



Decentralized Evaluation

MID-TERM EVALUATION OF ZAMBIA COUNTRY PROGRAMME 200891

2016-2020

Final Evaluation Report

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Definition of Terms

Conservation Agriculture - 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. (Source: FAO website)

Coping Strategies Index (CSI) - an indicator used to compare the hardship faced by households by measuring the frequency and severity of the behaviours they engage in when faced with shortages of food. SPR data for Zambia uses a livelihoods-based coping strategies module which is used to better understand longer-term coping capacity of households. In broad terms, household livelihood and economic status is determined by income, expenditures and assets. By understanding the behaviours households have taken to adapt to recent crises, such as selling productive assets, we can get a rough sense of how difficult their current situation is, and how likely they would be able to meet challenges in the future. (Source: 2014-2017 Strategic Results Framework Indicator Compendium)

Country Programme - used to describe a type of WFP operation which is developmental (as opposed to emergency or protracted relief) in its orientation. With the introduction of the integrated road map in 2017, WFP has transitioned from individual operations typology to Country Strategic Plans (see below).

Country Strategic Plan (CSP) - a country-level framework that allows WFP to align relief, recovery and development interventions while upholding its commitment to prioritizing the needs of the most vulnerable people in support of the 2030 Agenda. A CSP allows for a more integrated, strategic approach which includes sector-oriented objectives, each with different types of interventions along the relief-development continuum, as needed. The CSP is informed by a Zero Hunger Strategic Review.

Drop out rate (indicator definition) - this refers to children not completing the school year. The indicator provides a count of students who left school/dropped out of school during the school year and thus did not complete the school year. (Source: WFP 2014-2017 Strategic Results Framework Indicator Compendium)

Enrolment rate (indicator definition) - the average annual rate of change in number of children enrolled in WFP assisted schools - a measure of the short-term trend in enrolment in the targeted school population - provides an estimate of the effectiveness of school feeding in terms of attracting children to school. 0: would mean that no change in enrolment occurred between year 0 and year 1. Positive value (e.g. 1.3 percent) suggests an increase in enrolment. Negative value (e.g. -1.3 percent) suggests a decline in enrolment. Positive and negative values could also reflect increase or decrease in number of WFP - assisted schools. (Source: WFP 2014-2017 Strategic Results Framework Indicator Compendium)

Food Consumption Score (FCS) (indicator definition) - this is used as a proxy for household food security. The FCS is a measure of dietary diversity, food frequency and the relative nutritional importance of the food consumed. The food consumption groups can be described as follows: Poor food consumption: Households that are not consuming staples and vegetables every day and never or very seldom are consuming protein rich food such as meat and dairy. Borderline food consumption: Households that are consuming staples and vegetables every day, accompanied by oil and pulses a few times a week. Acceptable food consumption: Households that are consuming staples and vegetables every day, frequently accompanied by oil and pulses and occasionally meat, fish and dairy. (Source: 2014-2017 Strategic Results Framework Indicator Compendium)

Food security - a situation that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. Based on this definition, four food security dimensions can be identified: food availability, economic and physical access to food, food utilization and stability over time. (Source: FAO, IFAD, UNICEF, WFP and WHO. 2017. The State of Food Security and Nutrition in the World 2017.)

Gender - refers to socially constructed roles, behaviours and expectations; sex refers to anatomical and biological characteristics defining males and females. Awareness of gender is important for WFP's work because gender roles can vary among cultures and change over time, and WFP food assistance can support positive changes. (Source: WFP Gender Policy, 2015-2020)

Gender equality - the state in which women and men enjoy equal rights, opportunities and entitlements. For WFP, promoting gender equality means providing food assistance in ways that assign equal value to women and men while respecting their differences. The treatment of women and men should be impartial and relevant to their respective needs. (Source: WFP Gender Policy, 2015-2020)

Home Grown School Meals (HGSM) – a programming approach used by WFP and other agencies throughout the world that provides school children with cooked meals which are eaten during school hours and that are prepared from locally-produced and locally-purchased food. The main objective of HGSM programmes is to link school meals with local agricultural production. An HGSM programme assumes that households, local farmers or small businesses may benefit from the demand of the school meals programme if procurement is designed to increase their ability to access the market and if efforts are made to increase their production. School children may benefit from food that is indigenous to their culture. (Source: Adapted from WFP, Home-Grown School Feeding: A Framework to Link School Feeding with Local Agricultural Production)

Nutrition security - a situation that exists when secure access to an appropriately nutritious diet is coupled with a sanitary environment, adequate health services and care, in order to ensure a healthy and active life for all household members. Nutrition security differs from food security in that it also considers the aspects of adequate caring practices, health and hygiene in addition to dietary adequacy. (Source: FAO, IFAD, UNICEF, WFP and WHO. 2017. The State of Food Security and Nutrition in the World 2017.)

Nutrition-sensitive intervention – an intervention designed to address the underlying determinants of nutrition (which include household food security, care for mothers and children and primary healthcare services and sanitation) but not necessarily having nutrition as the predominant goal. Nutrition-sensitive interventions draw on complementary sectors (such as agriculture, health, social protection, and water and sanitation, amongst others). Examples of nutrition-sensitive approaches include when a nutrition objective is integrated into the design of school meals programmes, a humanitarian response, or livelihood programme with the aim of directly improving diets. (Sources: FAO, IFAD, UNICEF, WFP and WHO. 2017. The State of Food Security and Nutrition in the World 2017; WFP Nutrition Policy Summary 2017)

Nutrition-specific intervention – an intervention designed to address the immediate causes of malnutrition (such as inadequate dietary intake). Key examples of nutrition-specific work include treatment and prevention of chronic or acute malnutrition. (Source: WFP Nutrition Policy Summary 2017)

Resilience Building - an approach that starts with the way programmes are conceived, with resilience at the centre of the programme cycle. Resilience is defined as: “the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences”. Resilience Building activities are those that enhance capacities to absorb, adapt and transform in the face of shocks and stressors. (Adapted from WFP’s Policy on Building Resilience for Food Security and Nutrition, 2015).

Retention rate (indicator definition) - measures whether a student (girl, boy) who enrolls in WFP assisted schools is retained throughout the school year without dropping out. This indicator describes the retention of pupils in school including during times of crisis in a given scholastic year, i.e. the percentage of children who are not dropping out of school during a scholastic year. The indicator provides an estimate of the ability of school feeding programmes to keep children in school. (Source: WFP 2014-2017 Strategic Results Framework Indicator Compendium)

Social Protection - refers to a broad set of arrangements and instruments designed to protect members of society from shocks and stresses over the lifecycle. It includes social assistance for the poor, social insurance for the vulnerable, labour market regulations and social justice for the marginalised. At a minimum, social protection systems include safety nets, labour market policies, insurance options (e.g. contributory pensions, health or crop insurance), and basic social services (e.g. in education, health and nutrition). Overall, the components of social protection are often underpinned by rights and legislation, such as minimum wages. (Source: WFP, 2014. WFP Safety Nets Guidelines Module A: Safety Nets and Social Protection Basics and Concepts, June 2014)

Transitional Interim Country Strategic Plan (T-ICSP) - country-level planning document covering a period of up to 18 months as a bridge to a Zero Hunger Strategic Review-informed CSP (see above). Within the 18-month period,

country offices are expected to develop and submit Zero Hunger Strategic Review-informed CSPs for approval by the WFP Executive Board. (Source: adapted from WFP 's Update on the Integrated Road Map, Draft, May 2017)

Women's empowerment - the process through which women achieve choice, power, options, control and agency in their own lives. It is a goal in its own right. To be empowered, women must have not only equal capabilities and equal access to resources and opportunities to those of men, but also the ability to use these rights and opportunities to make choices and decisions as full and equal members of society. For WFP, this means that food assistance policies and programmes must create conditions that facilitate, and do not undermine, the possibilities for women's empowerment. (Source: WFP Gender Policy, 2015-2020)

Executive Summary

- ES1. This document reports on the mid-term operation evaluation commissioned by the Zambia World Food Programme (WFP) Country Office (CO) of the Zambia Country Programme (CP) 200891 (2016-2020). The purpose of the evaluation is to document the performance, relevance and sustainability of WFP interventions for the period 2016-17 in order to demonstrate achievements as well as needs to government, donors, beneficiaries and other stakeholders and to inform the strategic orientation of WFP, given the transition to a Country Strategic Plan (CSP) by 2019. Main users of the evaluation are the CO and those involved in the development of the Country Strategic Plan. Other users include the Government of the Republic of Zambia (GRZ), United Nations agencies, donors, international and national non-governmental organisations, private sector partners, other cooperating partners, and WFP's Regional Bureau and Office of Evaluation.
- ES2. The evaluation subject is CP 200891 (2016-2020). The evaluation assesses the CP's three components: (i) Home Grown School Meals (HGSM); (ii) Nutrition (Technical Assistance (TA) and coordination of the Scaling Up Nutrition (SUN) Business Network (SBN)); and (iii) Resilience building (TA to the national Disaster Management and Mitigation Unit (DMMU) and the Zambia Rural Resilience 'R4' Initiative). The evaluation also assesses two complementary activities on market development for smallholder farmers: the Farm to Market Alliance (FtMA) and Virtual Farmers' Market (VFM, aka 'Maano'¹). The total CO budget was US\$6.5 million in 2016 and US\$9.4 million in 2017, of which HGSM formed the largest component (US\$3–3.8 million per year). The HGSM programme was implemented across 38 districts, reaching approximately 975,000 boys and girls each year.

Context

- ES3. Zambia is a lower-middle income country in which 54.4 percent of the population live below the national poverty line and malnutrition stands at 40 percent stunting in children under five years of age. More than 70 percent of the population are smallholder farmers, yet productivity is low and agricultural markets poorly developed. Levels of social and gender inequality are among the highest in the world: the Gini coefficient was estimated at 0.69 in 2015, and Zambia ranked 124 of 157 countries on the Gender Inequality Index in 2016. Access to education is a longstanding issue — 18 percent of children were out of school in 2013.

Methodology

- ES4. The evaluation assesses the CP against criteria of appropriateness/relevance, effectiveness, efficiency and sustainability, addressed through 18 evaluation questions. The overarching evaluation question was: *What have been the results achieved through the implementation of the CP so far, what factors have affected achievement or not of planned results and what key lessons can be drawn from the implementation of the CP to inform the development and implementation of the WFP country strategic plan?*
- ES5. The evaluation team used a mix of qualitative and quantitative data and methods, including document review, analysis of quantitative data (mainly secondary), key informant interviews (KIIs), and stakeholder focus group discussions (FGDs). Limitations included those relating to data availability for specific outputs and outcomes (as detailed in the report) and concerns about the comparability of some of the resilience data reported in the Standard Project Reports (SPRs).

