



**ZAMBIA TRANSITIONAL INTERIM COUNTRY
STRATEGIC PLAN
(YEAR 2018-2019)**

Duration	1 January 2018 – 30 June 2019
Total cost to WFP	USD 14 568 025
Gender and Age Marker Code	2A

EXECUTIVE SUMMARY



WFP's strategy in Zambia is based on supporting the Government of the Republic of Zambia in achieving Sustainable Development Goals 2 and 17. WFP's activities are in line with the Government's goals as laid out in the draft 7th National Development Plan and recently released 2nd National Agricultural Policy (2016–2020).

WFP's main programmatic areas have been designed to have strategic interlocking linkages and synergies with each other. WFP supports social protection and poverty reduction programmes through technical assistance, and looks to leverage these programmes, as well as the organization's catalytic demand as a buyer of food, to support crop diversification and sustainable development solutions in Zambia through public-private partnerships.

This Transitional Interim Country Strategic Plan (T-ICSP) supports the Government in achieving the following outcomes:

- i. Vulnerable school children in prioritized food insecure districts have access to adequate and nutritious food throughout the year.
- ii. Communities in food insecure areas have improved nutritional status in line with national targets by 2020.
- iii. Targeted smallholders have increased livelihood resilience in the face of weather-related, social and economic shocks by 2030.
- iv. Disaster management, social protection, and economic systems in Zambia reliably address the basic food and nutrition needs of the vulnerable populations throughout the year, including in times of crisis.

This plan is integrated with Zambia's United Nations Development Assistance Framework (2016–2020) and contributes to Strategic Results 1, 2, 3, and 5 in WFP's Strategic Plan (2017–2021).

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Zambia is a landlocked, lower middle income country with a population of 16.21 million people.¹ It ranked 139 of 188 in the 2016 Human Development Index. Levels of social inequality are among the highest in the world, and the Gini coefficient on income distribution is estimated at 0.69.² Poverty levels remain high with 54.4 percent of the population living below the poverty line; of this population, 76.6 percent live in rural areas and 23.4 percent in urban areas.³ Zambia's economy has slowed recently, with GDP growing at a rate of 3 percent in 2016, down from an average of 6.7 percent over the previous decade.⁴
2. Some 53 percent of children under five years of age and 30 percent of women of child-bearing age are anemic.⁵ HIV prevalence remains high at 13 percent, with rates higher among women than men (15.1 percent and 11.3 percent respectively).⁶
3. In 2016, Zambia ranked 124 of 157 countries on the Gender Inequality Index.⁷ Approximately one in four Zambian households are female-headed, and women's assumed inferiority affects household expenditure, employment opportunities, access to education, agricultural livelihood choices, and freedom of movement.⁸
4. The country experienced strong El Niño effects during the 2015/16 agricultural season, resulting in prolonged dry spells and erratic rainfall that negatively impacted water availability in main river basins. The impact has been most felt in the agricultural sector and in hydro-electric power generation, preventing these sectors from growing or functioning at full capacity. Zambia's vulnerability to these environmental shocks is heightened because of climate change.
5. Zambia remains one of the few African countries with a peaceful history and track record of democratic transitions of power. The Patriotic Front government and the incumbent President Edgar Chagwa Lungu were re-elected in a closely contested presidential race on August 11, 2016 with 50.3 percent of the vote.⁹

1.2. PROGRESS TOWARDS SUSTAINABLE DEVELOPMENT GOAL (SDG) 2

Access to Food

6. Zambia is known for its prioritization of maize (monocropping), which lends the perception that the country is food secure. Despite bumper harvests of maize over the last ten years, food security has not been achieved at micro levels. Households dependent

¹ <http://www.worldbank.org/en/country/zambia>.

² 2015 Living Conditions Monitoring Survey.

³ Ibid.

⁴ <http://www.worldbank.org/en/country/zambia/publication/zambia-economic-brief-raising-revenue-for-economic-recovery-in-zambia>.

⁵ Zambia Demographic Health Survey 2013-2014.

⁶ Ibid.

⁷ UNDP Gender Inequality Index, 2016.

⁸ WFP Zambia Zambia Gender Action Plan 2016

⁹ www.worldbank.org/en/country/zambia.

on agriculture still have limited purchasing power given volatile maize prices, over-dependence on rain for crop production, and high post-harvest crop losses. These factors contribute towards high poverty levels: at national level, 54 percent of the population in male-headed households is poor compared to 57 percent in female-headed households.¹⁰

7. The national focus on maize production has resulted in low production levels and limited market opportunities for other, more nutritious crops.
8. Access to food, particularly other than maize, is further complicated by distribution challenges, poor market access, and income inequality. Gender disparities have a direct bearing on access to food at household level, where women and adolescent girls frequently eat after men and children, generally receiving smaller, less diverse meals.
9. Analysing gender power relations is crucial to understanding causes of poverty in Zambia. Women's average monthly income is less than half of men's and they more often operate in the informal sector. Women are unlikely to be owners of land or holders of bank accounts, and they are the group most affected by gender-based violence (GBV).¹¹ In 2015, over 18,000 GBV cases across the country were recorded.¹²

End malnutrition

10. The burden of malnutrition in Zambia is complex. Stunting rates among children under five years of age average 40 percent nationally, but reach upwards of 50 percent in rural provinces.¹³ Stunting is slightly higher among male children than female (42 percent versus 38 percent).¹⁴ Nearly 15 percent of children are underweight (male children: 16 percent; female children: 14 percent),¹⁵ and low weight-at-birth is 11 percent.¹⁶ Among women of reproductive age (15-49 years), 10 percent are underweight, while 23 percent are overweight or obese, having nearly doubled between 2007 and 2014.¹⁷
11. Local diets are largely maize-based, with low levels of dietary diversity and poor infant and young child feeding practices stemming from issues around access and affordability, and cultural practices regarding food. Micronutrient deficiencies are widely observed across the population. A study sampling districts in 2014 showed that only 10 percent of children under two years of age were receiving adequate levels of vitamin A through their diet.¹⁸

Smallholder productivity and incomes

12. The agricultural sector, one of the key drivers of the economy, is largely dominated by small-scale farming. Some 83 percent of maize is grown by smallholder farmers.¹⁹ Productivity and revenues from farm activities remain low due to infrequent availability of appropriate inputs, poor extension services, poor infrastructure, lack of aggregation

¹⁰ 2015 Living Conditions Monitoring Survey Key Findings, Central Statistical Office, Republic of Zambia.

¹¹ Sida Gender Country Profile – Zambia, Embassy of Sweden, May 2008.

¹² 2015 National Gender Based Violence Crime Statistics by Province (Zambia Police Service - Victim Support Unit).

¹³ Zambia Demographic Health Survey 2013-14.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ UNICEF State of the World's Children 2015.

¹⁷ Zambia Demographic Health Survey 2013-14.

¹⁸ First 1000 Most Critical Days Baseline Survey, 2014.

¹⁹ Living Conditions Monitoring Survey (LCMS) in Zambia, 2015, page 9.

capacity, lack of access to financial services, and over-reliance on rain-fed agriculture. Zambia has an estimated 1.5 million farmers, 80 percent of whom cultivate 2 hectares or less. These farmers fall largely into three categories of production: surplus, subsistence, and deficit.

13. Zambia's agricultural productivity and yields remain relatively low, despite maize self-sufficiency. Maize yields currently average 2.1 MT per hectare,²⁰ far below the 5 MT per hectare target set in the Malabo declaration.²¹ A recent analysis by the Government of the Republic of Zambia shows that the country's 10 main crops have not significantly increased in terms of output over the last 10 years except for soya beans and groundnuts.²² Notable challenges affecting smallholder productivity include limited access to financial services, poor seed varieties, insufficient mechanization for cultivation, lack of a functional market and marketing systems, and limited use of appropriate farming techniques.

Sustainable food systems

14. Primary agriculture represents about 35 percent of the country's total non-traditional exports (i.e. all exports other than copper and cobalt) and about 10 percent of the total export earnings for the country.²³ The sector also provides both formal and informal employment to 70 percent of the labour force.²⁴ As such, agriculture has continued to receive priority attention from the Government through increased budget support aimed at increasing agricultural productivity. However 60 percent of the Ministry of Agriculture's budget is earmarked for farmer input support and maize purchasing by the Food Reserve Agency (FRA).²⁵
15. Despite consistent maize surpluses in recent years, flaws in Zambia's food system contribute to hunger issues, as do inconsistencies in agricultural production due to unpredictable climate patterns. The El Niño phenomenon greatly reduced smallholder farmers' ability to produce food for their household consumption and commercial sales. Climate change will further intensify the negative impacts of extreme weather events and El Niño on biodiversity, agriculture and fisheries, threatening food production and exerting an upward pressure on food prices.

