and implement relevant policies that advance the food and nutrition security agenda in their jurisdiction. The community leadership should be mandated with overseeing the MCBM activities within their communities and should take lead in implementing the MCBM activities. Figure 4 below shows how communities can participate and be involved in the implementation of nutrition programmes in their communities³.

Figure 4. Core elements of the MCBM Framework



³ Please refer to the document: Implementation Framework for Multisectoral Community Based Model for Food and Nutrition Security in Zimbabwe, April 2021

3.2 Mandate of the Food and Nutrition Security Committees (FNSCs)

The FNSCs will lead the co-ordination of food and nutrition security activities at sub-national level through providing a platform for interaction amongst relevant Government Ministry representatives, development partners, academia and the civil society. The Food and Nutrition Security Committees will be guided by policies and strategies that promote, support and impact on food and nutrition security.

3.3 Principles underpinning the work of the FNSCs

There are four principles that underpin the work of the FNSCs: -

Principle 1: To be relevant at national and sub-national levels as a platform to promote food and nutrition security.

Principle 2: To reinforce collaboration across levels, between sectors, minimize duplication among partners and foster collective accountability towards a shared goal in food and nutrition security.

Principle 3: To strengthen the application of food and nutrition security policies and strategies into practice and to ensure research informs policy planning and implementation.

Principle 4: To foster nationally owned, community-driven and context-specific programmes that effectively contribute towards food and nutrition security.

3.4 Institutional and Operational Framework

The broader institutional structure for FNSCs is as illustrated in the diagram on institutional structures. As described in the Food and Nutrition Security Policy, the functioning of the FNSCs at the sub-national level will be informed by the following operational mandates and framework:

- The members of the Food and Nutrition Security Committees will include representatives from at least Ministries responsible for Health, Agriculture, Social development⁴, Local Government, Education, Gender with the participation of UN, NGOs, private sector, academia and civil society working at sub-national level.

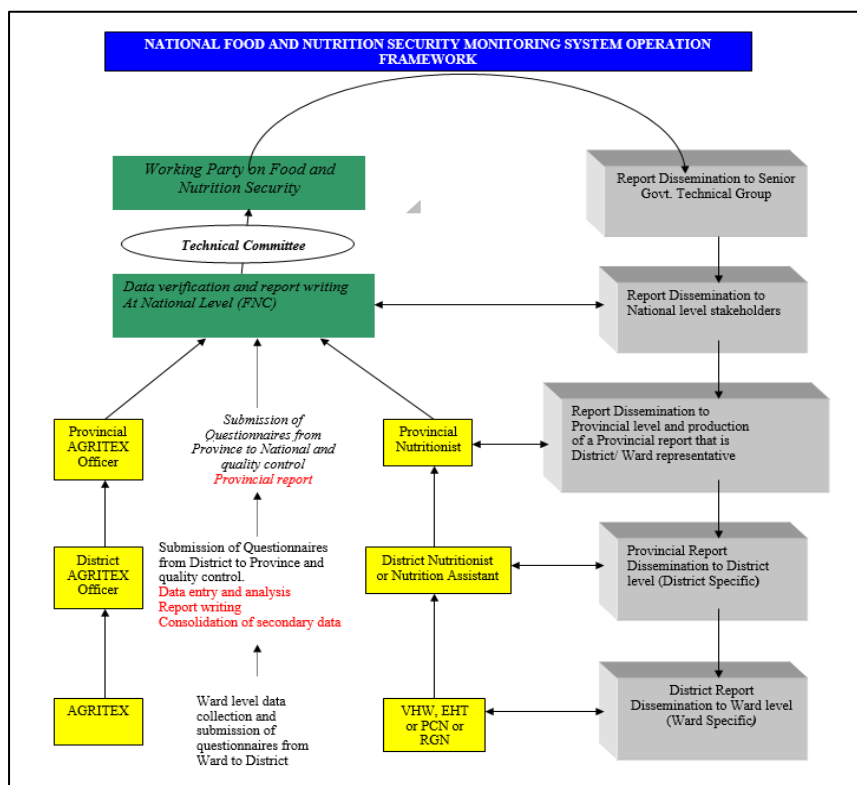
⁴Ministries from labour and social development, health and agriculture will have leadership responsibilities in the food and nutrition security teams.

- The Food and Nutrition Security Committees ensure that food and nutrition security is an integral component of planning under the Development Committees.
- Each individual Ministry/sector representative has accountability towards multi-sectoral collaboration which is reflected in their administrative arrangements and procedures.

SECTION IV: Food and Nutrition Security Committee Accountability Mechanisms, Membership and Functions

FNSCs are guided by a layered accountability mechanism. The FNSCs should channel information and reports to the next level to ensure that appropriate action is taken. Simultaneously the different members of the FNSCs will ensure that reports and documents of their activities are submitted to their line ministries or chain of command. The Food and Nutrition Council will receive, analyse and synthesize reports that will contribute to the Food and Nutrition Security Information System as well as to the State of Food and Nutrition Security in Zimbabwe advocacy documents. The following diagram, Figure 5, shows the reporting structure that will be used from Ward level to FNC. The FNC will ensure that national stakeholders are sensitized to issues arising, whilst advocating with relevant authorities for early action.

Figure 5: Food and Nutrition Security Monitoring System Operation Framework FNSCs



4.2 Functions of the FNC with respect to the FNSCs

- Advocate and provide support for strengthening the capacity (knowledge, skills and resources) for multi-sectoral food and nutrition security programming. Advocate with senior authorities in Government sectors and development partners for support for the effective functioning of the FNSCs.
- Facilitate the development of guidance material that define and enhance the contribution of FNSCs to national food and nutrition security. Facilitate learning and sharing across FNSCs.
- Facilitate and advocate for the mobilization of resources for food and nutrition security interventions.
- Act as convener of NFNSC.

NFNSC Core Members

- Ministry responsible for Agriculture (chair)
- Ministry responsible for Social development (co-chair)
- Food and Nutrition Council (convener/secretariat)
- Ministry responsible for Health (co-secretariat)
- Ministry responsible for Local Government

DFNSC Core Members

- Ministry responsible for Agriculture (chair)
- Ministry responsible for Social development (co-chair)
- Local Government and Local Authorities (convener/co-secretariat)
- Ministry responsible for Health (co-secretariat)
- Ministry responsible for Information

4.3 Membership of the National Food and Nutrition Security Committees (NFNSCs)

The National Food & Nutrition Security Committee comprises of senior technical representatives drawn from:

- Ministry responsible for Agriculture (chair)

- Ministry responsible for Social development (co-chair)
- Food and Nutrition Council (convener/secretariat)
- Ministry responsible for Health (co-secretariat)
- Office of the President and Cabinet
- Ministry responsible for Local Government
- Ministry responsible for Women Affairs
- Ministry responsible for Youth
- Ministry responsible for Education
- Ministry responsible for Information
- Public Service Commission
- ZIMSTATS
- National Aids Council (NAC)
- UN Partners (e.g., UNWOMEN, UNICEF, FAO, WFP, WHO etc)
- Development partners including donors and non-governmental organizations
- Academia
- Private sector (e.g., CFU, ZFU, Farmer organizations, Agro-processing organizations, Food & Beverage, Seed House organizations)

4.4 Terms of reference of the National Food and Nutrition Security Committees (NFNSCs)

- To monitor and guide the implementation of the Food and Nutrition Security Policy at all levels
- To facilitate a multi-sectoral community-based approach to food and nutrition programming at all levels.
- To guide and support strategies for the integration of food and nutrition security within the context of economic growth and development.
- To advocate and lobby for prioritization of food and nutrition security programming within their relevant sectors.
- To facilitate and strengthen multi-sector consultation for food and nutrition security.