Key Findings

Relevance / Appropriateness

- ES6. The CP is well-aligned with national development goals and objectives on food security, nutrition, and social protection. HGSM is complementary to other social protection instruments, particularly the Social Cash Transfer Programme and the Food Security Pack. The CP is coherent with WFP strategies, policies, and normative guidance, but there has been only minimal attention to gender equality and women's empowerment (GEWE) issues, as evidenced by the lack of a gender assessment and no specific gender-

¹ 'Maano' is an online agriculture trading platform managed by the WFP that aims to support smallholder farmers by facilitating farmer-trader discussion, negotiation and payment via a smart phone app.

related activities or targets beyond the general cross-cutting gender results concerning participation of women.

- ES7. With the exception of some details of the R4 project design, CP and complementary activities are largely appropriate to the needs of the food insecure population – as expressed in national policy documents and various monitoring and information system reports, which are referred to in the CP document. More could be done through direct interventions to address Zambia’s high rates of rural malnutrition.
- ES8. Both FtMA and the Maano app are linked to HGSM by providing mechanisms for the decentralized procurement of legumes; a future expansion in the use of the app for HGSM procurement will require development of systematic localized quality and food safety certification and an automated payment approval process. Both FtMA and Maano are linked to the R4; increased access to markets contributes to resilience of smallholder farmers should be central to the R4 approach. It is possible that SBN members might use either marketing channel to purchase agricultural commodities for processing into nutritious products.

Effectiveness

- ES9. HGSM reached 97 percent and 92 percent of its planned beneficiaries in 2016 and 2017, totalling approximately 975,000 boys and girls in each year, evenly split between the sexes. Targets for the numbers of schools assisted were exceeded in both years (103 percent in 2016 (2,618 schools) and 101 percent in 2017 (2,657 schools). Shortfalls in meeting commodity distribution targets—confirmed by KIIs and FGDs at district and school levels—show that students received complete rations on less than 50 percent of school days. The HGSM food ration (120g maize, 20g pulses, 10g cooking oil per child per day) provides approximately 480 Kcal, which falls below the recommended energy level of 600-900 Kcal for primary level children. The ration does not meet WFP targets for diet diversity; even with vegetables, only three of the listed food groups are provided, but the target is at least four food groups.
- ES10. Nutrition TA has contributed to development of high-level strategies and plans, including the 1000 Most Critical Days Programme Document; the National Food & Nutrition Strategic Plan (2017-21); nutrition-sensitive guidelines for social protection and the Ministry of Community Development and Social Services (MCDSS), plus associated Communication Strategies; and the development of nutrition-sensitive and nutrition-specific indicators for the Seventh National Development Plan. A lack of corporate indicator guidelines for the National Capacity Index for Nutrition constrained measurement of TA outcomes.
- ES11. Most of the project-level output and outcome indicators for the SBN were either met or exceeded; including exceeding the target for attracting private sector members by 130 percent (39 members against target of 30), and an increase in sales of three new nutritious products of 53 percent in 2016 and 88 percent in 2017, against a target of 10 percent. The increased number and sales of nutritious products on the market suggest an increase in consumers’ awareness of these products. There is a lack of reliable evidence on the extent to which SBN has raised awareness on the role of the private sector in the production of nutritious products. The SBN is actively engaged in activities to raise this awareness, and the Good Food Logo² is expected to contribute substantially in this respect.
- ES12. The R4 risk reserves (savings clubs) approach has contributed to increased resilience through the diversification of household income sources. Outcome data for baseline and follow-up for the corporate indicators reported in the SPRs under the Resilience-building component are considered by the ET to be incomparable due to the effects of seasonality;³ this can easily be rectified by the re-analysis of existing data, some of which is presented in this Evaluation Report. Existing R4 outcome monitoring data reliably and clearly show strong gender-based differences in households’ abilities to cope with drought; figures relating to the Livelihood Coping Strategies Index, for example, reveal a much bigger difference for households headed by women (from 53.1 percent in 2016 to 38.5 percent in 2017) as compared to households headed by men (from 54.2 percent to 51.8 percent). Differences such as these are not being adequately addressed or reported by the R4 project. A combination of the agricultural input credit provided in 2015, the El Niño

² This is a logo that will be placed on the front of food products that meet a set of pre-defined nutrient criteria to help consumers to make better food purchasing decisions for themselves and their families.

³ R4 figures reported in the SPRs draw on baseline data collected in June (2015 and 2016) and compares this with data collected in December (2016 and 2017). Some of the differences in the figures reported would be attributable to seasonality rather than the R4 project itself. For this reason, the ET is unable to use the SPR data to show effectiveness.

drought of 2015/16, and the lack of insurance pay-out in 2016 led to various unintended consequences, including the inability of some beneficiaries to re-pay their loans, the forced sale of productive assets, a lack of confidence in the insurance model, and also contributed to mistrust among project partners. The sharp decline in the demand for risk-taking services (agricultural input credit) confirms the need to change the model through which credit services are provided.

- ES13. Activities to promote smallholder farmer markets contribute towards the achievement of the outputs and outcomes of the CP by enhancing marketing opportunities for producers and traders linked to both HGSM and R4, thus increasing local and national food purchases and contributing to the resilience of smallholder farmers. These contributions have been realized despite contractual defaults among FtMA offtake partners⁴ and the relatively small quantities of commodities traded through Maano. The main lesson that emerges from current and former marketing activities with smallholder farmers is the inherent unpredictability of agricultural markets in Zambia, either due to weather conditions and/or government actions. Another more recent lesson is the advantage of interventions that strengthen the link between input and output markets, helping to ensure that farmers have access to the right inputs and the market incentive needed for the increased production of quality products demanded by the market. There is potential to create such linkages through mechanisms such as the warehouse receipt system managed by selected agro-input dealers that is being piloted through the Zambian Commodity Exchange (ZAMACE).
- ES14. The report highlights various entry points where GEWE-relevant interventions are needed, e.g. to address gender-based differences in household resilience noted above. Anecdotal evidence about inappropriate touching of girls by boys whilst queuing for meals will require further substantiation but suggests that HGSM can potentially provide an opportunity to increase gender awareness among — and protection of — school children. This is important because 43 percent of Zambian women aged 15-49 have experienced violence at the age of 15 or older.

Efficiency

- ES15. HGSM is characterised by the late delivery of commodities due to lengthy government processes for maize procurement and release which is often delayed by communication breakdowns at various stages. This has a knock-on effect on the delivery of pulses and cooking oil because all commodities are transported together to the schools to save on transport costs. Challenges in the procurement and international delivery of fortified cooking oil (currently sourced in Malaysia and Indonesia) are such that schools often do not receive this at all; in 2017, just 2 percent of the planned amount of oil was actually delivered. Cash (to purchase vegetables in pilot sites) was often delivered late because all schools within a district must complete their restitution before WFP is able to transfer the subsequent payment.
- ES16. Various HGSM pilot projects implemented during the course of the evaluation period show that: (i) the nutritional value of the meal can be enhanced by either fresh vegetables or micronutrients powders (MNPs); fresh vegetables are preferred over MNPs for reasons of sustainability; (ii) school gardens can help contribute to the supply of fresh vegetables for school meals in most areas and support nutrition education; (iii) decentralized procurement of legumes (through traders) and local direct supply (through Maano) are both effective; secondary data involving preliminary calculations of the procurement costs suggest that a savings of 54 percent can be realized through Maano.⁵ Mobile technology is effective in improving current monitoring systems, provided that it is accompanied by appropriate levels of training, technical support and data management.
- ES17. Nutrition TA is currently provided on an *ad hoc*, informal basis. A more formal arrangement involving the identification of needs and gaps and the co-development of a TA workplan can potentially provide a more efficient way of providing TA. The Zambia SBN is WFP's longest established national SBN and has generated at least 11 operational and strategic lessons of relevance to other national SBNs. Examples include: (i) the importance of monitoring, evaluating and learning at three different levels: individual private sector SBN members; the Network itself and its events/activities; and industry level (i.e. market research); and (ii) the value of TA as an incentive for businesses to contribute towards nutrition (e.g. provided by 'how to'

⁴ The majority of pre-harvest contracts agreed by FtMA partners in 2016 failed due to defaults on the part of the off-takers who failed to purchase what they had agreed with the aggregators.

⁵ Virtual Farmers' Market: The Maano Experience in Zambia, August 2016 - October 2017. Unpublished report.

guidelines for areas such as marketing, developing formulations for more nutritious foods, and meeting technical requirements for statutory standards).

- ES18. Activities implemented under the R4 project have been timely, though there are quality concerns over the delivery of the risk transfer (weather insurance) and risk-taking (credit) components. The weather insurance component is heavily subsidized, making the project relatively expensive; average cost per beneficiary was calculated at US\$203. Widespread defaults on the loan repayments led to losses of approximately US\$35,000 on the part of the credit provider.

Sustainability

- ES19. Community ownership of the HGSM is strong in schools with a well-organized Parent Teacher Association (PTA) and where the local chief is involved, but weak in schools with a weak PTA.
- ES20. In the R4 project, there is a sense of community ownership over the savings and conservation agriculture components, but no sense of community ownership over the credit and insurance components
- ES21. Despite the recommendation of the previous evaluation, there has been no effective plan to transition HGSM to government ownership. The 2016 Systems Approach for Better Education Results (SABER⁶) exercise and associated follow-up actions (e.g. the national cost assessment and pilots) implemented were positive and useful, but key aspects of the SABER Action Plan proved unworkable due to the scale of capacity strengthening required. The original recommendation for an exit or phase-out plan appears to have become conflated through the SABER exercise with the goal of developing an HGSF policy; both were dropped in 2017. Challenges in the so-called 'transition' include a lack of shared understanding of what this means and that neither WFP nor the government have adequately planned or prepared for this, notably in the increased level of government funding that will be needed, the transitional model to be applied, and the levels of capacity strengthening required. The role of the TWG is to promote support to HGSM from a range of government ministries and other agencies; it was not established to address directly the issue of transition.