Macro-economic environment

16. Due to lower global commodity prices and volatile currency exchange and inflation rates, Zambia's gross domestic product (GDP) growth fell from an average of 6.7 percent over the last decade to 3 percent in 2016.²⁶ Slower growth is also due to: an over-reliance on copper exports, power outages, tight liquidity, and limited appetite for economic reform during the first half of 2016.²⁷ Zambia's gross national income by resident averages USD 1,710, although a majority of Zambians subsist on less.
17. GDP growth is forecasted at 4 percent in 2017 on account of progress with the Government's economic recovery plan, improved hydro-electric power generation and

²⁰ IAPRI "Achieving more with less" policy paper, 2017.

²¹ AU Malabo Declaration.

²² 2nd National Agricultural Policy, 2016 – 2020.

²³ Zambia Agriculture Sector Profile, 2011, Zambia Development Agency.

²⁴ Ibid.

²⁵ 6th National Development Plan.

²⁶ <http://www.worldbank.org/en/country/zambia/publication/zambia-economic-brief-raising-revenue-for-economic-recovery-in-zambia>.

²⁷ <http://www.worldbank.org/en/country/zambia/publication/zambia-economic-brief-raising-revenue-for-economic-recovery-in-zambia>.

improved copper exports supported by enhanced revenue collection to ensure a more sustainable fiscal position.²⁸ Monetary policy has also helped moderate inflation and supported exchange rate stability, but the tradeoff has been an increase in borrowing costs.

Key cross-sectoral linkages

18. While Zambia was classified as a lower middle income country by the World Bank in 2011, it has struggled to reduce poverty on the road to meeting SDG 1. Despite substantial growth and public sector programmes to reduce poverty, most rural Zambians have been left out of the country's economic growth²⁹ and rural poverty remains high at 76.6 percent. According to the 2015 Living Conditions Monitoring Survey, the overall poverty incidence is 54.4 percent (extremely poor account for 40.8 percent and moderately poor 13.6 percent). This represents the proportion of the population living below the poverty line and unable to meet their basic needs, including food.
19. Multiple factors have slowed Zambia's progress towards attaining SDG 4 (*quality education*). In addition to poor quality of teaching and limited school access due to long distances, high poverty levels, food insecurity and disease affect children's ability to learn and/or attend school. The interaction between these variables perpetuate poverty, hunger, illiteracy and malnutrition. Whilst enrolment has increased due to investments in classroom space and the introduction of a free primary education policy, absenteeism and drop-outs – especially among women and poor communities – remain high. Reading levels in early learners are extremely low with less than 50 percent of children between grades 1 and 4 in public schools able to read.³⁰
20. Zambia has made positive progress on SDG 5 (*gender equality*) yet challenges remain. More girls are now in school compared to 15 years ago, and women now make up 41 percent of paid workers outside agriculture, compared to 35 percent in 1990.³¹ However child marriage continues to be problematic, with 31.4 percent of girls married before age 18.³² In 2016, the Government launched a five-year strategy to strengthen multi-sectoral responses and accelerate national efforts to end child marriage by 2030.
21. *Climate change* (SDG 13) has continued to emerge as a challenge affecting most sectors of Zambia's economy: agriculture, energy, health, water, environment, mining, and tourism. Unsustainable land use practices, such as "slash and burn" agriculture and disposal of livestock waste, have been contributing to increased emission of greenhouse gases (51.5 million tons in 1994 to 54.7 million tons in 2000, a 6 percent increase).³³ Recurring droughts, floods and top soil erosion make Zambia vulnerable to the adverse affects of climate change which cause stresses that in turn reduce the adaptive capacity of the general population who reside in fragile environments.

1.3. HUNGER GAPS AND CHALLENGES

22. Based on WFP-led consultations with public and private partners in Zambia, the following gaps and challenges have been identified.

²⁸ Ibid.

²⁹ The African Food System Initiative Strategic Plan for Zambia 2016, Nicholas Sitko.

³⁰ Read To Succeed baseline, Ministry of General Education, September 2013.

³¹ UNDP in Zambia, <http://www.zm.undp.org/content/zambia/en/home/post-2015/sdg-overview/goal-5.html>.

³² Zambia Demographic Health Survey 2014.

³³ Second National Communication for Zambia.

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- *Inconsistent access to diverse, nutritious foods:* A significant portion of the Zambian population suffers from a lack of access to diverse and nutritious foods during the lean period or just after the main harvest every year. This is linked to both the seasonal availability of foods, and the income required to purchase diverse foods. The limited diversity and nutrition of diets has resulted in high levels of food insecurity and, to a larger extent, chronic malnutrition.
 - *Limited coordination in social protection programming:* While Zambia has made great strides in implementing social safety nets, as highlighted by the development of a multi-sectoral National Social Protection Policy in 2014, most programmes are still implemented in silos with limited visibility and planning across different actors. Although layering of key social sector interventions at household level has been proven effective in lifting people out of poverty, there has been an inherent resistance to what is viewed as ‘double-dipping’ across programmes. This reduces the potential to break the inter-generational cycle of poverty.
 - *Capacity and coordination constraints for an integrated home grown school meals (HGSM) programme:* The existing institutional arrangements for a multisectoral HGSM programme are not adequate to provide effective coordination across all sectors and levels. Although there is political will, this has not transcended through the various levels of the Ministry to guarantee ownership and sustainability. Given that the Ministry’s mandate is to focus primarily on the provision of education, the HGSM programme is perceived as an added responsibility. This constraint is affecting implementation, resourcing and monitoring of the programme.
 - *Inadequate integrated support to the private sector:* At the various levels of the food value chain (from production to processing, value addition, and the point of sale), the local private sector lacks the capacity and collective interest to constructively drive development. Zambia’s size and poor road infrastructure make it costly for the private sector to reach smallholder rural farmers, and many private sector companies lack the technical and financial capacity required to produce high quality food that meets both the nutritional needs of the Zambian people and are affordable, acceptable, and accessible.
 - *Inadequate knowledge about good nutrition among the Zambian population:* Diverse, nutritious diets are frequently de-prioritized at the household level as there are low levels of knowledge about the importance of consuming nutritious foods and what constitutes a nutritious diet. This has resulted in a lack of demand for nutritious foods, as well as low consumption rates of diverse diets that meet an individual’s macro and micronutrient needs.
 - *Trust in the agricultural value chain:* Farmers, without access to market information, often distrust off-takers and/or aggregators on the prices offered for their crops, and off-takers often mistrust farmers and/or aggregators on quality issues. There is also a history of defaulting on contracts between both sides. This issue further magnifies the challenges faced by food value chain actors due to Zambia’s size and market dynamics.
 - *Imbalanced gender roles:* Within the household, imbalanced gender roles contribute to the overburdening of women with duties of both food production and care for home and family. Women, especially in rural areas, have little control over

household income and money owned by them is frequently spent on crop inputs, food, or other items associated with caring for children, leaving women with few options and low levels of independence.

- *Inadequate input and credit markets for farmers:* Zambia’s input and credit markets for farmers, though available, are not adequate and in some cases not favourable for smallholder farmers because of the financial risks associated with them. This represents a barrier to improving the overall value chain and raising farmers’ incomes and outputs. Local banks are either unwilling to invest in the operational cost to extend services to rural farmers, or don’t have enough trust in their ability to repay loans.
- *Zambia’s maize mono-culture from a supply side:* While Zambia may be a net maize exporter to the region, it has low levels of crop diversification which contribute to the country’s malnutrition rates and underdeveloped agricultural sector. Government intervention and subsidization of maize helps drive this dynamic – 60 percent of the Government’s agricultural budget goes to expenditures for maize production and marketing.³⁴

1.4. KEY COUNTRY PRIORITIES

Government

23. The Government priorities laid out in the draft 7th National Development Plan (NDP) (2017–2021) build on plans to tackle poverty using pro-poor approaches. Social protection has been prioritised and is seen as a mechanism for targeted poverty reduction, and a multi-sectoral National Social Protection Policy has been developed to guide implementation.
24. The goal of the 7th NDP is “to create a diversified and resilient economy for sustained advanced growth and socio-economic development.”³⁵ The plan’s five strategic areas are: 1) economic diversification and job creation; 2) reducing poverty and vulnerability; 3) enhanced human development; 4) reducing development inequalities; and 5) creating a conducive governance environment for a diversified economy.
25. The Zambian Government has recognised the need for equal and full participation of women and men at all levels of national development. The Government has signed and ratified the Convention for Eliminating all forms of Discrimination Against Women (CEDAW), and the Southern African Development Community (SADC) declaration on enabling 30 percent representation of women in decision-making positions. Zambia is also signatory to the Global Platform for Action and the Beijing Declaration (1995). The National Gender Policy (2000) is the key instrument for mainstreaming gender into the Zambian public and private sectors.
26. The Government launched its 2nd National Agricultural Policy and Implementation Framework (2016–2020) in March 2017. Key priorities relevant to WFP include increasing private sector involvement in agricultural input/output marketing, strengthening capacity of farmer groups and cooperatives, strengthening coordination among all stakeholders, and reducing post-harvest losses.³⁶

³⁴ 2nd National Agricultural Plan, 2016 – 2010.