- To ensure support for the effective functioning of sub-national Food and Nutrition Security Committees (FNSCs)
- Participate and support assessments and early warning activities as needed.
- To ensure mentorship and capacity building of sub-national Food and Nutrition Security Committees.
- To ensure, monitoring and evaluation of work of the Food and Nutrition Security Committees through functionality assessments
- Review FNSCs quarterly reports and provide feedback.
- Compile national level quarterly reports and submit findings to National Food and Nutrition Security Advisory Group.

4.5 Provincial and District Food and Nutrition Security Committees (PFNSCs and DFNSCs)

Membership of the FNSCs: The FNSCs comprise a minimum quorum of members from representatives from the:

1. Ministry responsible for Agriculture – chair
2. Ministry responsible for Social development – co-chair
3. Ministry responsible for Health - secretariat
4. Ministry responsible for Local government-convener
5. Rural District Council-co-secretariat
6. Ministry responsible for Information
7. Ministry responsible for Women Affairs
8. Ministry responsible for Education
9. Ministry responsible for Youth
10. ZIMSTAT
11. RIDA
12. GMB
13. EMA
14. NAC

These representatives will work closely with additional senior representatives from:

1. Local authorities and traditional leadership
2. Public Service Commission
3. UN or civil society (NGOs)
4. Private sector
5. Academia (Universities, Research Bodies, Polytechnics etc)

4.5.1 Chair and Co-Chair of the FNCSs

The Chairperson of the FNCS will be the Ministry responsible for Agriculture and Ministry responsible for Social development will be the Co-chair. In the absence of the chair, the co-chair will chair.

Functions of the Chairperson

- Chair meetings on a monthly basis, or more frequently as required, and ensure meetings begin and end on time.
- Summarize and document the key outcomes and action points from each of the meetings.
- Together with Local Government, communicate the outcomes of the meeting to Provincial Development Committees (PDCs) and other relevant committees and authorities.
- Support the Secretariat functions as required.

4.5.2 Secretariat of the FNCSs

The secretariat will be provided by the Ministry responsible for Health in particular the officer responsible for Nutrition.

Functions of the Secretariat

- Liaise with Chairperson and Local Government to ensure meetings are conducted on a regular basis
- Ensure that the meeting agenda and expected outputs are prepared for the FNCS meetings and disseminate minutes of the meeting in a timely manner.

- Manage any resources (finance, computers) committed to support the functioning of the FNSCs.
- In collaboration with the two co-chairs, assist in the planning and organization of any capacity development and training activities for the FNSCs.
- In collaboration with the two co-chairs and the FNSC members, compile the reports for FNSC's activities and performance.
- In collaboration with the co-chairs and Local Government ensure that reports are submitted regularly to National Food and Nutrition Security Committee.

4.5.3 Functions of the Convener

- The convener will provide overall coordination and facilitation for the functioning of FNSCs
- Ensure multisector representation in food and nutrition security activities

4.5.4 Functions of Local Authorities (RDC and Urban Councils)

- Mobilize resources to support DFNSC activities and meetings
- Ensure that FNSC budget line is included in the local development plans
- Ensure FNSC representation in council meetings
- Advocate for creation and endorsement of pro-development Food and Nutrition community by laws

4.5.5 Functions of traditional leadership

- Mobilize communities for food and nutrition security initiatives
- Create and endorse pro-development Food and Nutrition community by-laws
- Promote and uphold food and nutrition security amongst the most vulnerable and in-line with cultural norms and values
- Resolve disputes amongst people in their community
- Exercise any other functions conferred or imposed on them by an Act of Parliament

4.6 Roles of different members of the FNSC

In addition to the functions listed above (where relevant), the individual officers will also have responsibility to technically contribute in their relevant sectors. Individual officers are responsible for communicating work plans, progress and actions of the FNSC to their line ministries. Informed by the food and nutrition security policies and other key strategies, the officers will focus on the following responsibilities in their roles as key members of the FNSCs.

Ministry responsible for Agriculture

The Provincial and District Agriculture Officers will:

- Ensure technical support for promotion and production of diverse and nutritious foods (crops and livestock)
- Equip farmers with the technology and approaches that help mitigate the adverse effects of unreliable rainfall and climate change.
- Enhance and strengthen post-harvest management (processing, preservation storage, transport)
- Ensure that appropriate nutrition objectives and indicators are incorporated within agricultural programmes
- Provide food and nutrition security information based on sector specific assessments to be included into the information management system.
- Serve as an information conduit to all departments within Ministry of Agriculture regarding activities of the FNSC.
- Ensure that opportunities for integration of food and nutrition security activities into agricultural education and in-service, training are identified
- Assume Chairperson role of the FNSC
- Serve as a voice of the community to the FNSCs

Ministry responsible for Social development (Social development Officer)

- The Provincial and District Social development Officer will:

- Ensure that the design of social assistance programmes (social transfers including safety nets etc)⁵ contribute to and enhance food and nutrition security in the area.
- Ensure that nutrition security objectives and indicators are incorporated in social assistance programmes.
- Ensure social assistance/transfer programmes have clearly defined objectives and targeting mechanisms to contribute to food and nutrition security (distinguishing between chronic, transitory and acute food insecurity) and these meet universally accepted minimum standards.
- Ensure that nutrition information and communication is incorporated in social assistance programmes, as a means to enhance food and nutrition security.
- Ensure that community capacities including positive coping strategies are enhanced to ensure that communities increasingly own and inform social assistance programmes.
- Serve as an information conduit to all departments within Ministry of Social development regarding activities of the FNSC
- Assume Co-Chairperson duties of the FNSC
- Serve as a voice of the community to the FNSCs

Ministry responsible for Health

The Provincial and District Health Officers responsible for Nutrition, Health Promotion, Food Safety and WASH will:

- Recognize the diverse and multiple causes of malnutrition and will enhance and reinforce multi-sectoral coordination, analysis and response to problems of malnutrition and food insecurity

⁵Social assistance programmes can include food assistance, cash transfers, food/cash for assets, and support for chronically ill including TB/HIV-AIDS, supplementary feeding programmes, school feeding, and inputs for vegetable for agricultural production.