Overall conclusions

- ES22. The greatest strength of WFP in Zambia is its ability to learn and innovate. Considerable experience has been developed through the CO's partnerships with private sector entities and replicable lessons need to be elucidated, documented, and shared. A shortage of funds has led to diversification of sources, and complementary activities (outside the CP) relating to agricultural market development have worked to enhance the CP components. These now need to be expanded and integrated within the broader programme. Two areas of weakness in the CP are its capacity strengthening support to GRZ and ability to address GEWE-related issues.
- ES23. Relevance / Appropriateness: The CP is broadly relevant and appropriate. Greater efforts are required to align the CP with the WFP Gender Policy, notably in the targeted actions needed to enhance women's role in decision-making. More can also be done through direct implementation to address Zambia's high rates of malnutrition, particularly in rural areas. FtMA and Maano were piloted after the conceptualization of the CP, and there is now the opportunity to expand and integrate existing smallholder agricultural market development activities within the CP as part of a more coherent and synergistic approach.
- ES24. Effectiveness: HGSM is broadly effective in increasing enrolment and attendance but needs to be improved so that children receive full rations on a regular basis. The nutritional value of the ration itself needs to be enhanced through greater diversity. The fresh vegetable pilot has empowered women farmers, and there are opportunities to use HGSM to increase gender awareness among school children.

⁶ SABER is a tool used to guide policy dialogue and to assess in a more systematic way the transition of school feeding programmes to national ownership and/or the strengthening of national school feeding programmes. SABER includes five policy goals: (i) a national policy framework; (ii) financial capacity; (iii) institutional capacity and coordination; (iv) sound design and implementation; and (v) community roles that reach beyond schools.

- ES25. The on-going work of the SBN on the Good Food Logo is expected to contribute substantially to raising awareness on the role of the private sector in the production of nutritious products.
- ES26. Gender-based differences in households' abilities to cope with drought need to be understood and addressed. Many broad lessons have emerged from the R4 project, including those relating to project design and the motives of different partners, modalities and technical approaches, as well as monitoring methods and indicators. These lessons should be documented and used to inform future resilience work.
- ES27. The policy and regulatory environment for smallholder agricultural market development needs to be enhanced. WFP can potentially contribute to this process through the creation of strategic partnerships to support advocacy for policy development.
- ES28. Efficiency: Various HGSM pilots have been implemented by WFP and its cooperating partners; where feasible, these now need to be scaled up and incorporated within existing government systems. The way in which TA is planned and provided needs to be improved. The SBN should continue in the way that it is working at present.
- ES29. Sustainability: A fundamental challenge in the HGSM 'transition' is that neither WFP nor the government have adequately planned or prepared for this; as such, current expectations (in which WFP will have completely pulled-out by June 2019) urgently need to be revised. Considerable amounts of capacity strengthening will be needed at national, provincial and district levels. Lessons can be drawn from the experience of the Social Cash Transfer Programme to inform the HGSM transition; for example, the need for high-level political support; the need to embed effective M&E systems within MoGE; and for MoGE to recognize the value of M&E information.

Recommendations

- ES30. Recommendation 1: Develop a long-term vision and approach to capacity strengthening that can be used to re-configure WFP's relationship with GRZ and help GRZ to shift away from being a recipient of food assistance to a manager/implementer of food and nutrition security interventions and a consumer of specialized TA services from WFP.
- ES31. Recommendation 2: Strengthen the capacity of the WFP Country Office and cooperating partners in order to effectively implement gender mainstreaming and targeted actions.
- ES32. Recommendation 3: Incorporate nutrition-sensitive programming as far as possible into all components and activities to help address the underlying causes of chronic malnutrition (particularly stunting and micronutrient deficiencies) in rural areas in line with WFP's Nutrition Policy (2017-2021) and Zambia's National Food and Nutrition Strategic Plan (2017-2021).
- ES33. Recommendation 4: Re-orient the focus of WFP's contribution to the social protection agenda in Zambia to generate enhanced financial and technical assistance for HGSM across different government ministries. WFP should support MoGE in playing a lead role in advocating, facilitating and coordinating multi-agency financial and technical assistance to HGSM and in promoting linkages between HGSM and other social protection instruments.
- ES34. Recommendation 5: Work with the Ministry of General Education (MoGE) and other stakeholders to develop, agree and implement a realistic and effective HGSM transitional plan⁷ with immediate, medium and long-term objectives.
- ES35. Recommendation 6: Strengthen the ownership and capacity of MoGE, inter-sectoral committees and Parent Teacher Associations (PTAs) to effectively manage and monitor the HGSM Programme.
- ES36. Recommendation 7: Enhance the nutritional value of HGSM meals through greater diversity of foods and possible future use of fortified commodities. This has cost implications and will necessitate additional funds.

⁷ Experience from other countries has shown that developing a transition plan may not be sufficient to handover school meals programmes to Government. To be effective, the transition plan, may need to be embedded in a more formal agreement and it may need to be agreed at a higher level than MoGE

- ES37. Recommendation 8: Re-conceptualize and expand the CO's work on smallholder agricultural market development through better integrating market access and supply chain programming within broader resilience and nutrition-based approaches (in addition to HGSM).
- ES38. Recommendation 9: Expand current and future work on resilience through an enhanced understanding of the positive and negative lessons from the R4 pilot.
- ES39. Recommendation 10: Document the lessons emerging from the CO's work with the private sector (including SBN, FtMA, Maano, R4 and the procurement of food commodities) to contribute towards a better understanding of what makes for effective, successful and productive private sector partnerships (including public-private partnerships) and how these can be implemented and monitored.

1. Introduction

1. This evaluation is a mid-term operation evaluation commissioned by the Zambia World Food Programme (WFP) Country Office (CO) Country Programme (CP) 200891 (2016-2020).⁸ The evaluation covers the period from the design of the operation in late 2015 to the first two years of implementation from 2016- 2017. The evaluation assesses all three components of the CP: (i) Home Grown School Meals (HGSM); (ii) Nutrition; and (iii) Resilience building, plus an assessment of two complementary activities on market development for smallholder farmers in relation to their linkages with and lessons for the CP. The evaluation determines the appropriateness/relevance, effectiveness, efficiency and sustainability of the various activities that fall under the CP, including those that support social protection. Impact is not considered because it is too soon to be able to assess impact after only two years of implementation (see Terms of Reference, Annex 1).

2. As stated in the Inception Report and ToR (Annex 1), the purpose of the evaluation is to document the performance, relevance and sustainability of WFP interventions for the period 2016-17 in order to demonstrate achievements as well as needs to government, donors, beneficiaries and other stakeholders and to inform the strategic orientation of WFP, given the transition to a Country Strategic Plan (CSP) by 2019. As such, the main users of the evaluation are the CO and those involved in the development of the Country Strategic Plan. Other users include the cooperating partners (including government and non-government organizations, UN and private sector organizations), various government authorities, donors, and WFP's Regional Bureau (RB) and Office of Evaluation (OEV).

3. The evaluation serves the mutually reinforcing objectives of accountability and learning, with more weight towards learning as the core objective of the evaluation. In relation to accountability, the evaluation assesses and reports on the performance and the results of the three CP components, in line with WFP Evaluation Policy (2016-2021).

4. The main stakeholders in the evaluation are the WFP CO and RB staff, partners at national, provincial, district and local levels, as well as the beneficiaries themselves. All these groups have interests in the results of the evaluation, and many of them were contacted during the evaluation process to contribute towards the findings (see Annex 2). The evaluation was undertaken by a team of three consultants (two international women, one national man), supported by three national field assistants (one woman, two men) from January to April, 2018. The field mission took place from 12 to 27 March 2018.

1.1. Overview of the Evaluation Subject

5. The subject of the evaluation is the Country Programme: CP 200891 (2016-2020) which is implemented at national level, with particular focus on 38 of the country's poorest districts, including those affected by the El Nino crisis of 2015/16 (Annex 3). The CP was approved in November 2015 and started on 1st January 2016, with an end date of 31st December 2020. The end date was revised through a budget revision to align with the implementation of the Zambia Transitional Interim Country Strategic Plan (T-ICSP) which runs from January 2018 to June 2019.

6. WFP's support to Zambia is shifting away from direct implementation to technical assistance for long-term programmes such as social protection, nutrition governance, and disaster resilience. CP 200891 aims to support broad-based sustainable development through synergies among initiatives in agriculture, market access, education, nutrition, resilience-building and social protection and by strengthening the government's capacity to reduce poverty, inequality and vulnerability.

7. The **HGSM component** is implemented with the Ministry of General Education (MoGE) and aims to increase equitable access to and utilization of education by providing meals to 1,000,000 primary school boys and girls (Table 1) in 38 vulnerable districts (Annex 3). The main activities under the **Nutrition component** include TA to Government and facilitation of the Zambia SUN Business Network (SBN). The SBN is a coordinating platform of over 70 members that aims to strengthen the private sector's contribution towards improving nutrition for Zambian consumers. Under its TA for **social protection**, WFP provides technical support to the mobile technology and the payment system for the social cash transfer programme. The **Resilience-building component** aims to mitigate the impact of climate change on smallholders' food and nutrition security by strengthening the technical capacity of the Government Disaster Management and Mitigation Unit (DMMU) and through the implementation

⁸ WFP/EB.2/2015/7/3

of the Rural Resilience (R4) Project (2014-2017). The **Farm to Market Alliance⁹ (FtMA)** is a three-year pilot project (2015-18) to develop smallholder agricultural markets by strengthening the capacity of 47 selected aggregators (including co-ops, out-growers, agro-dealers) to develop contracts with off-takers and access the credit necessary to purchase from smallholder farmers, who are trained in post-harvest handling and storage to improve grain quality. The **Virtual Farmers Market (VFM, aka 'Maano')** is a pilot project in four districts in Southern and Central Zambia aimed at connecting smallholder farmers and traders using the 'Maano' smartphone app that combines online bidding, an escrow payment system, and group messaging services.

8. Further details of each of the CP components and complementary activities assessed by this evaluation are presented in Annex 4, which also provides an overview of the key activities, outputs and outcomes of the three CP components. Table **Table 1** summarizes the key features of each component at the design stage. Details of the planned outputs (including beneficiary numbers) and outcomes are presented in Annexes 5 and 6 respectively.