³⁵ 7th NDP Summary Brief, the Ministry of National Development Planning, 2016.

³⁶ 2nd National Agricultural Policy Implementation Framework, 2016 – 2020.

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27. The Government's 2nd National Agricultural Policy, National Climate Change Policy (2016), and revised Disaster Management Policy (2015) are Zambia's leading policy documents on climate change, identifying the challenges posed to the country's natural resources and food systems, such as agriculture and food security, wildlife, forestry, water and energy, and human health.
 28. The Government is in the process of developing a new National Food and Nutrition Strategic Plan (2017-2021) which will continue to drive a national multi-sectoral approach to food and nutrition that addresses all forms of malnutrition, focusing both on prevention and treatment. The Ministry of Health has created a new directorate, specifically targeting behaviour change and social determinants of health that engages a broad range of stakeholders to reduce disease burden in the long term. A Zambia Zero Hunger Strategic Review, supported by WFP, will further support this cross-sectoral stakeholder engagement and help to identify ways to better institutionalize programmes and mechanisms that decrease hunger and malnutrition.

United Nations and other partners

29. The United Nations Country Team in Zambia has laid out a five-year Sustainable Development Partnership Framework (UNSDPF) (2016-2021), with the aim of "Delivering as One" and building new partnerships with youth, civil society and the private sector, including the development of the SUN Business Network.³⁷
30. The United Nations maintains a unique comparative advantage as a dedicated partner of the Government able to respond to specific development needs of the country.³⁸ The United Nations in Zambia offers its services and support in: 1) the promotion of thought leadership; 2) the development of policies and normative frameworks; and 3) innovation and piloting new initiatives.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

31. WFP's experience with facilitation across key national level platforms, as well as its historical knowledge from previous direct implementation, make it a trusted partner of Government and the donor community, and have enabled the Country Office (CO) to raise funds for a range of innovative projects.
32. An operational mid-term evaluation of the 2011-2015 Zambia Country Programme was conducted in 2014³⁹ and key recommendations and lessons learned have incorporated into WFP programme design and implementation.
33. WFP has learned that HGSM in Zambia can be used as a catalytic platform for solving the demand-side and aggregation challenges in Zambia, and for encouraging home-grown solutions, nutrition sensitization, and community strengthening. This also gives WFP a forum from which to bring multiple stakeholders together and take ownership of parts of the food value chain. Through its market access initiatives, WFP has been

³⁷ Zambia – United Nations Sustainable Development Partnership Framework (2016 – 2021).

³⁸ United Nations Comparative Advantage and Stakeholder Survey, 2014.

³⁹ <http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp269820.pdf>

working with women to promote the production of cowpeas, one of the two main commodities in HGSM food basket, and considered to be a crop grown primarily by women. With WFP's assistance, women have been able to double their production capacity through sales to WFP, thereby increasing their household income.

34. In line with a recommendation of the mid-term Country Programme evaluation, WFP has continued to provide technical assistance to key social safety nets in Zambia, including the HGSM programme and the social cash transfer programme. This has included the digitization of beneficiary registration and a strengthened payment service solution. WFP has also been piloting a number of activities and processes that support decentralization of HGSM programme implementation, such as the Systems Approach for Better Education Results (SABER).⁴⁰
35. WFP has worked to strategically fill gaps at national level with policy-level support to the Government and other relevant structures, and engagement of the private sector. WFP has played a key facilitating role in national stakeholder groups through its co-convenor role within the Nutrition Donor Group (2015-2016) and its leading role in the UN Food & Nutrition Security Working Group. WFP also represents the Rome-Based Agencies in the Agriculture Cooperating Partners Group and also leads this group as a member of the Troika.
36. WFP has driven engagement among the Rome-Based Agencies in Zambia by exploring synergies and facilitating strategic partnerships that build on the strengths of each individual agency. WFP has further used the joint paper *Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda*, to build on lessons learned and outline a common vision of principles, and a framework for the Agencies to work together in support of Government. In Zambia, the heads of the Agencies meet formally at least twice per year to build on this partnership, and WFP and IFAD share joint corporate services.
37. Through its work leading the Scaling Up Nutrition (SUN) Business Network, WFP and the Government have come to better understand the critical role the private sector can play as partners in improving nutrition for Zambians. WFP recognises that private sector companies need to see a distinct value in engaging in this type of network. At community level, the SUN project in Mumbwa district has trained both male and female volunteers in nutrition issues ensuring that nutrition messages in the communities and schools are passed on to men, women, girls and boys.
38. Further to the successful completion of the Purchase for Progress (P4P) pilot, WFP is leveraging its experiences and relationships with the private sector to implement the Farm to Market Alliance (FTMA) to improve smallholder access to markets. WFP's role, which has included farmer training, price discovery, and equal opportunities for men and women to access information, has created a level of trust among farmer organizations and other stakeholders in the value chains.

⁴⁰ These activities include: a) a pilot linking small-scale farmers directly to the schools for the supply of local and indigenous foods; b) the provision of micronutrient powders in school meals to address micronutrient deficiencies amongst school children; c) the re-introduction of school gardens as a platform for nutrition information and basic agriculture skills transfer to school children; d) the direct delivery of food from Food Reserve Agency (FRA) satellite depots to schools, cutting down transportation costs and involving local participation of communities in the programme; and e) the introduction of "DataWinners" which is a low-cost, open source software text messaging tool that collects educational outcome data from schools in the national home grown school meals programme.

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39. WFP has been participating in the Warehouse Receipt System (WRS) and providing financial support to the Zambia Agriculture Commodity Exchange (ZAMACE) for certification of private sector run warehouses. Building on WFP's country-level mVAM experience in market monitoring and lessons learned, WFP is implementing the Maano app platform to enable smallholder farmers to access market information as well as commodity markets.
 40. In its support and investments in strengthening data collection systems for the annual vulnerability and needs assessment by the Zambia Vulnerability Assessment Committee (ZVAC), WFP recognises that using mobile data collection tools reduces the lead time in data collection, data entry and overall data analysis period. WFP will continue to support use of these tools as an integral component of the ZVAC data collection.
 41. The Rural Resilience (R4) programme on climate services included capacity development for smallholder farmers to record selected climate parameters (rainfall and temperature) which ultimately helped enhance farmer-to-farmer extension support conducted through community platforms (farmer groups). The climate information collected by farmers has been key in deciding when to plant, what to plant (seed varieties), and which tillage technology to use.
 42. WFP's past experience supporting crises in neighbouring countries through large-scale maize procurement was made possible through government relations. Both the Ministry of Agriculture and the DMMU have collaborated with WFP to streamline procedures to facilitate exports. New border crossing arrangements will allow WFP to increase procurement of maize and other crops to support local and regional crises. Furthermore, initiatives such as the Global Commodity Management Facility (GCMF) will enable WFP to procure stocks in advance to meet both emergency and development programme requirements.

2.2. OPPORTUNITIES FOR WFP

43. Based on internal consultations and a number of formal reviews⁴¹ WFP has identified multiple strategic opportunities for its programming in the Zambian context:
 - *Both supply-side and demand-side gaps in production and consumption of non-maize crops:* WFP will work with public and private sector actors, including FAO, to strengthen weak food value chain systems across four key pillars such as access to finance, essential agri-technologies, markets and information. WFP will expand consumer knowledge of nutritious / diversified products to increase their consumption. On the supply side, WFP will continue to support mechanisms to "reach the last mile" and bring effective public and private sector demand through aggregation hubs.
 - *Increased investment trends in the social protection sector:* Over the past six years, the Government has more than tripled the budget for social protection as evidence has shown that it reduces poverty and inequality. WFP has increasingly been seen as a valued partner in driving innovation and positive change in social safety net programming, largely through its support to HGSMs and social cash transfers. Development partners also continue to encourage an expanded role for WFP based

⁴¹ The UN Country Assessment; the WFP Country Programme 200891 consultative process; consultations for the 7th National Development Plan; and consultations for the National Agricultural Policy.

on the good work accomplished. The National Social Protection Bill, yet to be passed, proposes a National Social Coordination Unit that would greatly advance collaboration and referrals between programmes. As an example, the HGSM programme could benefit from linkages with the Food Security Pack. WFP will work with FAO to align these two programmes and create synergies. Additionally, as the nutrition-sensitive social protection focal agency of the UN Joint Programme on Social Protection, WFP will continue to strengthen the nutrition sensitivity of the national social protection portfolio.