- Provide nutrition technical support to other sectors, particularly in support of relevant indicators, inclusion of nutrition communication, education and behaviour change communication.
- Ensure that diverse interventions are in place which addresses chronic malnutrition, in particular, infant and young child feeding, maternal health and nutrition, micronutrient deficiencies, safe water and hygienic practices.
- Ensure that there is adequate capacity for treatment of acute malnutrition and if required, capacity to scale up in the event of a significant deterioration of the nutritional situation.
- Support nutrition surveillance and monitoring activities within the province/district.
- Serve as an information conduit to all departments within Ministry of Health regarding activities of the FNSCs
- Proffer secretariat role for FNSCs
- Serve as a voice of the community to the FNSCs

Ministry of Information, Publicity and Broadcasting services responsible for Advocacy and Communication

The Provincial and District Information Officer will:

- Develop an advocacy and communication framework that promotes FNSC visibility
- Bridge the rural- food and nutrition security information divide
- Articulate and promote Government Food and Nutrition Security policies and programmes
- Facilitate a two-way communication between FNSC and community
- Build a good image of the FNSC
- Develop informative FNSC documentaries, lessons learnt, best practices
- Coordinate FNSC learning events, exhibitions and media tours
- Serve as a voice of the community to the FNSCs

The office of the Minister of State for Provincial Affairs and Devolution

Secretary for Provincial Affairs and Devolution will :

- Provide an overall coordination function of the FNSCs in the province
- Ensure that development partners and non-state actors in food and nutrition security align and prioritise programmes and activities as defined by the FNSCs.
- Ensure adequate mobilisation and sensitisation of other Government departments on the role and activities of the FNSCs.
- Ensure food and nutrition security is well placed on the provincial development agenda.
- Support implementation of sector programmes that contribute to improved food and nutrition security and
- Support resource mobilization for activities of the provincial FNSCs.
- Manage conflicts that may arise amongst members of the FNSC.

Ministry responsible for Local Government

The District Development Coordinator will:

- Provide an overall coordination function of the FNSCs.
- Ensure that development partners and non-state actors align and prioritise programmes and activities as defined by the FNSCs.
- Ensure adequate mobilisation and sensitisation of other Government departments on the role and activities of the FNSCs.
- Ensure food and nutrition security is well placed on the development agenda.
- Support implementation of sector programmes that contribute to improved food and nutrition security.
- Support resource mobilization for activities of the FNSCs.
- Manage conflicts that may arise amongst members of the FNSC.
- Ensure sensitization of all authorities prior to food and nutrition related assessments and activities.
- Serve as an information conduit to all departments within Ministry of Local Government regarding activities of the FNSCs

- Serve as a voice of the community to the FNSCs

Ministries responsible for Women Affairs, Gender and Youth

The Gender and Community Development Officers will:

- Ensure that nutrition programmes are designed with an explicit recognition of men ,women and youth in food and nutrition security.
- Support the diversification of livelihoods (beyond agriculture) where relevant, to increase resilience of households.
- Support context specific community-based food and nutrition security activities.
- Ensure that women’s decision-making power in relation to food and nutrition security is strengthened and that women are assured a positive supportive environment (e.g., among family members), particularly in relation to support of optimal infant and young child feeding practices.
- Support community-based education activities
- Serve as an information conduit to all departments within Ministry of Women’s Affairs, Gender and Community Development as well as the Ministry responsible for Youth regarding activities of the FNSC.
- Serve as a voice of the community to the FNSCs.

Ministry responsible for Education

The Provincial and District Education Officers will:

- Ensure that opportunities for integration of food and nutrition security activities into education and schools are identified.
- Ensure that Ministry of Education programs improve knowledge on food and nutrition security.
- Where a school feeding programme is in existence, ensure that the programme is implemented using a comprehensive approach including teacher training, school vegetable gardens and nutrition education.

- Support and report on food and nutrition security issues highlighted through school related activities (attendance and performance).
- Serve as an information conduit to all departments within Ministry of Education regarding activities of the FNCSs.
- Serve as a voice of the community to the FNCSs

Environmental Management Agency (EMA) and Forestry Commission

- Community-based education activities on wetland conservation and agriculture.
- Ensuring the sustainable management and utilisation of natural resources and protection of the environment by communities and promote sustainable livelihood activities.
- Serve as a voice of the community to the FNCSs

Rural Infrastructure Development Agency (RIDA)

- Mobilize resources to support the putting up of new water points and rehabilitation of existing facilities.
- Training of communities on Community Based Management of water facilities.
- Provide tillage of land to promote food and nutrition security.
- Infrastructure development
- Serve as a voice of the community to the FNCSs

ZIMSTAT

- Undertake collection, analysis and use of livelihoods information and ensure that there is ownership and utilization of information at all levels.
- Serve as a voice of the community to the FNCSs

Academia

- Provide relevant up to date scientific evidence to enhance food and nutrition programming
- Actively engage and contribute to planning and implementation processes of the FNCS
- To come up with context specific innovations to address FNS challenges

- Research and document including indigenous knowledge systems (IKS)
- Serve as a voice of the community to the FNSCs

Development Partners

Representatives from Development Partners will:

- Mainstream FNS issues within Development Partners programming
- Alignment of DP programming to existing FNSC plans
- Provide technical, communication, logistical and material resources for the functioning of the FNSCs

Private sector / Business Community

- Provide technical, communication, logistical and material resources for the functioning of the FNSCs
- Initiate and support innovations aimed at improving FNS

Sub-district FNSCs

The district structures will make use of the existing extension systems to establish Ward and village level FNSCs. These structures will be based on existing extension systems of Government sectors, non-state actors and local leadership/development structures. The chairperson of the WFNSC is also expected to participate in the VFNSC.

The composition of Ward FNSCs is expected to comprise of (but not limited to:

- Agriculture extension (Chair)
- Health Staff (Environmental Health, and nurses) (Secretariat)
- Social development (co-chair)
- Ward Councilor (convener)
- Education (School Health Masters)
- Ward Development Coordinators
- Local leadership (traditional leadership)

- Civil Society (NGOs and community-based organisations, including faith-based organisations)
- Business Community

The composition of the Village FNSC is expected to comprise of but not limited to:

- Village Head (Chair/Convener)
- Village Health Worker (Secretariat)
- Child Care Worker (co-Chair)
- Health Nurse
- Environmental Health Technician
- Headmaster
- Religious leader (Influential Leaders)
- Adolescent Peer champion
- Lead Mother
- Lead Father
- Lead Farmer/Irrigation Management Committee member
- Business Community
- Civil Society
- People with Disabilities, Women and Youth representatives.

SECTION VI: Capacity Development Food and Nutrition Security Committees

Learning and capacity building

In line with the devolution and decentralization agenda, it is imperative that Food and Nutrition Security structures at the local level: Province, District, Ward and Village (and Neighbourhood in urban areas) levels, be strengthened. Furthermore, there is need to improve training delivery and mentorship to enhance functionality of the FNSCs. Training programmes for FNSCs should provide the necessary analytic and management skills.