Table 1: CP 200891: Key features at design stage

Component Activity	Key Outcomes	Planned Beneficiaries			Planned Transfers
		Men/boys	Women/girls	Total	
HGSM	Increased equitable access to education	495,888	504,112	1,000,000	13,280,354 mt food ¹⁰ + \$3m cash transfers
MNPs pilot	Fortification advocacy; best practices	5,361	5,450	10,811 ¹¹	
SHFs	Farmers linked to markets	142,975	157,024	300,000	
Nutrition ¹²	Nutrition capacity strengthened	-	-	-	-
Resilience	Risk reduction capacity strengthened	21,111	20,289	41,400	\$111,719 cash
TOTAL		659,974	681,426	1,341,400	\$7,335,219

Source: Adapted from CP Plan

9. In general, each component/activity disaggregates sex indicators (male/female) in the various planning and reporting documents, and also includes specific targets for levels of female participation. Many of the agricultural activities focus on crops that are traditionally regarded as 'women's crops', e.g. vegetables, cowpeas and other legumes. It is well known that, over time, men tend to take over 'women's crops' that are seen to be lucrative, but there are no activities to ensure that women retain control over these crops or the incomes that they generate. The CP does not include any specific gender-related activities that aim to address gender-based power imbalances.

Table 2: Planned and Actual Budgets, 2016-2017

	2016			2017		
	Planned (US \$)	Received (US \$)	% Received	Planned (US \$)	Received (US \$)	% Received
Within the CP:						
1 School Feeding	7,790,663	3,819,000	49	9,711,928	3,046,500	31
2 Nutrition	2,397,127	799,000	33	2,988,286	799,000	27
3 Disaster Response ¹³	1,797,845	0	0	2,241,214	0	0
TOTAL	11,985,635	4,618,000	39	14,941,428	3,845,500	26
Outside the CP:						
Sun Business Network	297,651	297,651	100	297,651	297,651	100
R4	866,666	866,666	100	866,666	866,666	100
PPP / FtMA	488,104	488,104	100	684,891	684,891	100
SUN Mumbwa	196,605	196,605	100	196,605	196,605	100

⁹ At the global level, the Alliance comprises eight private sector and international organizations: Rabobank, Syngenta, Yara, Bayer, WFP, the International Finance Corporation of the World Bank, the Alliance for a Green Revolution in Africa (AGRA) and the GrowAfrica partnership. It is largely funded by the UK Department for International Development (DFID).

¹⁰ Cash value of food commodities is US\$4,243,500.

¹¹ The beneficiaries of the MNPs pilot are included in the 1,000,000 HGSM beneficiaries and have not been added into the total figure to avoid double counting.

¹² The Nutrition component focuses on TA and facilitation of the SUN Business Network, hence there are no direct beneficiaries at community levels and no food or cash transfers.

¹³ Although no funding was received for the Disaster Response component of the CP, some funding was allocated to DMMU from the Other Direct Operational Cost (ODOC) allowance generated through the HGSM component.

Maano	-	-	-	250,000	250,000	100
DMMU	-	-	-	30,000	79,749	266
Mosquito Net Distribution	-	-	-	2,500,000	2,500,000	100
Immediate Response	-	-	-	115,184	115,184	100
Emergency Operation	-	-	-	803,939	803,939	100
TOTAL	1,849,026	1,849,026	100	5,744,936	5,794,685	101
GRAND TOTAL	13,834,661	6,467,026	47	20,686,364	9,640,185	47

Source: Figures provided by the CO

10. Planned and actual budgets are shown in Table 2 above; in 2016, 38.6 percent of the planned CP budget was received overall, and in 2017 the figure was just 25.7 percent. Each of the three CP components had either mostly or completely unfunded budgets; all other activities (outside the CP) were 100 percent funded, with more than double (266 percent) the planned funds received for DMMU in 2017. Sources of funding are indicated in Table 17 (Annex 7). Of the three CP components, HGSM is by far the largest, and 34 percent of the funds received for HGSM were provided in kind by GRZ (Annex 7). A broad range of smaller projects makes up the CO budget, particularly in 2017, which includes three emergency responses that lie outside the scope of the evaluation. This diversified funding strategy is necessary in view of the CP shortfalls, yet also presents reporting challenges, particularly when reporting outputs and outcomes against corporate as opposed to project-specific indicators, as in the case of R4 and SBN (see Section 2).

11. The last centralised evaluation of CP 200157 (2011-2015) was undertaken in 2014, when the CO had recently initiated the transition from food distribution to food assistance. The previous evaluation¹⁴ recommended that the transition towards a technical assistance role should continue. It was also recommended that the CO should finalize an exit plan for Home Grown School Feeding in consultation with the government and all relevant stakeholders, so that a gradual takeover by the government could be operationalized in the subsequent phase. As explained in Section 2.4, this exit plan and the government takeover were not implemented. Other recommendations included: TA for scaling up school feeding; building a national expertise pool in nutrition; expanding resilience building initiatives; and support to DMMU's decentralized structures. As the report will show, resilience building initiatives have since been expanded through the R4 project. A mid-term evaluation of the R4 project was completed in January 2017.¹⁵

1.2. Context

12. Poverty in Zambia remains high and widespread, with 54.4 percent of the population living below the national poverty line.¹⁶ Poverty prevalence is generally higher in the rural and remote areas (76.6 percent) than the urban areas (23.4 percent).¹⁷ In 2016, Zambia was ranked 139 out of the 188 countries on the Human Development Index.¹⁸ The Government's Vision 2030 (published in 2006) is the first long-term written plan for Zambia, and the Seventh National Development Plan¹⁹ (2017-2021) provides the current development framework. The Government of the Republic of Zambia (GRZ) is placing increasing emphasis on addressing the needs of the poorest and most vulnerable through the adoption of the National Social Protection Policy (NSPP) in 2014 and the scaling up of the flagship Social Cash Transfer (SCT) programme.

13. The food security context in Zambia²⁰ is closely tied to poverty, which has a major impact on household-level food access. More than 70 percent of the population access a substantial proportion of their food through own production and market purchases,²¹ yet productivity remains low. Reasons for this include inadequate access to appropriate inputs and extension services, over-reliance on rain-fed agriculture, and lack of access to financial services. Market access is limited for most Zambian farmers due to poor road and market infrastructure, including lack of information about market options. Markets for selling anything other than maize are poorly developed in

¹⁴ Trevant, C., T. Seifu, and W. Gichigi (2014) Zambia - Country Programme 200157: A mid-term evaluation of WFP's Country Programme (2011-2015). WFP Report number: OEV/2014/04. Evaluation Report

¹⁵ Mukwavi, Greenwell, 2017. Midterm Evaluation of the R4 Rural Resilience Initiative (January 2017). WFP unpublished report.

¹⁶ 2015 Living Conditions Monitoring Survey, cited in the TOR.

¹⁷ Ibid.

¹⁸ HDI is derived from a simple average of: longevity, educational attainment (or level of knowledge), and decent standard of living.

¹⁹ After independence in October 1964, there was a Transitional Development Plan, followed by a succession of National Development Plans dating from 1966.

²⁰ Reliable food and nutrition security data for district level are not available for all districts of the country.

²¹ Zambia, Second National Agricultural Policy, 2016.

most areas. The Second National Agricultural Policy (2016) and Implementation Plan (2016–2020) include increasing private sector involvement in agricultural input/output marketing, strengthening capacity of farmer groups and cooperatives, strengthening coordination among all stakeholders, reducing post-harvest losses, and mainstreaming climate change.

14. Unpredictable climate patterns exacerbate farmers' exposure to climate risk, such as droughts and floods that impact on production and productivity. The 2015/16 El Niño event caused the worst drought in southern Africa in the past 35 years. Zambia's Southern Province, for example, recorded a 48 percent maize production decline in 2016.²² The National Climate Change Policy (2016) promotes resilience building as an integral part of the development process, and the revised Disaster Management Policy (2015) emphasizes disaster risk reduction, particularly in relation to climate change.

15. Zambia has extremely high levels of malnutrition, particularly in children under five years old. Stunting, wasting and underweight all fall well above the thresholds recommended by the World Health Organization.²³ Chronic malnutrition, as measured by stunting, is approximately 40 percent among children under five years of age, and children in rural areas (42 percent) are more likely to be stunted than those in urban areas (36 percent).²⁴ The National Food and Nutrition Policy was launched in 2008, and the Government is in the process of developing a new National Food and Nutrition Strategic Plan (2017-2021)²⁵ 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 on treatment. Zambia joined the SUN Movement in 2010 and is addressing stunting through the "1,000 most critical days" framework. As noted above, WFP coordinates the SUN Business Network. WFP and partners have prioritized strategic support to the Government of Zambia to conduct a Zero Hunger Strategic Review (ZHSR) to articulate what is needed to achieve SDG 2 (zero hunger) by 2030.²⁶

16. Levels of social and gender inequality are among the highest in the world: the Gini coefficient was estimated at 0.69 in 2015²⁷, and in 2016, Zambia ranked 124 of 157 countries on the Gender Inequality Index. Understanding gender power relations is crucial to understanding the causes of poverty in Zambia. Unequal gender power relationships are deep-rooted, originating not only from traditional cultural and social norms but also from the dual structure of statutory law and customary law.²⁸ Rights are not necessarily observed, and women endure unfair treatment in terms of child marriage and unequal distribution of property. Zambia has one of the highest child marriage prevalence in the world; on average two out of five girls are married before their 18th birthday, notably those with less education and from poorer households.²⁹ Approximately one in four Zambian households are female-headed, and women's assumed inferiority affects household expenditure, employment opportunities, access to education and agricultural livelihood choices and freedom of movement. The Zambia Demographic and Health Survey (ZDHS) for 2013-14 reported that 43 percent of women in the age bracket of 15 to 49 have experienced violence at the age of 15 or older. The National Gender Policy (2014) is aimed at ensuring the attainment of gender equality in the development process by redressing the existing gender imbalances.

17. Education in Zambia has long been characterized by poor quality³⁰ and limited access,³¹ though a number of improvements have taken place in the past 15 years. Free basic education was, for example, introduced in 2002,

²² Zambia Vulnerability Assessment Committee Results 2016.

²³ Zambia, National Food and Nutrition Commission 2009

²⁴ Zambia Central Statistics Office, 2015. *Zambia Demographic and Health Survey 2013-14*.

²⁵ A draft of the Strategic Plan is currently available, and WFP has provided feedback to the government.

²⁶ The ZHSR report was expected to be finalized by early June 2018 but was not available in late June 2018.

²⁷ Living Conditions Monitoring Survey (2015)

²⁸ JICA, 2016. Country Gender Profile: Zambia Final Report. http://open_jicareport.jica.go.jp/pdf/1000026840.pdf

²⁹ Of these married girls, 65 percent have no education while 58 percent have only primary education, as compared to 17 percent of girls with secondary education. Girls from the poorest 20 percent of the households are 5 times more likely to be married before the age of 18 than girls from the richest 20 percent of the households. (Zambia National Gender Policy 2014).