- *Strengthening HGSM:* The Government plans to double the number of assisted children (from 1 to 2 million) under the HGSM programme over the next four years. WFP will engage line ministries to support: extension services to improve agricultural production, linkages between smallholder farmers and schools, capacity strengthening of national coordinators down to school teachers, and strengthening information management systems. A multi-sectoral approach will link HGSM to other existing social protection programmes. To attract external funding for this safety net programme, WFP will promote a joint WFP MasterCard Cost Benefit Analysis of school meals in Zambia which found that for every USD 1.00 invested, a benefit of USD 8.30 is realized.⁴²
- *Linkages across WFP's portfolio:* By engaging with both private and public sector actors to ensure resilient food systems, WFP is looking to create synergies across its different market platforms (HGSM, FTMA, and the regional crisis response window) to target smallholder farmers through aggregation centres, while supporting innovative market interventions such as out-grower schemes, contract farming methodologies and commodity exchanges. At the same time, access to nutritious food and strengthened infant and young child feeding and care practices can be achieved through these channels, and entry points identified and leveraged to make resilience activities more nutrition-sensitive.
- *A local procurement strategy based on the above linkages:* WFP is also looking to develop a new local procurement strategy that builds on these interlocking set of activities in Zambia, to help reach the corporate target of purchasing 10 percent of all WFP food from smallholder farmers by 2020. This strategy could combine HGSM demand, the introduction of home-grown fortified oil (nutrition), and the FTMA's focus on smallholder farmers. WFP's Virtual Farmer's Market project could also be used to help link smallholder farmers to markets, including schools.
- *A multi-sectoral nutrition approach:* In line with global evidence on nutrition, WFP will continue to support a multi-sectoral approach by convening stakeholders around a range of nutrition issues that exist nationally down to the community level, with a specific focus on those that affect vulnerable groups. This will include engagement of the local private sector in the national nutrition response focusing on the various stages of the food value chain to increase availability of affordable, diverse, nutrient-rich foods. Focus will also be placed on initiatives contributing to the Scaling Up Nutrition (SUN) priorities, nutrition-sensitive social protection, adolescent girl's education, and nutrition behaviour and attitude change among school children.
- *Post-harvest loss initiatives:* Smallholder farmers' knowledge about and access to proven, affordable and sustainable post-harvest technologies (e.g. hermetic bags and

⁴² WFP Zambia School Meals Cost Benefit Analysis, 2017.

silos) is low or non-existent, and commercial supply chains for such products is similarly very under-developed or non-existent, especially in rural areas. WFP has primarily focused on unlocking the post-harvest loss technology supply chain with private and public sector partners. WFP aims to improve farmer and stakeholder awareness about post-harvest handling and storage best practices and to increase demand in improved storage technologies.

- *Strengthening national disaster preparedness and management capacities for ensuring zero hunger:* WFP will continue to provide technical assistance to the ZVAC through the Disaster Management and Mitigation Unit (DMMU) to improve methodologies for designing and implementing vulnerability needs assessments as well as integrated early warning systems that are community-centred. Support will also include facilitating the harmonization process between the ZVAC and social protection targeting approaches through local level structures such as the satellite disaster management committees (SDMCs) and community welfare assistance committee (CWACs).
- *Digital technology:* There has been a growth in the potential of information and communication technology to enhance programme delivery and efficiency of government-led social safety nets. WFP has partnered with Government and other key stakeholders across various programmes integrating the use of ICT to maximize efficiency and cost savings.
- *Improved gender-transformative programming:* WFP will take forward its country office gender strategy, developed in 2016, to ensure that gender is mainstreamed across all programmes and that the different food security and nutrition needs of women, men, girls and boys are addressed. WFP will also develop its adolescent girls strategy to find strategic means of reaching this population, often marginalized and lacking support, especially when it comes to meeting their nutritional and HIV-related needs.
- *Exporting home-grown solutions:* Using the demand created by home-grown school meals, WFP aims to promote crop diversification and value-added products. This will be achieved through efforts to purchase HGSM pulses directly from smallholder farmers and to purchase soya oil from local soya crushers who run their own out-grower models (Mt Meru). Enhancing local supply chains will make markets more predictable for smallholder farmers and increase their ability to diversify incomes and market choices.

2.3. STRATEGIC CHANGES

44. In recent years, WFP has transitioned from direct food assistance towards national-level technical assistance and community-level nutrition support in Zambia. This is linked directly to the country's upgrade to a lower middle income country, as well as perceptions that the country is food secure, resulting in lack of donor appetite to fund direct food provision.
45. WFP in Zambia will continue to support the 7th NDP, once endorsed, by building on the SDGs and UN Sustainable Development Partnership Framework (UNSDPF), while utilizing financial and corporate results frameworks and multi-sectoral, strategic partnerships that ensure accountability and demonstrate results to donors and beneficiaries.

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46. WFP will promote gender equality across all its areas of focus. This will be done by drawing from the existing country gender analysis to design and roll out gender sensitive programmes that address gaps and challenges in meeting the basic food and nutrition security needs of men, women, children and the elderly. WFP will also work with national structures and link with other gender-mandated agencies to strengthen gender integration into policy planning around areas of food and nutrition security.
 47. A central role for private sector is carved out through the T-ICSP to develop sustainable markets and hence income opportunities for the impoverished rural communities. Private sector as a partner in development facilitated by WFP and other neutral parties is a cornerstone of the WFP strategy in Zambia to achieve zero hunger in close consultation with the Government.
 48. As part of the transition to a nationally-owned government HGSM programme, WFP will target 200,000 school children in 2018 and 2019 with direct support, while increasing technical assistance to Government. WFP will focus on systems strengthening, including development of multi-sectoral coordination mechanisms and a pooled fund to support an expanded sustainable national programme.

3. WFP STRATEGIC ORIENTATION

3.1 DIRECTION, FOCUS AND INTENDED IMPACTS

49. The proposed four strategic outcome areas of the T-ICSP will contribute to the achievement of SDG 2.1 (*food access*), SDG 2.2 (*end malnutrition*), SDG 2.3 (*smallholder productivity*) and SDG 17.9 (*capacity strengthening*). Each Strategic Outcome includes activities corresponding to government priorities and inherent experience and expertise within WFP. WFP will also continue to shift from direct implementation to a technical advisory and/or convenor role in multi-sectoral dialogue. Policies issued by the Committee on World Food Security, such as on production and physical and economic access to food, will serve as technical reference materials.
50. An integrated programming approach will guide this T-ICSP, building on linkages created across government priority actions on social protection and nutrition to address multiple vulnerabilities in targeted communities. The integration of HGSM and subsequent link with other social protection programmes for greater impact will be further strengthened. In particular, WFP will increase its technical assistance to the Government to support the transition to a nationally-owned sustainable programme. WFP will also pilot an HGSM model in two districts for purposes of informing the Government's design and implementation of an HGSM programme that supports local procurement and mainstreaming of nutrition. WFP will further work to reduce malnutrition by leveraging the private sector as a key development partner. It will do this by strengthening private sector capacity to deliver nutritious foods that are affordable, accessible, and aspirational to the Zambian people.
51. To effectively help mitigate the frequency of occurrence of natural, social and economic shocks experienced by smallholder farmers, WFP will continue promoting sustainable risk management tools, such as risk transfer (insurance), risk taking (credit), risk reserves (savings), and disaster risk management (smart agriculture). The enabling environment provided through agriculture, social protection, climate change and disaster management policies will be key in facilitating implementation of proposed resilience activities. WFP will also leverage its expertise derived from the successful implementation of the

integrated resilience project complimented by sustainable/predictable markets and well developed aggregation services for smallholder farmers.

3.2 STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

Strategic Outcome 1: Vulnerable school children in prioritized food insecure districts have access to adequate and nutritious food throughout the year

52. Under the 7th NDP to which WFP is providing technical inputs, the Government is committed to increased equitable access to quality education and skills training through efficient and cost-effective measures that enhance human capacity for sustainable national development.
53. This Strategic Outcome contributes to SDG target 2.1 and WFP Strategic Result 1 as informed by government national guidelines under the 7th National Development Plan.

Focus areas

54. This outcome focuses on addressing root causes of vulnerability to hunger. Rural Zambia faces the double burden of chronic food insecurity and high poverty which act as barriers to equal access to learning by children coming from poor and vulnerable households. WFP will centre its support on developing multi-sectoral strategic partnerships and a sustainability strategy for operationalizing the HGSM as a safety net, creating linkages to nutrition and establishing complementarities with other social protection initiatives.