Food and Nutrition Security Guidelines, Strategies and Training manuals

All DFNSC members should have copies of

- National Food and Nutrition Security Policy
- Multi Sectoral Food and Nutrition Security Strategy
- Operational Manual for FNSCs (2021 version)
- Who's doing What and Where Map
- District Food and Nutrition Security Profile
- DFNSC Workplans and Progress Reports
- DFNSC Database
- MCBM Framework

Community FNSCs should undergo the process of:

- Knowledge management capacity enhancement.
- Capacity enhancement on suitable technologies. Tools as well as best practices (*indigenous knowledge systems*) must be used to acquire knowledge.
- Capacity development to identify ways to disseminate the knowledge acquired.

Functional Capacity required for FNSCs

Functional capacity is defined as capabilities that are required to make a desired change to happen. Essential skills or core competencies required to realise multi-sector response are as follows:

- Food and Nutrition Security Committee Training
- Multi Sector Community Based Model Training
- ICT knowledge and skills to enable efficient data collection, management and data analysis
- Advocacy and Communication
- Documentation and Writing Skills
- Understanding and knowledge of disaster response management to be able to build up resilience in communities
- Development of training material for implementers
- Monitoring and evaluation skills – e.g., documentation and report writing
- Data management competencies (collection, analysis, interpretation etc.)
- Documentation competencies e.g., how to document a success story/human interest story
- Coordination and mobilization of resources, both human and material
- Understanding and knowledge on existing information systems in food nutrition and security
- Knowledge and skills to use the Near-Real-Time Monitoring system
- Research skills

Capacity strengthening approaches

DFNSCs should be innovative to organize their own local capacity. The following approaches are recommended capacity building and strengthening mechanisms;

- DFNSC Quarterly Coordination Meetings
- Exchange visits-sharing of best practices
- Workshops or training retreats- standardization of best practices, learning and sharing events
- Mentorship –provides guidance opportunities
- Multi stakeholder information sharing platforms
- ‘Twinning’ districts can also assist in strengthening capacity

(e) Documentation and Reporting

DFNSCs are expected to report on regularly on their progress and jointly agree and submit on multisector workplans. On a quarterly basis DFNSCs should submit

- FNSC Progress Reports
- FNSC Workplan

SECTION VI: Performance Monitoring and Evaluation for Food and Nutrition Security Committees

Performance Monitoring and Evaluation of Food and Nutrition Security Committees will be based on the Integrated Results Based Management Framework. The overall performance of the MCBM, vis-à-vis the set targets in the NDS 1, will be monitored and evaluated using the overall M and E system used to evaluate the Food and Nutrition Security Strategy 2021-2025. A functionality matrix (**See Annex 8**) has been developed to standardize the monitoring and evaluation of MCBM functionality.

5.1 Operational and strategic accountability

The accountability of the FNSCs will be at two levels:

- i. The first is **operational accountability**, which covers processes and maintenance of the FNSC as a coordinating structure. The monitoring framework under development for the Food and Nutrition Security Policy will directly inform the accountability of the FNSCs.
- ii. The second level relates to **strategic accountability**, which is about food and nutrition security outcome and impact indicators. This relates to changes measured at community level in terms of food and nutrition security.

5.2 Operational level: Performance monitoring of FNSCs

The effectiveness of the FNSCs will be measured by their actual performance as a multi-sectoral platform and committee that influences and drives actions.

- The performance and capacity of the multi-sectoral food and nutrition security committees (frequency and documentation of meetings, follow-up actions taken, participation and engagement of stakeholders).
- Existence of a Provincial or District action plan that is relevant to food and nutrition security issues in the geographic area and in line with the Food and Nutrition Policy Implementation Matrix.
- Quarterly reports submitted to Provincial and National levels and at least 50% of follow up actions implemented with each report.

- Multi-sectoral yearly work plans and activities conducted successfully.
- Active participation of FNCS members at least 2 assessments e.g., Crop & livestock assessments, Rapid Assessments, Vulnerability and livelihoods assessments.
- Participation in bi-annual trainings and capacity development for food and nutrition security.
- Quarterly submission of data for the Food and Nutrition Security monitoring and surveillance system.
- Learning documented yearly, considered and/or applied in work plan development.
- Bi-annual and annual review workshops conducted as learning platforms more so when rotated in provinces and districts and include field visits.
- Adequate community participation and documentation of community level impact.

The FNCSs will be expected to compile reports for submission to the relevant governance level, i.e., Ward or District or Province and then also to FNC. These reports are as follows:

1. Planning document including Profile (Jan)
2. First quarter update (*March*)
3. Second quarter update (*June*)
4. Third quarter update (September)
5. Final Report (*Dec*) (See Annex 5 for templates for these reports)

It is envisaged that sub-provincial FNCSs will meet monthly while provincial FNCSs will meet quarterly and the national FNCSs meet at least once a quarter. Each FNCS is expected to prepare and share reports at all levels as frequently as it meets.

5.3 Strategic Accountability (impact)

The FNCSs will be accountable for contributing to strengthened food and nutrition security as measured by selected indicators. These indicators will be compiled for monitoring and tracking of food and nutrition security policies and strategies

Table 1: Monitoring Framework for Food and Nutrition Security Policy

| ACTIVITY | OUTPUT | OUTCOME | IMPACT |
|--|--------|--|---|
| Quarterly | | Annually | 3-4 years |
| Level of Province and District capacity for implementation of food and nutrition security | | Level of Strategic Objectives | Level of Policy Goal and Commitments (NDS 1) |
| <ul style="list-style-type: none"> • Performance and capacity of integrated “food and nutrition security committees” • Resources for food and nutrition security mobilized • Trainings for food and nutrition security held • Food and Nutrition security interventions in place • Learning and scale up achieved | | <ul style="list-style-type: none"> • Socio-economic policies in place that promote equity in food and nutrition security • Food Security • Social assistance • Food safety and Standards • Nutrition security • Information: Assessment, Analysis and Early Warning • National Capacity for food and nutrition security • Sector-specific policies and strategies in place | <ul style="list-style-type: none"> • Prevalence of stunting (<-2 scores height for age) • Prevalence of underweight (<-2 Z –scores weight for age) • Prevalence of wasting (<-2 scores weight for height) • Prevalence of thinness among women 15-49 years (BM<18.5) • Prevalence of micronutrient deficiencies • % of households living below poverty line • % food insecure households, • Food diversity/consumption score • Child mortality, access to clean water, adequate sanitation |

This Monitoring and Evaluation framework is extracted from the Food and Nutrition Security Policy. It shows how activities of the FNSCs contribute to outcomes and impact in the achievement of national food and nutrition security. Additional studies and research may contribute to understanding the impact of food and nutrition security programmes at sub-national level.

SECTION VII: ANNEXES

ANNEX 1. Concepts and Definitions Relevant to Food and Nutrition Security

A shared understanding of the following concepts will be critical towards developing a shared approach to food and nutrition security. The following terms and definitions are based on universally accepted definitions.