³⁰ In the 2012 Grade Five National Assessment, for example, pupils scored below the 40th percentile, the minimum performance standard established by the Ministry of Education: mean scores included 35.3 percent in reading in English; 39.4 percent in mathematics; 40.2 percent in life skills; and 39.4 percent in Zambian languages. This pattern of results has persisted over the past decade. Regionally, the Southern and Eastern Africa Consortium for Monitoring Educational Quality (SACMEQ) shows that Zambian learners are performing at levels far lower than their regional counterparts. (Cited by Ministry of Education, "Education for All 2015 National Review Report: Zambia" <http://unesdoc.unesco.org/images/0023/002315/231573e.pdf>)

³¹ Enrolment for lower and middle basic classes stood at 1.5 million in 1994 and did not increase much until the year 2000. The 1998 Study Fund Project of the World Bank in conjunction with the Ministry of Education found that deteriorating participation in education was tied to poverty and a perceived decline in the quality of education. The net intake rate for 2000 stood at 42.1

and early learning services have increased through the establishment of community schools.³² Huge challenges remain in terms of education quality, access,³³ relevance, internal efficiency, and equity, as well as in the effectiveness and efficiency of educational service delivery. An estimated 195,582 Zambian children were out of school in 2013; approximately 18 percent of all Zambian children, and 23 percent in rural areas.³⁴ Although there has been progress towards gender equity with regard to primary school attendance, more adolescent girls are out of school than boys, and literacy among 15-24 year old women is lower than among men.³⁵ Contributing factors are girls' traditional roles and responsibilities, and discriminatory customary law which has a negative impact on school attendance for adolescents, especially girls. The government committed to ensuring access to quality education through the "Educating Our Future" Policy (1996), and the Education Act of 2011 paves the way for the development of a new policy.³⁶ The National School Health and Nutrition Policy (2006) provides a framework for the implementation of the School Health and Nutrition (SHN) Programme which is guided by the principle that optimum health and nutritional status of children is a determining factor for learning.

18. Robust economic growth - largely due to increased copper output and prices - averaged 7.4 percent in the decade from 2004 to 2014,³⁷ allowing Zambia to achieve lower-middle income country status in 2011. Economic activity then declined to 2.9 percent GDP growth in 2015 but has been recovering ever since; growth is currently projected to exceed 4 percent in the medium term.³⁸ With its lower-middle income status, some traditional donors scaled down their development assistance, and GRZ subsequently diversified its sources of development finance through improved access to capital markets, combined with increases in external private sector flows.³⁹ China is the largest non-DAC official donor, and private Chinese companies have invested substantially in the Zambian economy.

19. Inspired by the vision and ambition of the sustainable development agenda, the United Nations System in Zambia developed the United Nations Sustainable Development Partnership Framework (2016–2021) (UNSDPF) to achieve the shared purpose of 'Delivering Transformation as One'. The UNSDPF differs from its predecessor (the United Nations Development Assistance Framework) by its emphasis on partnerships, including new partnerships across the United Nations in Zambia, a whole of government approach, and new partnerships with youth, civil society, the private sector and cooperating partners.⁴⁰ The GRZ-UN Joint Programme on Social Protection (2015-2018) exemplifies the UNSDPF partnership approach.

20. WFP introduced a new corporate gender policy in 2015, and the WFP Zambia CO developed a gender action plan in 2016. Although the interventions assessed in this evaluation are largely consistent with the Zambia National Gender Policy of 2014, the timing is such that the CP and the other activities are not fully aligned with the WFP gender policy (see Section 2.1). Gender equality and women's empowerment (GEWE) principles and indicators have been integrated into the evaluation scope and analysis and throughout this report. GEWE is considered to be an essential aspect of the evaluation not only due to WFP and wider UN's objectives on GEWE but also because of Zambia's very high levels of gender inequality mentioned above.

21. Recent and on-going emergency issues include the drought of 2015-16 (as mentioned above), a cholera outbreak (October 2017 – March/April 2018), and a severe Fall Armyworm infestation since 2017, affecting almost all parts of the country in varying degrees, with close to 130,000 ha of maize affected. Zambia's crop production prospects for 2018 are lower than normal due to erratic rainfall, high temperatures and on-going Fall Armyworm infestation.

percent, largely due to long distances to schools in rural areas for younger children and scarcity of grade 1 places in urban areas especially Lusaka district. (*ibid.*)

³² *Ibid.*

³³ The access challenge has two key dimensions: (i) getting more pupils into limited school places, and (ii) ensuring that disadvantaged children access education (*ibid.*)

³⁴ Cited in the TOR.

³⁵ Cited in the TOR.

³⁶ GRZ, Act No 23 of 2011 (Date of Assent: 15th April, 2011)

³⁷ World Bank, 2016: Zambia Tackles Core Development Challenges: <http://www.worldbank.org/en/results/2016/10/24/zambia-tackles-core-development-challenges>

³⁸ African Development Bank, 2018: African Economic Outlook – Zambia, by Peter Engbo Rasmussen.

https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/country_notes/Zambia_country_note.pdf

³⁹ Annalisa Prizzon, 2013. 'The age of choice: Zambia in the new aid landscape' ODI Research Report.

<https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9107.pdf>

⁴⁰ Zambia–United Nations Sustainable Development Partnership Framework (2016-2021)

1.3. Evaluation Methodology and Limitations

22. The overarching question addressed by the evaluation is: *What have been the results achieved through the implementation of the CP so far, what factors have affected achievement or not of planned results and what key lessons can be drawn from the implementation of the CP to inform the development and implementation of the WFP country strategic plan?* The evaluation covers a total of 18 evaluation questions, grouped according to four evaluation criteria: relevance/appropriateness; effectiveness; efficiency; and sustainability, as presented in the Evaluation Matrix (Annex 8).

23. The evaluation criteria include four out of the five internationally recognized evaluation criteria, as laid out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD). The criterion of relevance examines the extent to which the intervention is suited to the priorities, policies and needs of the recipient, donor and target groups or recipients; effectiveness measures the extent to which an intervention attains its objectives; efficiency measures the outputs in relation to the inputs; and sustainability assesses whether the benefits of an activity are likely to continue after donor funding has been withdrawn. These criteria are justified by the overall purpose of the evaluation, which is to show performance, relevance and sustainability of WFP interventions and demonstrate achievements as well as needs to government, donors, beneficiaries and other stakeholders and to inform the development of the WFP CSP. Performance was assessed against delivery of planned outputs and outcomes (see Section 2.2), as well as efficiency indicators (Section 2.3). The impact criterion was not applied due to the relatively short period of implementation considered.

24. The Evaluation Matrix (Annex 8) details the data sources, indicators and data collection methods for each of the evaluation questions. The three main types of information collected were document review, quantitative data (mainly from secondary sources) and qualitative data, allowing for different perspectives to be compiled from different stakeholders. The documents reviewed are included in Annex 9. Qualitative data were obtained through a mix of key informant interviews (KIIs) and focus group discussions (FGDs) with a broad range of stakeholders, including beneficiaries (women, men, boys and girls). The ET undertook briefings with relevant CO staff and KIIs with over 60 individuals (covering WFP staff, Government officials, personnel from partner agencies and the private sector), plus more than 25 FGDs (as listed in Annex 2). Full methodological details are provided in Annex 10.

25. Sites were selected through a site mapping exercise and the application of clearly identified selection criteria to ensure impartiality. Through this process, the following three sites were selected: Mumbwa (Central Province), Pemba (Southern Province), and Petauke (Eastern Province). This selection was discussed and agreed with members of the CO. The ET believes this allowed a fair and impartial summary overview of the CP components and activities, albeit with limited time.

26. The methodology employed the overview of a 'gender lens' in all aspects of the enquiry, aiming to gather balanced information from all sections of the communities. The ET and Field Assistants included three women and three men, with a female team leader. In almost all cases, FGDs with women/girl beneficiaries were conducted separately from men/boy beneficiaries. Separate groups based on gender and age ensured that the voices of women, men, girls and boys were heard, used and triangulated.⁴¹ One FGD was conducted with Social Cash Transfer beneficiaries, for which elderly and physically handicapped individuals were actively included, not least because they had been selected as vulnerable beneficiaries.

27. Qualitative data were analysed by identifying key themes and patterns, which were then triangulated by comparisons across different data sources and methods of collection. The Evaluation Team and the Field Assistants participated in an internal analysis workshop to discuss and develop the emerging findings, lessons and conclusions. Gender aspects were considered and addressed by this workshop which highlighted specific GEWE-related findings, such as those observed in the R4 project, as detailed in Section 2.2.⁴² The Preliminary findings were shared with the CO at a debriefing meeting for verification and correction of facts. A subsequent presentation to stakeholders and key CO staff elicited discussion and feedback which was also used to verify and expand on the

⁴¹ For example, by talking separately to girls and boys based on age groups in the HGSM schools visited, the ET was able to learn about age-related bullying and that some girls chose not to participate in the HGSM programme due to inappropriate touching by boys whilst waiting in the lunch queue; these behaviours were verified through key informant interviews, though it was not possible to determine how widely they were occurring. The different responses about the benefits of the R4 project from women and men beneficiaries (see Section 2) provides another example of findings through a 'gender lens'.

⁴² This includes the very different benefits of the project cited by women and men respectively; that the implementing partner recognizes gender inequalities at household level, but is struggling to design and implement GEWE activities; and that there are strong gender-based differences reported in the R4 outcome monitoring reports.

data collected. After more detailed analysis, including further triangulation with documentary sources and follow-up correspondence with key CO staff, the Evaluation Team collectively reviewed the conclusions and developed the recommendations.

28. No particular ethical issues were encountered. All interviewees, including in the FGDs, were advised that their participation was voluntary and that data collected would be used on the basis of informed consent, confidentiality and non-attribution. The ET members and the Research Assistants were familiarized with the United Nations Evaluation Group's (UNEG) Code of Conduct for Evaluation, and this was adhered to throughout the process.

29. Methodological limitations included those relating to data availability (as mentioned in Section 2), together with time and logistical limits on the number of sites for data collection. Potential challenges in the generalizability of primary data were mitigated through the collection of qualitative data at different levels (national, provincial, district, local) and triangulating this across levels and through reference to secondary data.

30. In terms of comparability and reliability, the ET has concerns about the sources of some of the data reported in the SPRs, particularly for the Resilience-building component. Specific concerns were discussed with the CO Officer responsible; some of the R4 data from the SPRs was subsequently considered to be unusable, and the ET instead referred to data in the R4 Outcome Monitoring reports where possible. The limited data obtained by the ET in relation to the effectiveness of the Nutrition TA is also highlighted. Further details relating to these points are provided in the Findings section.