Expected outputs

55. This outcome will be achieved through three outputs:
- i. School children targeted by the national home-grown school meals programme benefit from improved capacity of the Government that helps meet their basic food and nutrition needs and strengthen education outcomes
 - ii. School children targeted by the national home-grown school meals programme benefit from mainstreamed nutrition messages in the school curriculum to improve their nutrition knowledge
 - iii. School children targeted by the national home grown school meals programme receive nutritious school meals daily in order to meet basic food needs and improve education outcomes

Key activities

56. *Activity 1: Develop and strengthen the capacity of the government bodies responsible for the national home-grown school meals programme.* The HGSM programme in Zambia is implemented by the Government with WFP providing technical assistance in key areas. WFP will: (i) increase capacity building aspects while gradually withdrawing from the food component; (ii) align capacity strengthening with the Government's decentralisation policy and facilitate documentation and sharing of key lessons from the decentralised model with focus on systems development; (iii) strengthen Government's coordination mechanisms; (iv) assist government efforts to review and prioritise key impactful social protection programmes targeting inequalities and vulnerabilities; (v) expand the integration of small-scale farmers' direct link to schools; (vi) integrate

nutrition in the production value chain, supporting farmers to increase production and consumption of nutritious crops; (vii) continue to support the Government in moving towards its goal of covering 2 million Zambian school children by 2020, basing selection on the national multisectoral criteria, including food and nutrition security, poverty levels and education indicators; and (viii) implement micronutrient supplementation in targeted schools whose results will be used in advocacy on fortification, and establish school gardens and develop localised food menus.

WFP will expand the mainstreaming of nutrition into the school curriculum to impact knowledge, behaviours and practices of children. This activity will include a review of the curriculum and facilitating multi-stakeholder participation in school-based nutrition activities. Volunteer cooks in charge of preparing school meals will be targeted and provided with training in hygiene, food safety and preparation of nutritious meals, and encouraged to pass on knowledge to other community members. The CO will build on the previous successes of women in leadership positions within the HGSM programme to strengthen efforts to challenge gender stereotypes and create an enabling environment for all.

57. WFP has taken steps to integrate the HGSM programme into government national plans and budgets having completed the SABER, a cost-benefit analysis, and a national cost assessment. To further ensure institutional and system strengthening, other processes will be required such as the expansion of local nutritious foods into the food basket, a local procurement study, and development of an implementation framework that outlines technical assistance in key operational areas.

Strategic Outcome 2: Communities in food insecure areas have improved nutritional status in line with national targets by 2020

58. WFP's work in this area supports the Mission Statement of the National Food & Nutrition Strategic Plan: *Eliminate all forms of malnutrition in order to have a well-nourished and healthy population that can contribute optimally to national economic development.*

Focus areas

59. This outcome addresses root causes. The long-term chronic malnutrition issues in Zambia require long-term policy and programmatic solutions.

Expected outputs

60. This outcome will be achieved through two outputs:
- i. Targeted communities benefit from enhanced access to affordable and acceptable nutritious products in order to improve their basic food and nutritional needs
 - ii. Targeted communities benefit from improved knowledge in nutrition, care practices and healthy and diverse diets in order to improve their nutritional status

Key activities

61. Activity 2: *Provide technical expertise to government and private sector entities involved in the production and marketing of nutritious products.* WFP provides technical support to targeted entities, private sector and other key actors working along the food value

chain at various levels, including food producers, food processors, food retailers, in both rural and urban areas with: i) information; ii) research; and iii) services that promote increased production or distribution of nutritious foods.

62. WFP provides capacity strengthening based on the needs of the Government and other entities working along the food value chain. This work will build national capacity surrounding production of more diverse nutritious foods that have the potential to reduce stunting and micronutrient deficiencies, as well as over-nutrition and diet-related non-communicable diseases, a relatively new focus area for WFP.
63. WFP will increase awareness around diverse diets through social and behaviour change communication (SBCC) activities under SUN Business Network's Good Food Logo initiative, which will initially target urban populations, especially women with young children, through formal and informal retail channels in an approach that works to elevate the status of women both within the home and within society. Rural populations will be targeted using government service delivery programmes and other WFP initiatives such as the HGSM nutrition education programmes and relevant resilience programmes. Specific emphasis will be on supporting consumers and communities with messaging which helps them to make better food choices, driving reductions in malnutrition.

Strategic Outcome 3: Targeted smallholders have increased livelihood resilience in the face of natural, social and economic-related shocks by 2030

64. Through this strategic outcome WFP will support the Government in: ensuring sustainable resilience for smallholder farmers is strengthened through increased advocacy on use of climate smart agriculture; increasing crop diversification with emphasis on high value and/or nutritious crops; and promoting value addition to agricultural products by establishing marketing and distribution channels. Further support will also be provided in enhancing smallholder farmer's access to financial services to ensure increased utilization of appropriate inputs (seed and farming implements). In the case of conservation agriculture⁴³, gender sensitive technologies and crops will be promoted. Within the financial services that will be blended with conservation agriculture, more women beneficiaries will be co-opted into leadership positions of savings and credit management committees.

Focus areas

65. Resilience-focused activities under this outcome will contribute to strengthening the adaptive capacity of smallholder farmers against climate shocks through integrated risk management strategies that will include conservation agriculture (crop diversification, ripping, and crop rotation) and financial services to include credit, insurance, savings, markets and market systems.

Expected outputs

66. This outcome will be achieved through four outputs:
 - i. Smallholder farmers benefit from improved skills in climate smart agriculture practices in order to improve their resilience to shocks

⁴³ As per the FAO definition, conservation agriculture is an approach to managing agro-ecosystems for improved and sustained productivity, increased profits and food security while preserving and enhancing the resource base and the environment.

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- ii. Smallholder farmers benefit from enhanced knowledge in diversified value chains in order to increase income
 - iii. Smallholder farmers benefit from enhanced access to agribusiness services in order to increase their incomes and resilience to shocks
 - iv. Smallholder farmers benefit from predictable access to sustainable markets in order to improve their incomes

Key activities

- 67. *Activity 3: Promote climate-smart agriculture, crop diversification and post-harvest management amongst smallholder farmers.* This activity will increase uptake of appropriate climate-smart agriculture approaches such as conservation agriculture with emphasis on crop diversification, including an expanded number of nutritious crops, increased use of improved seed varieties and appropriate post-harvest technologies as well as linkage to viable and functional markets. The activity will use a hybrid model of the R4 Rural Resilience Initiative, FTMA and Maano Virtual Farmers Market app.
- 68. The “last mile challenge” in Zambia will require further investment and partnership development. Access to flexible and affordable credit for farmers, as well as trade finance for aggregators, will need new avenues and partners. Furthermore the chronic lack of effective farmer organization structures is a challenge in mobilizing farmers for formal markets.
- 69. Partners include the Ministry of Agriculture, Ministry of Community Development and Social Services, Department of Meteorology, Mayfair Insurance, Vision Fund, Development Aid from People to People, Heifer International, FAO, World Bank, African Development Bank, UNDP, some global partners of the FTMA alliance and other country specific private and public partners for R4 Rural Resilience Initiative. These partnerships will help bring to the fore the prominence of transferring appropriate post-harvest loss technologies to farmers.
- 70. *Activity 4: Provide enhanced access to markets, financial insurance and aggregation services to smallholder farmers.* The main thrust of this activity will be to leverage existing WFP partnerships with public and private financial partners such as participating banks, commercial buyers, microfinancial institutions and agro-dealers to facilitate farmer access to financial instruments and services, including insurance, to enhance resilience in the event of dry spells, drought and the subsequent loss of agricultural investments.
- 71. Where smallholder friendly financial products and services don't currently exist in Zambia, the FTMA will leverage its partners to develop alternatives for the market.
- 72. With funding from WFP's Innovation Accelerator based in Munich, WFP has created Maano Virtual Farmers Market (VFM), an app-based e-commerce platform where farmers' surplus and buyers' demand for crops are advertised and traded. VFM provides a transparent, open and trustworthy space for smallholder farmers and buyers to negotiate fair prices and deals. Key functions include providing information on farmers' supply and buyers' demand, identity and location, and ensuring visibility to the other party through a smartphone application; facilitating farmer-buyer discussions and price

negotiation; facilitating the sale of farmers' produce through a payment system where WFP acts as a guarantor.

73. Given the increasing frequency and severity of recurrent weather-related shocks, WFP will strengthen capacities of the Government, communities and households in developing and embracing climate resilient food systems that enhance livelihoods and food security of smallholder farmers.