Food security exists when “all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life⁶. It is understood as a multidimensional function of: **Food availability** which is the amount of food available to a household (micro level) or in the area of concern (macro) through all forms of domestic production, commercial imports, reserves and food aid. **Food access** which is the physical (e.g. road, network, market) and economical (e.g. own production, exchange, purchase) ability of a household to acquire adequate amounts of food and **Food utilization** which is the intra-household use of the accessible food and the individual’s ability to absorb and use of nutrients (e.g. function of health status).

Nutrition Security: Nutrition security recognizes that ensuring adequate food security is inadequate on its own to improve and maintain adequate nutritional status. Appropriate and adequate caring practices, adequate health services and adequate sanitation, hygiene practices and clean water are also critical to ensuring adequate nutritional status. The concept of nutrition security therefore implies a need for broad-based interventions for addressing malnutrition.

Poverty has various manifestations, including lack of income and productive resources sufficient to ensure sustainable livelihoods; hunger and malnutrition; ill health; limited access to education and other basic services; increased morbidity and mortality from illness; homelessness and inadequate housing; unsafe environments; and social discrimination and exclusion’.

⁶ World Food Summit, 1996

Vulnerability: ‘The concept of vulnerability is a dynamic concept and captures the likelihood that people fall into poverty owing to shocks to the economic system or personal mishaps’. Poverty and vulnerability cannot be equated. Vulnerability is difficult to measure, unless it is clearly specified as ‘vulnerable to *what*’. **Vulnerability to hunger** is the predisposition of a household to become food insecure in future though until now is able to maintain an acceptable food intake. It is usually understood to comprise of both the household’s exposure to hazards and their resilience or susceptibility to shocks.

Social Protection refers to a group of policy measures and programmes that reduce poverty and vulnerability and seeks to protect society’s more vulnerable members against livelihood shocks and risks, enhance the social status and rights of the marginalized, protect workers and diminish people’s exposure to risks associated with ill health, disability, old age and unemployment’. Social assistance is one of a number of mechanisms included within a social protection framework.

Women and food and nutrition security: Women often face the highest risks for becoming food and nutrition insecure and yet they themselves play a critical role in ensuring food and nutrition security for households and communities, including their role in agriculture, trade and marketing, food processing and as household careers. Among the most critical determinants of good nutrition among infants and young children is women’s ability to breastfeed exclusively for the first six months and to prepare adequate complementary foods for young children. Therefore, women are consistently faced with multiple and competing demands on their time to ensure food and nutrition security in their families and communities. Strategies addressing food and nutrition security often neglect to recognize the different roles men and women play in food and nutrition security in Zimbabwe and inadequately consider the broader social and cultural environment that women live in as they strive to achieve food and nutrition security within households and communities.

Food safety and standards: It is well recognised that food safety and standards is a multi-sector responsibility. Zimbabwe has developed an extensive number of legal and institutional frameworks which engage multiple sectors and which define roles and responsibilities and

aim to control the safety and quality of both imported and locally produced foods. However, the food safety and standards sector faces a number of critical problems including; depleted human and infrastructure (e.g. laboratories) capacity, an increase in (sub-standard) imports through the informal sector, a significant increase in small food businesses in the informal sector (e.g. street food vending) who may be unaware of food safety standards, limited cooperation and coordination between relevant sectors responsible for food safety and limited conformity and compliance to existing standards. In this context, there is an increasing need for food safety and standards to be adhered to consistently across multiple sectors and stakeholders as a contribution towards ensuring food and nutrition security. With globalization of food markets and the emergence of increasing number of food businesses in-country, there is increasing expectations for the private sector to take responsibility adhering to food standards. The role of a strong and effective food safety and standards sector, that works across sectors in animal and plant health and which works closely with food industry, is increasingly important to ensure that all food, whether locally produced or imported to Zimbabwe, must be of the highest quality and must be safe.

ANNEX 2. Basics of Nutrition Surveillance

Definition of Nutrition Surveillance

An on-going system of generating information on the current and future magnitude, distribution and causes of malnutrition in populations for policy formulations, programme planning, management and evaluation.

Context

Nutritional surveillance systems are established and operate in both stable and emergency situations. The objectives of a particular NS system will be determined by the context. For example, in stable situations information may be required to inform broader developmental initiatives such as poverty reduction, while in emergencies, the information may be required to mount rapid food-aid focused responses in order to save lives.

Objectives of nutrition surveillance systems

NS systems have four principle objectives

- Programme design
- Programme management and evaluation
- Policy making
- Crisis management

In practice, Nutrition Surveillance systems are frequently used for a range of activities. These include

- The prioritization of social sector resources,
- Early warning of food crisis,
- Targeting specific interventions,
- On-going monitoring and evaluation of nutrition programmes,
- Developing the capacity of individuals, households and communities to manage their nutritional problems,
- Macro and international level policy and advocacy.

ANNEX 3. Basic Concepts of Monitoring & Evaluation

Monitoring

Definition:

- Continuing function that aims primarily to provide the management & main stakeholders of an on-going intervention with early indications of progress, or lack thereof, in the achievement of results. (UNDP 2002)
- Continuous function that uses the systematic collection of data on specified indicators of the extent of progress & achievement of objective & progress in the use of allocated funds. (OECD 2002)
- It is the systematic collection & analysis of information as the project progresses
- It mainly focuses on efficiency & effectiveness.

Why monitoring

- It's a tool used to check whether the project is on track.
- To check progress against targets.
- The need to ensure there is compliance to set principles & policies.
- Ensure substantive accountability.
- Ensure informed decision making.

Principles of monitoring

- Results focused & follow up
- Good monitoring is largely dependent on how well the project was designed
- Consideration of participatory monitoring mechanisms to ensure ownership, commitment, follow up & feedback.
- Regular visits to project area
- Compilation & analysis of reports on a regular basis.
- Assessing the relevance, performance & success of development intervention.
- Good monitoring has specific ways to objectively assess progress & performance i.e. through clear criteria & indicators.

- Generate lessons learnt & make use of past lessons to avoid making unnecessary mistakes.

Evaluation

Definitions:

A rigorous and independent assessment of, either completed or on-going activities, to determine the extent to which they are achieving stated objectives and contributing to decision making. (UNDP 2009)

It is the systematic or objective assessment of an on-going or completed project, program or policy including its design, implementation & results. (OECD 2002)

The key evaluation criteria

- Efficiency
 - Effectiveness
 - Relevance
 - Impact
 - Sustainability

Definition of terms

- **Efficiency:** Tells you that the input (money, staff, equipment etc.) into the work is appropriate in terms of output.
- **Effectiveness:** The extent to which a development programme or project achieve the specific objectives.
- **Relevance:** The extent to which a development intervention addresses/ conforms to the priority needs of a given community and policies of recipient countries and donors.
- **Impact:** Looks at whether an intervention made a difference to the problem situation that it intended to address. It's the totality of development intervention whether negative or positive, intended or unintended.
- **Sustainability:** The longevity of benefits after the cessation of a development assistance

ANNEX 4: Food and Nutrition Security: Disaster Risk Reduction And Emergency Preparedness

Disaster Risk Reduction: refers to the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, appropriate management of land and the environment, and improved preparedness for adverse events.⁷ The concept and elements considered are with the possibilities to minimise vulnerabilities and disaster risks, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards within the broad context of sustainable development while at the same time providing timely and reliable hazard forecasts.