31. This report aims to comply fully with WFP's Decentralized Evaluation Quality Assurance System (DEQAS). Quality assurance has been integrated throughout, initially by the team leader, internally by a KonTerra quality advisor, externally by the independent quality support service managed by OEV, and finally by the WFP Evaluation Manager.

2. Evaluation Findings

32. The evaluation findings and the evidence to substantiate them are presented below. They are structured according to the DAC evaluation criteria and the evaluation questions in relation to the different components and aspects of the CP and complementary activities.

2.1. Relevance / Appropriateness (EQs 1-5, Annex 8)

33. The CP is aligned to the Government's Vision 2030⁴³ which emphasises economic growth, poverty reduction, and education and health for all. It is also aligned to the Sixth National Development Plan (2011-2015)⁴⁴, the Second National Agriculture Policy (2016)⁴⁵ and associated Implementation Plan (2016-2020),⁴⁶ and the Zambia National Agriculture Investment Plan (2014-2018),⁴⁷ all of which emphasise poverty eradication, agricultural development, education and skills development, and gender equity. By emphasizing private sector participation, market development and the attainment of food and nutrition security, the CP corresponds with the key national development goals contained in the policy documents mentioned above. The CP was designed in line with the National Food and Nutrition Strategic Plan (2011-2015),⁴⁸ which covers 11 key strategic directions for improving food and nutrition, including improving nutrition education and nutritious feeding through schools, and with a major emphasis on efforts to strengthen interventions to prevent stunting in children less than two years of age. In support of the National Social Protection Policy (2014),⁴⁹ the CP aims to strengthen learner outcomes, improve the nutritional status of learners and their communities, and build smallholder farmers' resilience to shocks by

⁴³ Government of Zambia, 'Vision 2030: A Prosperous Middle-income Nation by 2030' (2006)

⁴⁴ Government of Zambia, Sixth National Development Plan 2011 – 2015: "Sustained Economic Growth and Poverty Reduction" (2011)

⁴⁵ GRZ, Second National Agricultural Policy (2016)

⁴⁶ GRZ, Second National Agricultural Policy Implementation Plan, 2016-2020 (2016)

⁴⁷ GRZ Ministry of Agriculture and Livestock, Zambia National Agriculture Investment Plan (NAIP) 2014-2018, Under the Comprehensive Africa Agriculture Development Programme (CAADP) (2013)

⁴⁸ Zambia NFNC, National Food and Nutrition Strategic Plan For Zambia 2011-2015, With a Multi-Sector Strategic Direction on First 1000 Most Critical Days to Prevent Child Stunting (July, 2011)

⁴⁹ Zambia Ministry of Community Development, Mother and Child Health, National Social Protection Policy: 'Reducing poverty, inequality and vulnerability.' (2014)

increasing their food and income security. It is also coherent with the National Gender Policy (2014)⁵⁰ objectives by contributing to gender equity and equality. The design of the CP involved consultations with government through a meeting involving MoGE, DMMU and the National Food and Nutrition Commission (NFNC).

34. The design of the CP was also based on consultations with UN agencies and is therefore consistent with the United Nations Sustainable Development Partnership Framework (2016–2021) (UNSDPF), particularly in its emphasis on private sector partnerships and collaboration with Rome-based agencies. The CP is in line with WFP's Strategic Plan (2014-2017) objectives 3 and 4,⁵¹ and WFP's Protection Policy (2012) and Gender Policy (2015–2020). As such, it is in keeping with the UN and WFP's corporate commitments towards gender equality and women's empowerment. More specifically, Component 1 (HGSM) supports gender equality in leadership roles on primary school parent-teacher associations and in the management of local food procurement. Although Component 2 (Nutrition) was planned to encourage men's participation in community-based nutrition activities and financial literacy training, there appear to have been some changes in the implementation of this component, which did not include activities at the community level. With the introduction of WFP's new Nutrition Policy (2017-21) and increased practical guidance on nutrition-sensitive programming⁵², there is now an opportunity to integrate nutrition into programme areas such as resilience, social protection, HGSM, and smallholder agricultural market development.⁵³ Component 3 (Resilience building) sustains gender balance using community-led participatory processes and support for equal participation in its activities and on community committees.

35. The design of the CP was not informed by a gender assessment, and there are no specific gender-related activities or targets beyond the general cross-cutting gender results concerning participation of women. Apart from capturing sex indicators (male/female), there is no intentional understanding of the gender dynamics that contribute to power imbalances associated with access to resources and decision-making. The CO developed a 5-year gender action plan for 2016 to 2020⁵⁴ to strengthen the gender capacity of staff as well as that of partners and to integrate GEWE in all its interventions, programmes, and activities. There has been a challenge in implementing this plan, and the CO expressed a need for addressing gaps in gender capacity and overall understanding of gender issues.

36. The needs of the food insecure population are expressed in the key national development policies and strategies referred to above. Evidence of various needs is generated by the Zambia Central Statistics Office (CSO) through various monitoring and information systems such as the Demographic and Health Survey which is extensively referred to in the CP document. The information generated by CSO and other sector-specific surveys and information systems shows the geographic, age, and sex distribution of a range of indicators relating to poverty, vulnerability, food and nutrition security, and education, among others. In general, such information has been used to inform the design of the various CP components and activities, including targeting.

37. The needs of the food insecure population have been well-documented. In broad terms, the priority needs of beneficiaries include appropriate interventions to address: high poverty rates particularly in rural areas; limited access to education and high dropout rates; high levels of malnutrition particularly stunting in rural areas; micro-nutrient deficiencies; over-reliance on maize; poor market development; women's economic empowerment; and the impacts of climate change. The CP components and activities address these needs in various ways, as discussed below. As such, the CP is highly relevant to the Zambian context, though more can be done to address rural malnutrition directly through practical interventions, in addition to the current nutrition TA.

38. School meals are known to promote school attendance, thus addressing a priority need in relation to girls and boys of primary school age. The food ration itself (maize, pulses and cooking oil) is appropriate to the local diet, but it is not sufficiently diversified to meet the necessary dietary requirements. The pilot project with locally procured vegetables increases the marketing opportunities available to smallholder farmers, promotes crop diversification, and – by focusing on what are traditionally regarded as women's crops – has the potential to promote women's economic empowerment and gender equality.

⁵⁰ Zambia Ministry of Gender and Child Development, National Gender Policy 2014 (2014)

⁵¹ WFP's Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger.

⁵² For example, "Unlocking WFP's Potential: Interim Guidance for Nutrition-Sensitive Programming", the Nutrition-Sensitive Programming Collection on WFP GO, and the "Nutrition Sensitive Learning Journey" on the WeLearn Platform.

⁵³ WFP, 2018: 'Nutrition-Sensitive Programming Unlocking WFP's potential to improve nutrition across the portfolio' (January 2018).

⁵⁴ Zambia Country Office Gender Action Plan (2016)

39. The work undertaken through the Nutrition component, together with WFP's support to the Social Cash Transfer (SCT) Programme, strengthen the capacity of GRZ to enhance nutrition in the first 1000 days and to address the needs of the poorest and most vulnerable citizens. As discussed below (paragraph 43), more could be done to address nutrition needs through direct implementation by WFP and its cooperating partners.

40. Climate change is an increasing risk with long-term consequences on poverty and food security. Under the Resilience component, the R4 project supports smallholder farmers in climate smart agriculture through the promotion of conservation agriculture. Agricultural input credit, together with FtMA and Maano aggregation and market access services, promote agricultural diversification through the cultivation of legumes, mainly cowpeas. FtMA and Maano connect smallholder farmers to markets and support the role of the private sector in agriculture.

41. The three maps in Annex 11 show the targeting of the HGSM, R4, and FtMA activities in relation to malnutrition and the poverty prevalence at provincial levels. A comparison of the three maps shows that the CP components are broadly congruent with the key priority challenges of addressing malnutrition and poverty. Stunting rates are generally high in the whole country but more prevalent in Northern Province (49 percent); there is potential for strengthening this alignment by including more schools in Northern Province. In general, HGSM mirrors rural poverty levels. Stakeholders and farmers interviewed in relation to R4 reported that Southern Province is particularly affected by variable weather patterns.

42. The **HGSM** (CP Component 1) is regarded as one of various social protection instruments in Zambia. Other complementary social protection instruments include the Social Cash Transfer (SCT) Scheme and the Food Security Pack (FSP).⁵⁵ All three instruments target extremely poor and vulnerable households. All have complementary objectives relating to: child protection; access to education; learning; and micro-nutrient deficiencies (HGSM);⁵⁶ extreme poverty and intergenerational transfer of poverty (SCT);⁵⁷ food and nutrition security; agricultural productivity; household income; and natural resources management (FSP).⁵⁸ HGSM is complementary to SCT in that HGSM is food-based, SCT is cash-based, and FSP provides agricultural inputs. By targeting individual children, HGSM provides additional support to vulnerable households who are targeted by the SCT and/or FSP (e.g. households headed by women with children under 19 and households headed by children). It has been agreed that efforts should be made to link SCT, HGSM, FSP and the Farmer Input Support Programme (FISP),⁵⁹ for example, through local food purchases from FSP farmers for the HGSM Programme. The precise mechanism for such a link has yet to be identified.

43. The **Nutrition component** (CP Component 2) is complementary to the National Food and Nutrition Policy (2008) in that it directly supports the government in its implementation of three out of the four policy objectives, i.e. to develop and implement policies and programmes for nutrition, food security, food quality, and safety; to promote and establish programmes for quality nutrition care; and to incorporate nutrition issues into developmental programmes.⁶⁰ The nutritious foods produced by SBN members appear to be targeted more at urban-based consumers rather than rural-based households; as such the SBN would have limited impact in the rural areas where nutrition needs are greatest. It is the view of the ET that WFP should be doing more to incorporate nutrition issues into developmental programmes for the benefit of the rural population.

44. The **Resilience-building component** (CP Component 3) includes the R4 Project and support to the DMMU. The R4 Project is part of the broader WFP/Oxfam America R4 Rural Resilience Initiative which was originally modelled on the Horn of Africa Risk Transfer for Adaptation initiative.⁶¹ The initiative was launched in 2011 in Ethiopia and subsequently expanded to Senegal, then introduced to Zambia and Malawi in August 2014, with implementation in 2015. Interviews with CO staff and R4 cooperating partners revealed that the project had a

⁵⁵ The Food Security Pack (FSP) should not be confused with the Farmer Input Support Programme (FISP), which was previously known as the Fertilizer Support Programme and thus shares the same acronym.