Strategic Outcome 4: Disaster management, social protection, and economic systems in Zambia reliably address the basic food and nutrition needs of the vulnerable populations throughout the year, including in times of crisis

74. WFP aims to help the Government achieve its Vision 2030 of “a middle income nation, free from constant or periodic critical levels of poverty, deprivation and extreme vulnerability”.⁴⁴ Activity implementation will be undertaken within the boundaries of the revised Disaster Management Policy (2015) and Climate Change Policy (2016) whose overall objective is to provide a coordination framework for climate change and disaster risk management programmes. Fifty percent of leadership positions in committees managing local level early warning systems must be held by women and the the early warning information generated and shared will benefit all.
75. This work is also in line with the Government's National Social Protection Policy, whose social assistance specific objectives include: a) reduce poverty and destitution among vulnerable and poor households; and b) enhance nutrition security for vulnerable populations.

Focus areas

76. This outcome focuses on resilience building.

Expected outputs

77. This outcome will be achieved through three outputs:
- i. Food-insecure people benefit from improved access to safety nets in order to meet their basic needs
 - ii. Food insecure people benefit from enhanced government capacity in inter-sectoral coordination and policy implementation in order to meet their basic needs
 - iii. Shock-prone people benefit from enhanced government capacity in disaster preparedness, early-warning and needs assessment in order to protect their access to food in times of crisis

Key activities

78. Activity 5: *Provide coordination capacity to government entities responsible for social protection and other food-security related sectors.* WFP provides support to strengthen an integrated social protection framework that enables different programmes to link with each other, enhancing positive impacts for beneficiaries, while supporting human development and a healthy nation. WFP's efforts will focus on the national social cash

⁴⁴ National Social Protection Policy, Southern African Social Protection Experts Network (SASPEN), 2014.

transfer and the home-grown school meals programmes, as well as building linkages with key resilience programmes as entry points for increasing the efficiency and delivery capacities of the programmes to help citizens to break the cycle of poverty.

79. *Activity 6: Provide capacity strengthening to government entities responsible for disaster preparedness and response.* WFP will work with the Government to include an effective disaster preparedness mechanism at national and sub national levels to support timely and effective responses within the existing legal and policy framework enshrined in the Disaster Management Act of 2013 and revised Disaster Management Policy of 2015.

80. Activities will involve: (i) enhancing and decentralizing contingency planning processes; (ii) strengthening beneficiary registration and targeting; (iii) supporting and strengthening the design of integrated response mechanisms that use food and/or cash where appropriate; (iv) supply chain support to raise in-house capacity for effective delivery, tracking and monitoring of relief interventions; (v) through tools such as mVAM, strengthening oversight and monitoring of food security during response and post-response phases; and (vi) strengthening agro-meteorological station infrastructure by setting up additional instrumentation (automatic weather stations and manual rain gauges).

3.1. TRANSITION AND EXIT STRATEGIES

81. WFP will work in close collaboration with the Government by aligning the proposed key outcome areas with Government priorities. The T-ICSP activity implementation will be built on the 7th NDP and on the UNSDP to create synergies and integration into government systems to achieve desired SDG country specific outcomes. Given the timeframe of the T-ICSP, the country office will propose institutionalizing gender equality during the development of the CSP through the Zero Hunger Strategic Review.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

82. The majority of the activities will focus exclusively on providing technical assistance and building capacity. Through Activity 1, however, the CO will provide direct food assistance to 200,000 pre- and primary school children in two districts of Mumbwa and Petauke. The two districts have been selected based on existing WFP-supported pilot activities on local procurement of fresh foods from smallscale farmers and supplementation of these foods with micronutrient powders. WFP will use key lessons from the two pilots to strengthen government systems for improved delivery of a national HGSM programme. WFP will continue with its capacity strengthening activities to government institutions and ensure that the government-targeted 2,000,000 pre- and primary school children in HGSM schools receive nutritious school meals in a timely and sustainable manner.

83. Through activity 4, WFP will also promote the resilience of 13,335 women and men smallholder farmers who are engaged in conservation agriculture in the southern province of the country. Using FAO's Conservation Agriculture Scale Up programme as an entry point, farmers are linked to weather index insurance to safeguard against dry spells, drought and the subsequent loss of agricultural investments. Additionally, access to credit is facilitated to increase agricultural investment and ultimately contribute

towards enhanced food and income security. Farmers are also supported to form savings groups to pool together financial resources which act as a buffer against short term needs.

Strategic Outcome	Activity	Age category	Female	Male	Total
Strategic Outcome 1	Activity 1: Develop and strengthen the capacity of the government bodies responsible for the national home grown school meals programme	Ages 3-6	3 060	2 940	6 000
		Ages 7-18	98 940	95 060	194 000
Strategic Outcome 3	Activity 4: Provide enhanced access to markets, financial insurance and aggregation services to smallholder famers.	Ages 22-75	6 534	6 801	13 335
TOTAL			108 534	104 801	213 335

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

Strategic Outcome	Strategic Outcome 1		Strategic Outcome 3
Activity	Activity 1		Activity 4
Beneficiary type	School feeding		Smallholder farmer support
Modality	Food	CBT	CBT
Cereals	120		
Pulses	20		
Oil	10		
Salt			
Sugar			
Supercereal			
Supercereal Plus			
Micronutrient powder	0.40		
Total kcal/day	576		
% kcal from protein	11.1		
Cash (USD/person/day)		0.06	0.35
Number of feeding days per year	189	108	60

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (MT)	Total (USD)
Cereals	6 792	1 596 120
Pulses	1 132	477 704
Oil and fats	566	628 260
Mixed and blended foods	-	-
Other	0.72	12 960
TOTAL (food)	8 491	2 715 044
Cash-based transfers (USD)		618 265
TOTAL (food and CBT value – USD)	8 491	3 333 309

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

84. WFP will continue to work with government agencies at policy and programmatic levels to strengthen delivery of food security and nutrition policies. WFP will facilitate inter-sectoral dialogue in both food security and nutrition, as well as promote collaboration between the public and private sectors in food production, utilisation and storage. Strengthening gender competencies, so as to support gender transformative policy formulation, planning, and programming will be a priority to realise food and nutrition security. WFP will also utilise and facilitate South-South cooperation, including WFP's Centre of Excellence in Brazil, building on engagement which commenced in 2013. WFP is further exploring opportunities with the Centre of Excellence in China.
85. As the CO has implemented a number of pilots in food security (linking small-scale farmers to markets) and nutrition (integrating nutrition in the delivery of the school curriculum, promoting school gardens as nutrition learning sites), it will support inter-school competitions as a modality for transferring knowledge and skills while motivating teaching nutrition. The established Technical Working Group under the HGSM will be strengthened and enabled to provide strategic guidance for the programme and ensure that they lobby for the integration of the programme in respective sectoral plans and budgets.
86. One of WFP's keys to success in Zambia, particularly in the Farm to Market Alliance, will be enabling capacity strengthening of national organizations and food systems, in particular private sector partners who struggle to reach smallholders. WFP will look to prepare joint project proposals with local organizations to improve projects and staff capacity, leading to positive effects over time on WFP's operational ecosystem.
87. WFP's success in working with the private sector through the SUN Business Network has seen the Zambian network emerge as a leader. As such, the Zambia network is often called upon to provide support to other networks within the region and beyond in establishing their SBNs, which are formed based on the Zambia model. The Zambia network team has presented country-level best practices in regional and international fora and supported the development of a regional guide on starting an SBN.

4.3. SUPPLY CHAIN

88. Currently, WFP sources pulses, vegetable oil, and fresh foods in selected schools (as part of a pilot), as part of the school meals programme. Cereals makes up to 70 percent of the rest of the total food basket and are provided by the Government as in-kind. At local level, pulses are procured by WFP in areas as close as possible to programme activity districts to cut down on transportation cost and lessen the multiple handling of food at transshipment points. Vegetable oil will be procured from local processors who have supply contracts with smallholder farmers directly or through farmer organizations. Fresh foods are supplied by farmers directly to the schools, with storage practices and handling guided by food safety guidelines developed by WFP. The supply chain for this activity is dependent on the timely release of cereals and funds by the Government, and the ability of farmers to meet schools' requirements as per contracts.
89. Both cash and food modalities are in use in the HGSM, and will be expanded as Government takes over most of the food commodities and introduces new ones in line with the recommendations of the local foods study to improve dietary diversity. Cash is given to the District Education Boards who transfer allocations on a monthly basis after previous disbursements have been retired. These approaches are in line with the Government's decentralization strategy.
90. As the UN Logistics Cluster lead, WFP offers logistics services to the UN agencies in support of inter-agency complementary programmes. As the UN cluster lead in IT, WFP is assessing the telecommunication capabilities in North Western province should UNHCR require activation of refugee camps in the eventuality that presidential elections are postponed in the Democratic Republic of the Congo and civil unrest propels internally displaced persons to cross into Zambia..