Food and nutrition security threats: Cycle droughts and floods, as well as chronic vulnerabilities driven by poverty in Zimbabwe have continued to negatively impact the food and nutrition security and livelihoods of some urban and rural communities. Various surveys and studies conducted indicate that when affected by disasters, food-insecure households resort to negative coping strategies including reducing food quality and consumption, reducing expenditures on health care, education, withdrawing children from school, engaging in environmentally harmful practices, disposal of productive asset and others. In addition, disasters have been reported as having a negative impact on nutrition particularly, in the immediate aftermath of a disaster and over the long term. This could be as a result of reduced access to food and increased difficulties in providing adequate and appropriate care⁸.

Disaster Risk Reduction (DRR) in food and nutrition security: The focus of DRR efforts targets the most vulnerable households and communities whose coping and adaptive capacities are insufficient to ensure that they can meet their food and nutrition requirements during and after disasters. A variety of approaches and vulnerability analysis can be used to determine the most effective way of addressing hunger and malnutrition. DRR strategies should therefore include the following key important aspects: - integration of agriculture production,

⁷ International Strategy for Disaster Reduction

⁸ WFP Policy on Disaster Risk Reduction and Management. Building Food Security and Resilience. Policy approved November 2011.

food processing and consumption, and nutrition-health linkages as well as linkages of food availability, access, utilisation and stability.

ANNEX 5: Food and Nutrition Security Committee Reporting Template

| | | Planned Target | | | | Progress | | | | Comment | Reporting sector/govt dept/partner | |
|-----|--|----------------------|-------|-------|-------|----------|-------|-------|-------|---------|------------------------------------|--|
| KRA | Output Indicator(MFNSS/NDS1) | Processes Activities | 1st Q | 2nd Q | 3rd Q | 4th Q | 1st Q | 2nd Q | 3rd Q | 4th Q | | |
| 1 | provincial, district and ward committees with development plans incorporating FNS priorities | | | | | | | | | | | |
| | Provincial, district response strategies to food and nutrition security issue | | | | | | | | | | | |

ANNEX 6: Profile Template

The Profile is a key document in understanding, interpreting and contextualizing the food and nutrition security situation at district and provincial level. It provides useful background and can be updated according to changes in any of the key parameters.

- Key Contacts
- Location and Background
- Climate
- Demography
- Health Facilities by type
- Settlement Types
- District Ward Map
- Cereals Production Trends
- Cash Crop Production
- Livelihoods Information
- Common livelihood coping strategies practiced by the majority of households in the wards
- Common Livelihood Hazards/Challenges
- Main non-agricultural sources of livelihoods
- Health & Nutrition Situation
- Agricultural Facilities
- Transport and Communication
- Development Priorities
- Development Partners

ANNEX 7: Workplan Template

FNSC WORKPLAN TEMPLATE

PROVINCE NAME:

DISTRICT NAME:

TIMEFRAME:

| Thematic Area | KRA | Output Indicator(MFNSS/NDS1) | Process Activities | 1stQ | 2ndQ | 3rdQ | 4thQ | 1stQ | 2ndQ | 3rdQ | 4thQ | |
|----------------------------|-----|--|--------------------|------|------|------|------|------|------|------|------|--|
| Policy Analysis and Advice | 1 | Provincial, District and Ward committees with development plans incorporating FNS priorities | | | | | | | | | | |
| | | Provincial, District response strategies to food and nutrition security issue | | | | | | | | | | |

ANNEX 8: FNSC Functionality Matrix

Food and Nutrition Security Committee Functionality Assessment Tool

Province..... District..... Year Assessed.....

Name of Assessors.....

The purpose of this assessment tool is to evaluate the functionality of Food and Nutrition Security Committees (FNSCs) at decentralized levels in achieving their objectives of ensuring food and nutrition security for all. The tool is designed to help identify strengths and weaknesses in the functioning of the committees and to provide recommendations and targeted actions for improving their efficiency and effectiveness. The assessment criteria included in the tool cover a range of factors that are critical for achieving food and nutrition security objectives based on the functions or mandate of FNSCs.

The tool may be completed by the FNSC Secretariate with help of the Chairperson, the rest of the FNSC and other independent moderators. The comprehensive tool will be used annually and the rapid tool to be used during coordination and mentorship engagements.

Guidelines for completing the tool

- *Familiarize yourself with the assessment criteria and questions before starting the assessment.*
- *Be objective and honest in your responses. The purpose of the assessment tool is to identify areas where improvement is needed, and it is important to provide accurate and honest responses to the questions.*
- *Consult with other members of the FNSC as needed. It may be helpful to involve other members of the committees in completing the assessment tool to ensure that all perspectives are taken into account.*
- *Provide specific evidence to support your responses. Providing specific evidence to support your responses will help to ensure that the assessment is accurate and reliable*
- *More information may be require in the comment section as per respective guidance note*

| | | |
|---|--|--|
| Please select any one of the following depending with the purpose of the assessment | 1. <i>Rapid functionality Assessment</i> | 2. <i>Comprehensive Functionality Assessment</i> |
|---|--|--|

| Core Function | Key Functionality Area | Response-Tick as appropriate | | Insert Score as per Guide | Guide for Scoring | Means of Verification (to be attached/ provide as a separate document) | Comment | |
|--|--|------------------------------|----|---------------------------|-------------------|--|---|--|
| 1. Coordination of food and nutrition security stakeholders at all levels (25) | | Yes | No | Score | | | | |
| | 1.1 What is the number of sectors/ministries that are actively part of the FNSC | | | | | 4= At least 12 Sectors or more represented, 3=11-8 Sectors, 2= 7-5 sectors, 1 < 5 | Membership Database | List the sectors/ministries/ dept/agency |
| | 1.2 How many active development partners (NGOs, Donors and Civic Organization) are operating in the district | | | | | Insert actual number | Membership Database | List the partners and civic organization |
| | 1.3 How many partners are actively mainstreaming Food and Nutrition programmes in the district | | | | | Insert actual number | 3Ws Document (Also going to be live) | List the partners |
| | 1.4 How many active private partners (Companies, Business people) are part of the FNSC | | | | | Insert actual number | Membership Database | List the sectors/ministries/ Dept / agency |
| | 1.5 Mobilized Local Resources to hold coordination Meeting | | | | | 5= Financial and Material Resources from other sectors 4 = Either Financial or Material | Acquittals/ acknowledgement letters | |