⁵⁶ <https://www.wfp.org/sites/default/files/School%20Meals%20May%202011.pdf>

⁵⁷ http://www.saspen.org/home/wp-content/uploads/2017/01/Makungu_FSP-PRSESENTATION-FOR-SOCIAL-PROTECTION-MEETING.pdf

⁵⁸ <http://41.72.99.155/mcdmch/content/food-security-pack-programme>

⁵⁹ The Farmer Inputs Support Programme (FISP) is a subsidy programme. FISP has generally targeted households with larger landholdings and more assets as well as proportionately less households headed by women compared to the Food Security Pack. FISP has a much larger budget and considerably more beneficiaries than the Food Security Pack (Mason et al, 2013, A Review of Zambia's Agricultural Input Subsidy Programs: Targeting, Impacts, and the Way Forward. IAPRI Working paper 77).

⁶⁰ The fourth objective is to monitor and evaluate all nutrition interventions.

⁶¹ R4 Rural Resilience Initiative Factsheet (2017):

https://docs.wfp.org/api/documents/b9a3d33bd9974e5aaf01b11a3e3da410/download/?_ga=2.71037520.1555880868.1523859073-1586065582.1492532137 (accessed 16 April 2018)

rather rigid design in order to fit with the original prototype to allow for comparability across countries; although efforts were reportedly made to adapt it to the Zambian context, at least two of the four main cooperating partners had to modify their normal ways of working to fit the R4 design. As such, the project design was not sufficiently participatory to allow in-country cooperating partners to incorporate locally context-relevant 'best practice' approaches. It was also reported that the insurance model of the R4 project was better suited to the conditions of the Horn of Africa, where droughts have become more frequent, rather than the southern Africa context, where drought is becoming more prolonged. As such, the R4 Project design was not as relevant as it should have been to the local drought context, leading to a lack of confidence in the weather index insurance mechanism.

45. The R4 project is consistent with the National Climate Change Policy (2016) in promoting resilience and transferring appropriate climate related technologies (i.e. Conservation Agriculture). The revised Disaster Management Policy (2015) emphasizes capacity building in various areas, including capacity for resilience to climate change and capacity for research and assessments, including early warning and needs assessments such as those carried out by the Vulnerability Assessment Committee (VAC). The resilience-building component supports the Disaster Management Policy in these ways.

46. Both of the **smallholder agricultural market development** initiatives (i.e. FtMA and the VFM Maano app) are linked to HGSM (CP Component 1) in some locations by providing mechanisms for the procurement of legumes (see paragraph 95 below). Both of the Maano groups interviewed by the ET felt that Maano should also be used to supply maize to the schools. There is potential for the app to be used to supply a diversified range of nutritious foods to schools, including eggs, roots and tubers, vegetables, other legumes such as Bambara nut and groundnut, and locally processed products such as soy food products (e.g. tofu or soy 'pieces').⁶²

47. Both FtMA and Maano are also linked with the R4 project (CP Component 3) due to an overlap in the geographical location of the project areas and the selection of the aggregators, ambassadors and agro-input suppliers for FtMA, Maano, and R4 respectively. For example, two FtMA aggregators interviewed by the ET in Pemba District were not only supplying agricultural inputs to R4 farmers but were also using the Maano app to purchase legumes from Maano ambassadors. This link between input and output markets was appreciated by both farmers and traders involved (i.e. the aggregators/agro-input dealers) and can enhance the quality and marketability of farmers' produce through the supply by agro-input dealers of high quality seed of the specific legume varieties (e.g. 'black eye') that fetch the highest price on national and international markets (allowing farmers to sell to markets other than that provided by HGSM).⁶³ One of the FtMA aggregators was also involved in piloting a warehouse receipt system with the Zambian Commodity Exchange (ZAMACE) – this is further discussed in paragraph 99.

48. With sufficient funding for technical development and training in the use of the app, there is potential to expand the app itself and expand its use to more products, more ambassadors and more traders for the purchase of more produce from more R4 farmers. In 2017, there were 14 Maano ambassadors in Pemba serving both R4 and non-R4 farmers. Any investments in scaling up the use of Maano should be accompanied by efforts to reduce the operational costs both to WFP⁶⁴ and to ambassador farmers. In terms of app development, there is potential to include various interactive information services for farmers, e.g. market price information, as well as weather information and forecasting.

49. Neither FtMA nor Maano currently have any known links with the CP's Nutrition component (CP Component 2), though it is possible that members of the SUN Business Network (or potential future SBN members) might in future use either marketing channel to purchase agricultural commodities for processing into nutritious products. For FtMA, this would require that appropriately identified SBN members (i.e. those who require substantial quantities of commodities) are introduced (as potential off-takers) to FtMA aggregators. For Maano, it would require that the app itself is expanded to include those products that are regularly purchased by SBN members.

⁶² The provision of groundnuts may not be possible unless food safety issues relating to aflatoxins can be addressed. The provision of processed products may require training in processing, which could be targeted to women as an income-generating activity. If food safety and transport challenges can be overcome, then dairy products could also be supplied through Maano. There is less potential for the supply of fleshy foods such as beef, mutton or goat because the small number of animals needed does not require aggregation. Nevertheless, there may be advantages in supplying animals through Maano due to the advantages of the Maano payment system.

⁶³ The HGSM programme tends to purchase lower quality, mixed legume varieties.

⁶⁴ Cost per beneficiary for 2017 was calculated at US\$171, based on total costs of US\$213,944.56 and 1,250 beneficiaries.

Key findings and conclusions – Relevance / Appropriateness (EQs 1-5)

- The CP is generally well-aligned with national development goals and objectives on food security, nutrition and social protection
- The CP is generally coherent with WFP strategies, policies and normative guidance, but there was no gender assessment and no specific gender-related activities or targets beyond the general cross-cutting gender results concerning participation of women
- CP activities are largely appropriate to the needs of the food insecure population
- More can be done to address the nutrition needs of the rural population in line with new WFP and GRZ nutrition policies
- HGSM is complementary to the Social Cash Transfer Programme and the Food Security Pack
- The design of the R4 project was not sufficiently participatory, and the insurance model was not well adapted to the Zambian context, given the nature of drought in southern Africa
- FtMA and Maano are both linked to HGSM through different decentralized procurement models
- Some FtMA aggregators are linked to R4 through the supply of agricultural inputs; some of the legumes cultivated by R4 farmers are marketed through Maano and FtMA
- There is potential to expand existing linkages between the CP and FtMA/Maano, and to develop new linkages with the SUN Business Network

2.2. Effectiveness (EQs 6-10, Annex 8)

50. This section is presented according to the CP components and complementary activities. Each of the CP sections starts with an assessment of the extent to which the planned outputs and outcomes were achieved, followed by an assessment of the ways in which the activities and outputs contributed towards the realization of the outcomes and objectives. Additional evaluation questions relating to specific components / activities are also addressed.

51. **HGSM (CP Component 1) outputs:** In 2016 and 2017, the HGSM component reached 97 percent and 92 percent of its planned beneficiaries, totalling approximately 975,000 boys and girls in each year, evenly split between the sexes (Table 7, Annex 5). WFP and its partners distributed 6,254 mt of food commodities in 2016 (63 percent of planned) and 6,473 mt in 2017 (27 percent of planned) (Table 8, Annex 5). The shortfall in 2016 was mainly due to pulses and vegetable oil, which reached 24 percent and 20 percent respectively of planned quantities,⁶⁵ whereas the amount of government-procured maize exceeded the target. In 2017, the provision of maize, cowpeas, and beans reached 36-50 percent of the targeted amounts, whereas vegetable oil reached just 2 percent of the planned amount. Maize is provided by the government; maize shortfalls are due to funding and procurement constraints on the part of the Zambian government. Pulses and oil are provided by WFP; the main reasons for the shortfalls are the lack of financial resources available to the CP, together with procurement and logistical challenges described in Section 2.2. Information collected by the ET on the delivery of cash to schools taking part in the pilot project on the local procurement of fresh vegetables revealed that cash is often received late; this is because all 25 schools taking part in the pilot in each district must provide their liquidation reports before the next payment tranche is released to the district education office for onward transfer to the school accounts. Unless a school is able to provide for itself, delays and shortfalls in the delivery of maize and/or pulses lead to the temporary suspension of meals, and shortfalls in cooking oil and cash for vegetables lead to reduced rations.

52. The **HGSM food ration** comprises maize grain (120g/child/day), pulses (cowpeas or beans: 20g/child/day) and cooking oil (10g/child/day). This provides about 480 kcal which falls below the recommended level for primary level school children, though the proteins and fats are within the recommended levels (Table 3). Fresh vegetables and micronutrients powders (8g/20 children/day) are also provided in selected schools on a pilot basis, thus enhancing the nutritional value of the meal. In practice, however, the ration has been incomplete due to non-delivery of cooking oil and delays in the availability of maize and cash for procurement of vegetables. The quantities of commodities needed for each district and school are planned according to enrolment data and based on an average of 66 days per term. There are no standard calculations to assist the cooks in determining the quantities to be used in the preparation of meals, nor are there cook books or guidelines for menu options. The diversity of

⁶⁵ The figure for pulses has been calculated for beans (244 mt) and peas (635 mt) out of the planned amount of 3,700 mt.

meals provided appear to depend on the knowledge of the cooks and SHN coordinators, the location of the school, the level of community participation and involvement (by the PTA), and the timely delivery of supplies. The feedback from students on the quantity, frequency and quality of the meals was mixed: some schools served meals every day, others just three times a week, and some schools had not prepared any meals at all from the start of term in January 2018 up to the time of the ET visit in March 2018. Similarly, in some schools, the children thought the meals were adequate while in other schools this was not the case. There were no marked differences between boys and girls in the perceptions of the rations. Feedback from the nutritionists interviewed was that the ration lacked the diversity of foods required for good nutrition.