4.4. COUNTRY OFFICE CAPACITY AND PROFILE

91. To enable the successful management of T-ICSP activities, WFP aims to develop staff capacities in the areas of public-private partnership, school feeding, capacity development, social protection, nutrition, market access, disaster risk reduction, climate change resilience, gender, and innovation.
92. Assessment of current skill sets will be conducted to identify gaps and training plans to address those gaps. The CO actively promotes learning through training via WFP's Learning Management System (LMS), encouraging staff to make a developmental plan at the start of the year and identify trainings that add to their existing skill sets, or enable the development of new skills.
93. As part of an effort to grow skills for gender transformative programming, WFP has developed a training plan with output indicators that include the number of staff who complete the LMS gender training and how many staff attend annual gender workshops in Zambia.
94. WFP in Zambia also focuses on learning on the job, and aims to cultivate a culture of coaching, knowledge sharing, and continuous feedback between staff to encourage a learning environment and mentality.

4.5. PARTNERSHIPS

95. In line with the WFP Corporate Partnership Strategy, WFP will expand its partnership base including with academic institutions, private sector and development partners, and

gender equality committed and competent civil society organisations, UN agencies and government line ministries.

96. Partnerships are at the core of WFP's work in Zambia where rural poverty and hunger indicators can only be solved through systematic changes in the food supply chain.
97. WFP will prioritize partnerships within and outside of the nutrition sector to reduce malnutrition in Zambia. It will continue to strategically support the technical and financial needs of Government, working from behind the scenes to drive forward progress on the national nutrition agenda, and will build on its role as a convenor and facilitator of the UN Food & Nutrition Security Working Group and the SUN Business Network, bringing together partners from different backgrounds to improve the nutritional status of all Zambians. It will forge partnerships with relevant organizations with core competencies that differ from those of WFP, to ensure an effective, coordinated and holistic approach to reducing the burden of malnutrition in Zambia.
98. Under the Agriculture Cooperating Partner working group, WFP will continue to serve as a member of the Troika. The group is comprised of donors and technical agencies and meets monthly to discuss the main agricultural issues of the day. The group also collectively assesses whether existing policies and legislation favour the agriculture sector with respect to food security, diversification, pest control, economic growth and social cash transfers.
99. Through the Farm to Market Alliance Initiative in Zambia, WFP partners with public and private organizations to connect smallholder farmers to commercial markets, including with AGRA, Rabobank, IFC, Yara, Syngenta, Bayer, and Grow Africa. These organizations can each draw on expertise in the finance, input, and buyer areas of the food value chain, helping everyone create shared value.
100. New partnerships will be developed to implement the post-harvest loss technology roll out through the private sector in order to develop an effective retail distribution network and by contracting grass root organizations to sensitize farmers on the benefits of PHL technologies.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

101. WFP Corporate Monitoring Normative Framework and Regional Bureau Monitoring Strategy will guide the monitoring of the T-ICSP activities. The baselines and the targets for all the outcome indicators will be set within the first three months of T-ICSP implementation. Increasingly the CO will engage in joint monitoring activities with other partners to increase efficiency, and improve the quality of data through cross triangulation and other means.
102. A decentralized evaluation is being planned during the 18 months of the T-ICSP, which is in line with WFP's Evaluation Policy. Elements that will be evaluated include activity 1, 2, 5 and 6 under strategic outcomes 1, 2 and 4. The last evaluation was completed in 2014, and per policy 50 percent of the value of each country's operations should be evaluated once every three years.

103. Outcome and performance indicators will be assessed annually with the National Statistics Agency. Outcome, output and process indicators will be disaggregated by sex and age. Gender-responsive monitoring and evaluation will support accountability and implementation adjustments, and all activity managers will be supported to integrate meaningful gender-related indicators into their programme logical frameworks.

5.2. RISK MANAGEMENT

Contextual risks

104. WFP faces several contextual risks. Weather and cyclical risks include possible El Niño effects and floods during the rainy season. The recurring occurrence of pests is on the increase (army worms and locusts) whose frequency and intensity is new to the region.

105. On a biannual basis with the DMMU, the CO will review the above risk factors that may require direct technical support to prevent or mitigate negatively impacts on vulnerable communities.

106. If the expected elections in the Democratic Republic of the Congo are postponed, this could possibly cause displacement of people into Zambia. Mitigating actions by WFP include close discussions with the United Nations Country Team on situation updates and current programming on disaster risk reduction and resilience building.

107. The cost of servicing the public debt, 65 percent denominated in foreign currencies, increased significantly following the depreciation of the Kwacha in 2015 and is a burden on the budget. In addition, the arrears accumulated by the State with regard to state-owned companies are also likely to hinder any improvement in the public finances. Based on this forecast, WFP has taken steps to adjust its resource mobilization strategy to account for a possible decline in government support towards social protection programmes, like HGSM.

108. Should political support and budget allocation to support the 2000 National Gender Policy dwindle, Zambia will be at risk of not reducing gender inequality and WFP at risk of not fully achieving strategic outcomes.

Programmatic risks

109. Risks in this area include insufficient resourcing: with competing emergencies in the region and elsewhere in the world, the donor environment for Zambia and other middle income countries is particularly challenging. Mitigating actions by WFP include local fundraising efforts as well as exploring possible partnerships with non-typical donors, such as the World Bank and African Development Bank.

110. Large staff turnover within government ministries continues to be a risk, as it presents continuity difficulties in maintaining relationships and institutional knowledge / experience with WFP's programmes. Mitigating actions by WFP include developing strong communications products to help new partner employees quickly and easily understand WFP programming.

111. Uncertainty regarding government expenditure priorities from year to year poses a challenge, especially as far as that investment aligns with WFP priorities and CO support to scaling certain solutions. While government commitment to some programmes has increased, commitment to others has become stagnant. This poses a challenge for WFP in terms of planning, especially regarding support to scale-up different social protection programmes, such as the HGSM.

112. An approved T-ICSP for the forthcoming years will allow WFP to promote its technical capacity to government lines so that those ministries can budget future support towards HGSM programme. Also, the country office will continue to lobby government line ministries as a means to mobilize resources to allow for the scaling of national social protection programmes, including HGSM.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

TABLE 5: COUNTRY PORTFOLIO BUDGET (USD)			
Strategic Outcome	Year 1 2018	Year 2 2019	Total
Strategic Outcome 1	4 875 285	2 726 696	7 601 981
Strategic Outcome 2	1 443 745	274 574	1 718 319
Strategic Outcome 3	2 181 174	1 059 480	3 240 654
Strategic Outcome 4	1 257 505	749 565	2 007 071
TOTAL	9 757 709	4 810 315	14 568 025

The country office will commit 14% of mobilized funds to gender equality activities as per the WFP Gender Policy (2015-2020).

6.2. RESOURCING OUTLOOK

113. The budget for this T-ICSP takes into account the funding constraints facing lower-middle-income countries, including Zambia. In recent years, the CO has been expanding its donor base, and has a small level of support from European donors, in-kind government contributions, and the private sector, partially through trust funds and the UN Pooled Fund. Along with these donors, the country office is also a recipient of smaller contributions to support innovative programmes using technology in rural agricultural settings. Given the Government's strong support for social protection programmes, in particular HGSM, it is difficult to ascertain if in-kind contributions will increase given the conservative forecast for economic growth.