| | | | | | | |
|--|--|--|--|--|--------------------------------|-----------------------------------|
| | | | | Support, 0= no support mobilized | | |
| 1.6 Where does your financial support come from? | | | | Options: 1= Govt Development Partners 2. 3= Private sector 4. Academic/Research Institutes | Activity reports/minutes | List of funders |
| 1.7 Where does your technical support come from? | | | | Options: 1= Govt Development Partners 2. 3= Private sector 4. Academic/Research Institutes | Activity reports/minutes | List the specific type of support |
| 1.8 What other support did you get from Govt? | | | | 1=Wifi 2=stationery 3=conference facilities 4=vehicles 5=human resources | Commitment/Acknowledge letters | |
| 1.8 What other support did you get from Development Partners? | | | | 1=Wifi 2=stationery 3=conference facilities 4=vehicles 5=human resources | Commitment/Acknowledge letters | |
| 1.8 What other support did you get from private sector? | | | | 1=Wifi 2=stationery 3=conference facilities 4=vehicles 5=human resources | Commitment/Acknowledge letters | |
| 1.9 Influenced convergence of sectors, NGOs in Wards, Villages (5) | | | | 5= Convergence of sectors implementing water and sanitation, IYCF, Crop | WFNSC/Village FNSC Databases | |

| | | | | | | |
|--|--|--|--|---|---|------------------------------|
| | | | | <p>Diversification, Family Health, Women Empowerment projects, Value Addition, ECD Promotion, Markets Enhancement projects etc).</p> <p>4=Convergence of sectors implementing at least 3 different Nutrition Specific and 4 different Nutrition Sensitive Interventions,</p> <p>3= convergence of sectors implementing at least 2 different Nutrition Specific and 3 different Nutrition Sensitive Interventions</p> <p>2= convergence of sectors implementing at least 2 different Nutrition Specific and 2 different Nutrition Sensitive Interventions</p> | | |
| | 1.10 Map/Document of 3Ws available (5) | | | | <p>5= Updated 3ws Map or Document available,</p> <p>4= Draft but incomplete 3ws available, 0= 3Ws not available</p> | Availability of 3Ws document |

| | | | | | | | |
|--|---|--|--|--|--|---|--|
| | <i>Are there Public-Private Partnership for Food and Nutrition security issues</i> | | | | Insert number | Existence of signed MOU | |
| | <i>1.11 Evidence of Public-Private partnership for FNS</i> | | | | 5= Evidence of Private/Public Commitment towards FNSC work, 0= Proof not available | Technical, human resource, CSR initiatives, | |
| 2. Liaise with sub-national development committees and national level structures on food and nutrition security (10) Providing updates on previously implemented activities as well as informing subnational committees on forthcoming events. (Minimum number of 2 FNSC members from at least 2 different sectors reporting on or enquiring on behalf of FNSC.This excludes bilateral. | 2.1 Subnational FNSC provided feedback | | | | 5= Proof of Feedback to subnational Level available, 0= No evidence of Feedback to subnational level | Minutes/circular/reports | |
| | 2.2 How many liason/support visits/calls/meetings did you receive from higher level FNSC in the last 12 months | | | | Insert number | Attendance registers and minutes | |
| | 2.3 How many liason/support visits/meetings did you receive from higher level FNC in the last 12 months | | | | Insert number | Attendance registers and minutes | |
| | 2.4 Identify, document and share relevant decisions required by Provincial and District Development Committees to facilitate action. (5) | | | | 3= Evidence of documentation and sharing of identified decisions exists, 2= Only Evidence of documentation of identified decisions exists 1= Only evidence of sharing of identified decisions exists 0= No documentation and sharing of decisions with PDC or DDC | | |

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|--|--|--|--|--|---|--------------------|--|
| | 2.5 Submission of the work plans and progress reports on achievements of the FNSCs to appropriate level (5) | | | | 5= Submitted all plans and reports to next level, 3=Reports available for collection at time of assessment 0= Reports not available or not complete | FNSC Workplan | |
| 3. Ensure prioritization and planning of programmes is in line with National priorities and guidelines (NDS1, National Food and Nutrition security Policy and Strategy) (15) | 3.1 Plans and Progress Reports have clear link to i) NFNSP and other relevant policies and strategies (5) | | | | 5= All KRA covered, 4= At least 5 of KRAs covered, 0= < 5 KRAs covered | | |
| | 3.3 Up-to-date assessments and information on Food and Nutrition security (5) | | | | 5= Evidence of use of assessment information to inform programming 0= No evidence of use of assessment information | Assessment reports | |
| 4. Advocacy and Communication (10) | 4.1 Any innovative ways to lobby and advocate for resources and actions based on evidence (2) | | | | 2= Evidence of resources and actions advocated for by FNSC | Advocacy reports | |
| | 4.2 Appropriate fora and media to communicate food and nutrition issues to the broader community identified and in use (2) | | | | 2= appropriate target audience-based media identified, 0= No communication channel identified | Platforms existing | |
| | 4.3 Documentation and reporting of relevant multi-sectoral activities that address food and nutrition insecurity. (2) | | | | 2= Documentation of multi-sector activities being done | Knowledge products | |

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|---|---|--|--|--|--|---|--|
| | | | | | 0=No documentation being done | | |
| | 4.4 Recommend to sectoral and national levels the relevant findings and actions to address food and nutrition insecurity issues. (2) | | | | 2=Recommendations on actions to address F&N issues shared with national or sectoral level, 0=No recommendations made and shared | | |
| 5. Monitor and evaluate effectiveness of programme interventions (10) · | 5.1 Lead, participate in or be made aware of findings from all relevant food and nutrition security monitoring and evaluation activities. (5) | | | | 5= Above 80% of members participate in dissemination and monitoring activities, 4= 61% - 80% of members participated in Dissemination meetings, 3= 41% - 60% 2= 21% - 40% 1= < 20% | Evidence of meeting minutes/ attendance registers and reports | |
| | 5.2 Produce and share monthly FNCS meeting minutes at all level | | | | Proportion of expected monthly minutes (we expect a meeting per month) 2= >50 % 1= < 50% 0= Nothing | Evidence of meeting minutes and attendance registers | |
| | 5.3 Produce and share quarterly reports on food and nutrition security at all levels | | | | Proportion of expected quarterly reports (we expect | Evidence of quarterly reports and attendance registers | |

| | | | | | | | |
|---|---|--|--|--|---|---|--|
| | | | | | a quarterly report per quarter) 2= >50 % 1= < 50% 0= Nothing | | |
| | 5.4 Rank the FNCS on integration of activities | | | | 4= All components 3= Any components 1= Only one component 0=None | Evidence of resource sharing/joint implementation/joint M and E | |
| | 5.5 Rank the FNCS on timely submission of completed reports | | | | 5=Meet deadline 0= Submit outside deadline | Submission Deadlines met | |
| 6.Facilitate and participate in food and nutrition security assessments, surveillance and early warning activities (10) | 6.1 Participate in collection, analysis and use of information and ensure that there is ownership and utilization of information at sub-national level. (2) | | | | 2=FNCS members participate in collection, analysis and use of F&N information, 1= Participate in collection of information 0=FNCS does not participate in collection, analysis of information | | |
| | 6.2 Ensure these findings are shared between stakeholders, within and between provinces and appropriate action taken. (2) | | | | 2= Inter/Intra district Sharing done + appropriate action taken, 1= Inter/Intra district Sharing done 0=nothing done | | |