6.3. RESOURCE MOBILIZATION STRATEGY

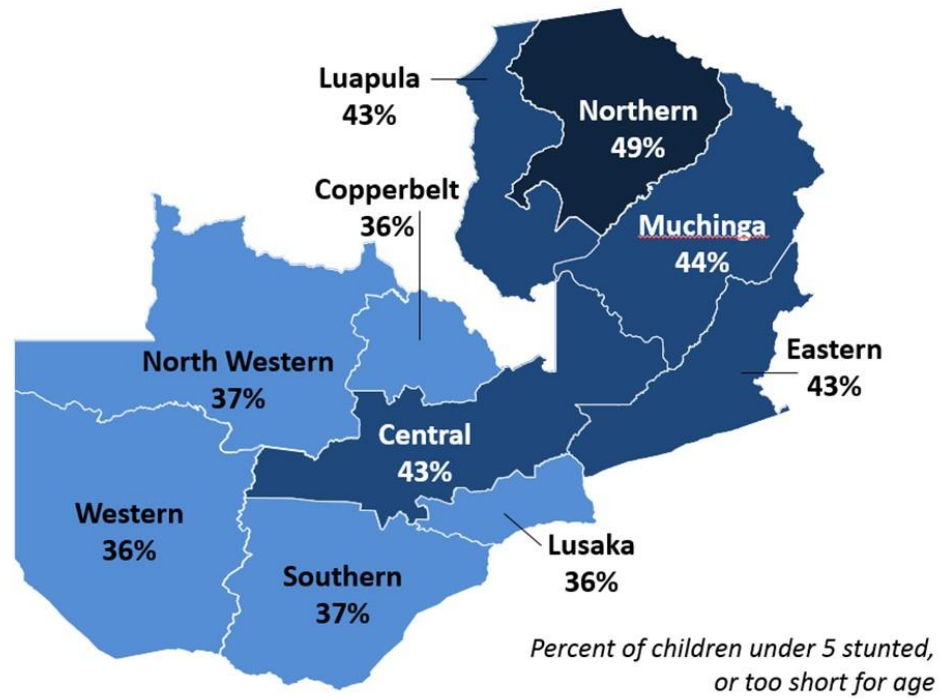
114. Due to the innovative and non-traditional nature of some of WFP's activities in Zambia, WFP is developing a resource mobilization strategy to help communicate these unique programmes to new and interested donors. WFP also continues to meet frequently with traditional donors and hold regular resource mobilization calls between the country office and the donor relations officer in the regional bureau.

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115. The CO will prioritize partnerships with the private sector, as this is a growing source of funding for Strategic Outcomes 2 and 3. Capitalizing on the private sector's growing role in food security and nutrition, WFP will seek partnerships that provide access to expertise, networks, data and human and financial resources from local and multinational corporations.
116. Given this climate of economic uncertainty, in-kind contributions towards HGSM may decline during the T-ICSP period. As such contributions are important to facilitate the local procurement and transport of foods for meals to schools, the country office is seeking ways to create a joint government and donor Pooled Fund which would demonstrate that Government is increasing its financial commitment to fund HGSM. It will enable donors to support HGSM as it would fall under the categories of social protection, nutrition, and smallholder farmer support, and support food systems strengthening.
117. The advantage of a Pooled Fund is that it could also finance the technical assistance component of developing the sustainable HGSM systems to institutionalize and handover to government. By having resources in such a fund, government procurement regulations will not apply (in the interim) which could give ample time to test and review decentralized models for procurement and management of HGSM. Although Government now is rolling out a decentralization policy, it is too early to rely on new structures to provide monitoring and guidance to district education offices.

ANNEX I: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)					
WFP Strategic Results / SDG Targets	SR 1: Access to Food	SR 2: End Malnutrition	SR 3: Smallholder Productivity	SR 5: Country Capacity Strengthening	Total
	SDG 2.1	SDG 2.2	SDG 2.3	SDG 17.9	
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	
Transfer	5 187 464	830 171	1 784 465	1 186 400	8 988 500
Implementation	954 464	560 729	834 566	434 962	2 784 720
Adjusted DSC (%)	962 728	215 006	409 618	254 405	1 841 756
Sub-total	7 104 655	1 605 906	3 028 648	1 875 767	13 614 976
ISC (7%)	497 326	112 413	212 005	131 304	953 048
TOTAL	7 601 981	1 718 319	3 240 654	2 007 071	14 568 025





ANNEX II: MAPS

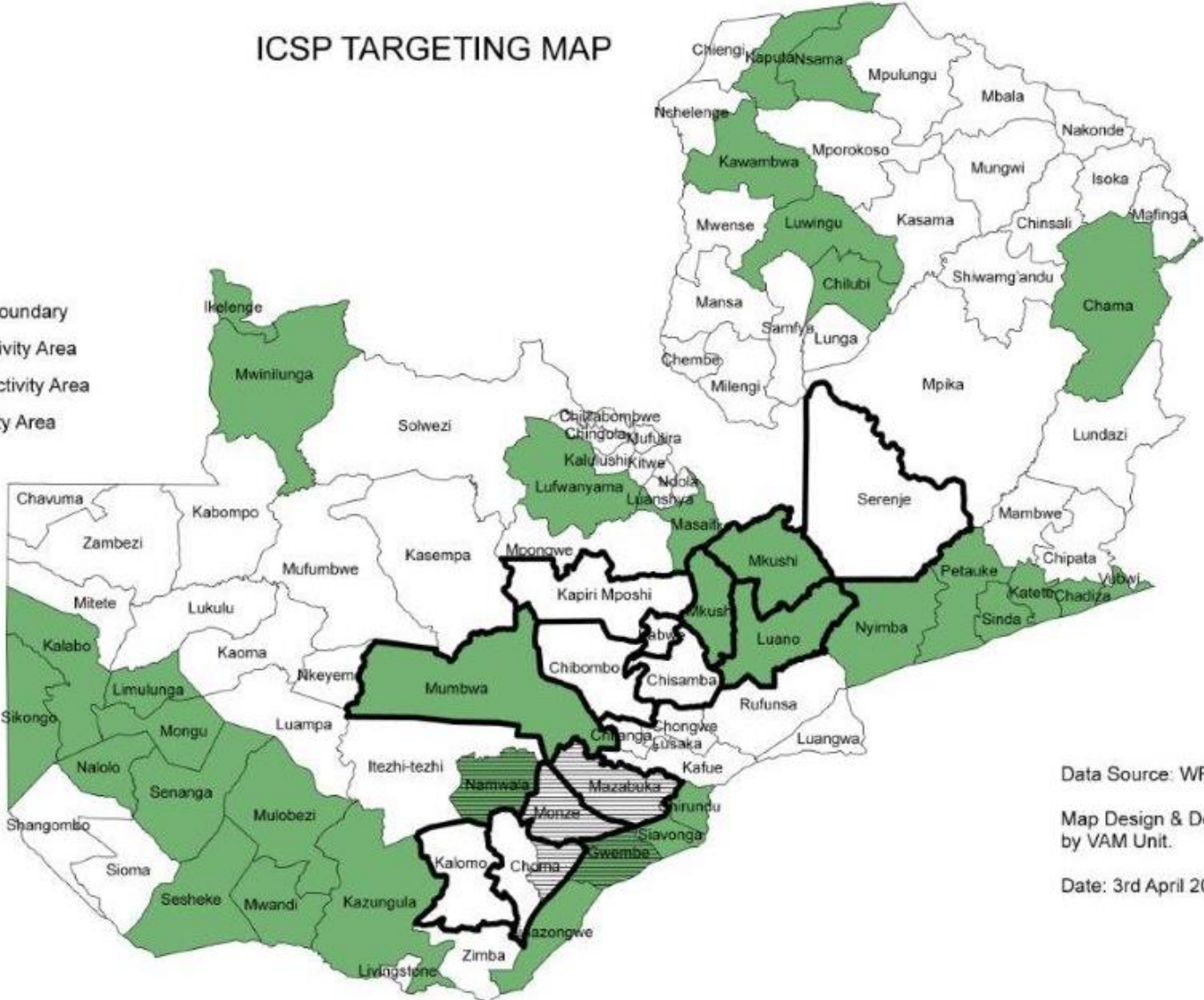


Source: Zambia Demographic Health Survey 2013-14

ICSP TARGETING MAP

Key

-  District Boundary
-  FtMA Activity Area
-  HGSM Activity Area
-  R4 Activity Area



1 centimeter = 0.54 kilometers

Data Source: WFP Zambia SDI

Map Design & Desktop Publishing by VAM Unit.

Date: 3rd April 2017



ANNEX III: ACRONYMS

DMMU	Disaster Management and Mitigation Unit
FAO	Food and Agriculture Organization of the United Nations
FTMA	Farm to Market Alliance
FRA	Food Reserve Agency
GCF	Green Climate Fund
GDP	Gross Domestic Product
GRZ	Government of the Republic of Zambia
HGSM	Home Grown School Meals
IDP	Internally Displaced Person
T-ICSP	Transitional Interim Country Strategic Plan
MoGE	Ministry of General Education
MoCD	Ministry of Community Development
MUSIKA	Making Agricultural Markets Work for Zambia
NCDs	Non-communicable Diseases
NDP	7 th National Development Plan
NFNC	National Food and Nutrition Commission
NGO	Non-Governmental Organization
PHL	Post Harvest Loss
PPCR	Pilot Programme on Climate Resilience
P4P	Purchase for Progress
R4	Rural Resilience Initiative
SADAC	Southern Africa Development Community
SBN	Scaling up Nutrition Business Network
SDPF	Sustainable Development Partnership Framework
SUN	Scaling up Nutrition
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development
UNICEF	United Nations Children’s Fund
SBCC	Social and Behaviour Change Communications
SDG	Sustainable Development Goal
VFM	Virtual Farmers Market
ZMD	Zambia Meteorological Department