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| | 6.4 Ensure information is shared with other actors at sub-national level and that the information is used to inform action. (1) | | | | 1= Information disseminated to other actors at subnational Level, 0-information not shared | | |
| | 6.5 Ensure preparedness, disaster prevention and mitigation and social assistance interventions are in place that enhance food and nutrition security (3) | | | | 3= A food and nutrition sensitive disaster preparedness plan is in place and disaster prevention, mitigation and social assistance interventions are in place, 2= A food and nutrition sensitive disaster preparedness plan is in place, 1= Plan in place and only a few interventions being implemented, 0= Plan in Place but not being followed 0= Nothing done | | |
| 7.Facilitate learning and capacity development (10) | 7.1 How many members of your committee were trained in joint FNCS/MCBM Training | | | | Insert number | Training database | |
| | 7.2 How many members of your committee were trained in Data Management | | | | Insert number | Training database | |

| | | | | | | | |
|---|---|--|--|--|--|--|--|
| | 7.3 How many members of your committee were trained in other appropriate Food and Nutrition trainings (specify)..... | | | | Insert number | Training database | |
| | 7.4 Identify best practice for multi-sectoral action for food and nutrition security and ensure that these lessons learnt are shared and used. (5) | | | | 5=Best Practices identified and shared (Inter-District and Intra District), 4= Best Practices and Lesson Learnt shared and used within District, 3= Best Practices and Lessons Learnt identified and documented but not shared, 2= Best Practices identified not yet shared, 0= Nothing Done | Lesson learnt reports | |
| | 7.5 Any human-interest story of change you would want to share | | | | 5=Availability of document story (s) 0= No story documented | Shared Photos/videos and reports | |
| | 7.6 Documentation of best practices and lesson learnt | | | | | Stories submitted/published | |
| | 7.7 Skills need assessment and organize trainings to capacitate FNCS members | | | | | Skills assessment reports/training reports | |
| 8. Ensure that important cross cutting issues are monitored and integrated into food and nutrition | 8.1 Promote the role of those with authority at all levels and recognize the role of traditional leaders in food and nutrition security. (2) | | | | 1= Traditional Leaders Involvement evident and are | Membership databases for sub-national committees | |

| | | | | | | |
|--|---|--|--|--|-------------------------------|--|
| security analysis and programming. (10) | | | | part of FNSC, 0=Traditional Leaders not part of FNSC | | |
| | 8.2 Programmes to support Food and Nutrition needs for people infected and affected by HIV | | | 1= Food, nutrition and HIV Programmes/initiatives in place 0= No programmes or initiatives in place | Evidence of HIV mainstreaming | |
| | 8.3 Recognize women and youth as central for food and nutrition insecurity (2) | | | 1= Roles of women and youth in F& N clearly spelt out 0= Roles of women and youth in F& N not clearly spelt out | Women and youth associations | |
| | 8.6 Ensure that the most vulnerable – in terms of geographic, economic and biological vulnerability - are consistently identified and prioritized. (2) | | | 1=F& N interventions consistently target and prioritize the most vulnerable 0 = F& N interventions not targeting and prioritizing the most vulnerable | Beneficiary registers | |
| FNSC Innovativeness (10) (Bonus Marks) | 9.1 FNSC display innovativeness in executing core functions in terms of originality | | | 10- Evidence of FNSC innovativeness in place | | |
| | 9.2 Are there innovative strategies that you have employed/ are employing as a committee to support your functionality (look and learn visit, shows, model village concept) | | | 5=At least one strategy 0= No strategy | | |

ANNEX 9: Lessons Learnt Template

1. **[Date]**
2. **[Organization/Department/Community]**
3. **[Area of Work]** (Outcome area)
4. **[Name of province and district]**
5. **[Name of the programme/project/activity]**
6. **[Title of the story]**- insert a title that clearly highlights the activities
7. **[Brief Background]-description of the historical background, context, setting, purpose, impact of the activity, problem/issue being addressed**
8. **[Who was involved and what took place]**-Provide an overall picture of the activity. Identify key stakeholders who were involved in the programme (government ministries, departments, community, traditional leaders, development partners etc.). Elaborate the role of each stakeholder. Influencers/Barriers. Narrate the process which took place. Any innovations that took place.
9. **[Strategy and implementation]** Describe the strategy used and how it was implemented. Highlight the main steps taken in implementing the strategy.
10. **[Progress and Results/ Changes and Impact]** What was the initial situation? What was the problem or issue addressed by the project/programme? What change took place? What were the success stories/progress? Include testimonials of the people impacted by the change. Document how they have been impacted as a result of the programme/activity. Describe factors (if any) which enabled or hindered progress, challenges or shortfalls including bottlenecks. Provide evidence of impact. Targets and progress on specific F & N indicators.
11. **[Significance of the story]** why is the story significant?
12. **[Lessons learnt]** what lessons were learnt? ***Note that these can be both negative and positive.*** What value do they add? How were the lessons documented? Have the lessons been shared with other stakeholders within the province, district or community? How have the lessons learnt impacted on their own way of doing things?
13. **[New knowledge and skills gained while undertaking this activity]** what new knowledge has been gained while undertaking this activity? And new knowledge to who? How will this new knowledge improve the current approaches? How will it impact peoples' livelihoods? Application of prior knowledge or indigenous knowledge systems. Differentiate levels of knowledge-implementer vs beneficiaries.

NB-New knowledge/Indigenous Knowledge Systems

Bring out cross cutting issues particularly inclusion of vulnerable groups (children, women, elderly, disabled), gender (roles, empowerment, youth involvement)

-
14. **[Recommendations]** what would you recommend to other stakeholders undertaking similar initiatives? These can be recommendations for improvement, scale-up etc. Implications for programming and policy. Areas of further research/study/knowledge gaps.
 15. **[Potential application]:** Please describe briefly the potential application of the lessons learned to programming. What are the issues that need to be considered?
 16. **[Next steps/Way forward]:** Describe the planned steps in implementation and highlight any changes in strategy as a result of progress, results, lessons learnt.
 17. **[Evidence repository]** Attach evidence of the impact (pictures/videos). The pictures should have below them clear captions describing what is happening in the picture. Learning platforms (exhibitions, field days, commemorations)
 18. **[Related links]** Provide links to any additional details, websites, social media links, videos, audios that can provide any additional information on the lessons learned.
 19. **[Contact details]** Please provide the name/s, title/s and e-mail address/es of a person/people who can be contacted for any questions regarding this compilation.



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