Table 3: WFP recommended nutritional values of rations for half-day schools

School Type	Age Range	Energy (Kcal)	Protein (g)	Fat (g)
Pre-primary	3-5 years	480-720 (30-40%)	13-19 (30-45%)	6-8
Primary	6-12 years	600-900 (30-45%)	16-24 (30-45%)	7-11

Source: WFP school feeding handbook (1999)

53. Local purchase is among the HGSM output indicators and – in the Zambian context - refers mainly to pulses (beans and cowpeas), with a small amount of fresh vegetables being procured through the pilot project involving 50 schools in two districts. In 2016 and 2017, WFP met 66 percent and 45 percent of its targeted quantity of food purchased locally from pro-smallholder aggregation systems (Table 10, Annex 5). Although not verified, it is possible that the shift from P4P (designed to procure commodities for WFP programmes) to FtMA (designed to create markets outside of WFP available to smallholder farmers) may account for this. There was a decrease in the quantity of local purchases (4,690 mt in 2016 compared to 2,110 mt in 2017), mainly due to the impacts of El Niño. However, the numbers of farmer organizations trained and the numbers of smallholder farmers supported by WFP both appear to have exceeded their targets in both years, suggesting that the average quantity of pulses sold per farmer is less than had been anticipated. Although the actual number of farmer organizations trained in market access and post-harvest handling skills decreased from 23 in 2016 to 13 in 2017,⁶⁶ the number of smallholder farmers reported to have been supported through local purchase interventions linked to HGSM was 12,476 in 2016 and 11,735 in 2017 (Table 10, Annex 5). An important caveat to note here is that the figures for the number of farmers appear to come from FtMA activities, yet less than 15 percent of commodities traded through FtMA was procured by WFP, suggesting that not all farmers trained by FtMA necessarily provided commodities for HGSM. The different local procurement modalities are discussed in Section 2.3 in relation to efficiency.

54. Output indicators regarding the number of schools assisted and the number of adults trained are presented in Table 10 (Annex 5). The actual number of primary schools assisted by WFP exceeded the planned figures in both years (103 percent in 2016 (2,618 schools) and 101 percent in 2017 (2,657 schools)). The number of TA activities provided in both years was delivered as planned, and the numbers of district staff/teachers/community members that were trained with support from WFP in HGSM programme design, implementation and other related areas were over 90 percent of the planned figures for both years. The numbers of both women and men trained in 2017 were more than double the number trained in 2016 (women: 445 in 2016 and 1081 in 2017; men: 463 in 2016 and 1,064 in 2017); this is thought to be due to the additional pilot activities initiated in 2017, as described in Annex 4. Training on the use of micronutrients powders was provided to teachers and cooks involved in the micronutrients powders (MNPs) pilot, and all food handlers underwent medical certification. Apart from the MNPs pilot schools, cooks did not receive any training. It is the opinion of the ET that such training is necessary to ensure good hygiene and diversified menus. Training was also provided to MoGE staff and teachers in the use of the mobile data collection technology and Education Management Information System (EMIS) indicators. In Mumbwa District, Ministry of Health (MoH) Environmental Technicians visit some schools for monitoring of facilities and training of pupils in hygiene and sanitation, and the schoolchildren appreciate this training. MoH also provided training to SHN Coordinators and teachers on nutrition (but not to cooks).

55. In Mumbwa District, additional training was provided through a pilot HGSM project involving school gardens which evolved out of an earlier SUN-funded project. The gardens are used as learning centres for school children and community members and also help to supplement school meals with nutritious vegetables. Challenges were noted with the irrigation system originally supplied, and there is a general lack of water for irrigation in drier areas. The school gardens visited by the ET had very good levels of support from the local Ministry

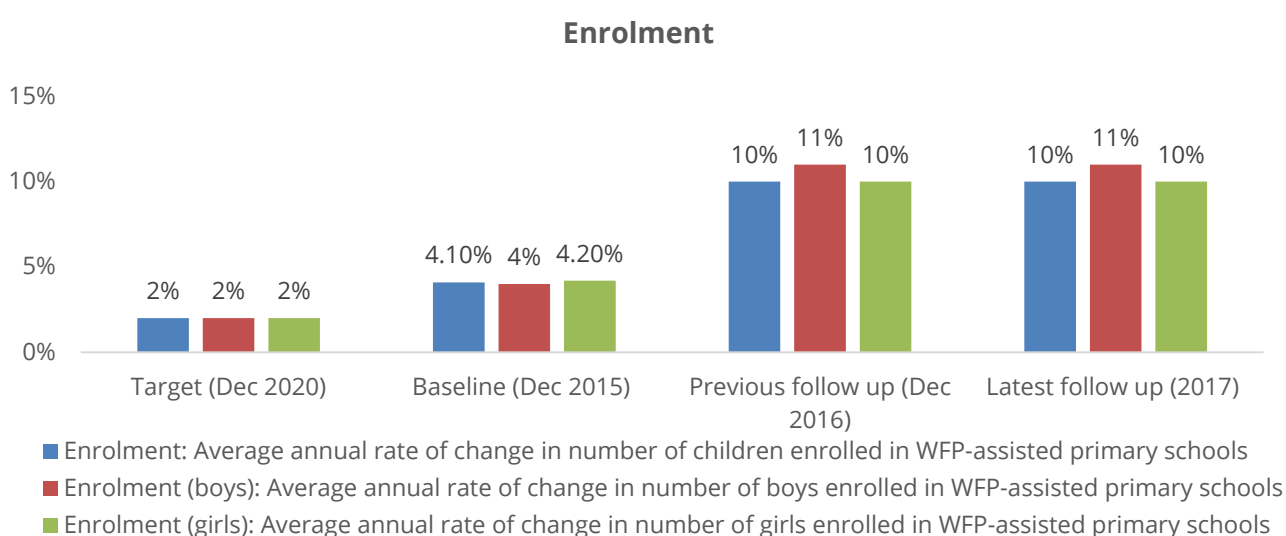
⁶⁶ It is not clear why this is the case, but it might be related to the disbandment of some farmer cooperatives due to changes in the way the FISP programme is implemented.

of Agriculture extension worker and also provided a good vehicle for nutrition education and knowledge transfer to the wider community (as a demonstration garden and also through children sharing their knowledge at home). Any surplus produce is sold (particularly during the school holidays) to generate revenue for inputs such as seed and fertilizer as well as the purchase of additional ingredients for school meals.

56. **HGSM outcomes:** Relating to SO 4.1 (increased equitable access to and utilization of education), **enrolment**⁶⁷ in targeted schools for the evaluation period showed an increase from the baseline figure of 2 percent (December 2015), standing at 10 percent for both years (2016 and 2017). There are no differences between enrolment figures for boys and girls (Figure 1 and Table 15, Annex 6). FGDs at school level and KIIs at district level also confirmed increases in enrolment and retention.

57. **Attendance** rates have remained at 81 percent for both 2016 and 2017 for the two districts participating in the pilot project on the use of mobile technology for monitoring (Table 13, Annex 6). The baseline and target figures for attendance were reported as 95 percent and 98 percent respectively, though these figures are estimates, based on anecdotal information only, hence the apparent drop from 2015 to 2016. The general consensus from the ET's consultations at both school and district levels is that both enrolment and attendance have improved, especially for girls from Grade 1 to 5, though the situation changes at higher grades (see below). Teachers also observed a fluctuation in attendance across the term, with zero or low attendance levels for the first few days of the term, especially for the lower grades.

Figure 1: HGSM - Enrolment outcomes



58. Compared to the baseline, **dropout rates** are declining for boys (from 1.18 percent at baseline to 1.29 percent in 2016 and 0.98 percent in 2017) and for girls (from 1.72 percent at baseline to 1.67 percent in 2016 and 1.15 percent in 2017). Dropout rates for girls was higher than that of boys during the same period. This was confirmed by the FGDs and KIIs which reported that drop-out increases in the higher grades, affecting more girls than boys due to early marriage / pregnancy, especially in more rural areas. Boys drop out to marry or for other reasons (e.g. herding cattle). It was reported that a shortage of trained teachers also leads to drop out.

59. Retention measures whether a student (girl, boy) who enrolls in WFP assisted schools is retained throughout the school year without dropping out (see Definition of Terms). The **retention rate** is 99 percent in the targeted schools and is very slightly higher (by 0.4 percent) for boys than for girls (Table 13, Annex 6). Although retention rates appear to indicate an increase, this is mainly due to an increase in reporting rates.⁶⁸

⁶⁷ The indicator definition for enrolment is provided in the Definition of Terms at the front of this report.

⁶⁸ Most of the new districts that came on board in 2016 were not able to report on retention figures for the previous year (2015). The calculation of the baseline retention rate was based on fewer districts that were already on the programme in the

60. Ownership and capacity (SO4.2) is measured through the **National Capacity Index (NCI)**. The NCI baseline of 1.3 was determined during the Systems Approach for Better Education Results (SABER)⁶⁹ study in March 2016. Although the NCI indicator has clear guidelines on its calculations, the CO was exempted from reporting this in 2017 because NCI for school feeding is only required to be reported after every two years. Going forward, the NCI will be absorbed in the Zero Hunger Capacity Score.

61. The CO had planned to use the **Diet Diversity in School Feeding Programmes** indicator⁷⁰ to report on the micronutrients pilot in Petauke District to measure reduced undernutrition, including micronutrient deficiencies (SO4.3). This indicator provides the average number of schooldays per month on which multi-fortified food or at least four food groups were provided. Unfortunately, it was not possible for the CO to collect the data. It is also not possible to use this indicator for other schools because – apart from the pilot schools with fresh vegetables – only two out of the indicator’s listed food groups are generally provided (cereal, legumes). A small number of schools reportedly prepare meat about once a month or once a term, using funds raised by the PTA and/or the sale of surplus produce from the school garden/farm to purchase a goat. The corporate target for the Diet Diversity in School Feeding Programmes indicator is an average of 16 days per month, i.e. approximately 4 days per week. Based on this indicator target, the HGSM programme in Zambia falls far short of WFP’s corporate expectations due to the lack of diversity in the meals provided. All children interviewed expressed a desire for greater variation in the meals provided, including meat.

62. Increased marketing opportunities for producers and traders (SO3.1) are measured using various indicators relating to **local food purchases** (Figure 2; Table 13, Annex 6). The target figures were set very low or at zero percent because the CO had expected to hand over the HGSM to government and therefore not purchase any food commodities at all. This anticipated transition, however, has not yet taken place, and WFP continues to procure pulses for the HGSM component, as well as for other COs in the region. The food purchased from regional, national and local suppliers, as percent of food distributed by WFP in-country increased from 13 percent in 2016 to 15 percent in 2017. The reason given for this increase was that purchases (of pulses) included a tonnage (1,522 mt) for the Global Commodity Management Facility (GCMF) which is a strategic financing platform for forward positioning food in a region or corridor, based on anticipated demand of nearby country offices.⁷¹ Nevertheless, the data also show a substantial increase in the food purchased from smallholder aggregation systems (from 13 percent at baseline to 83 percent in 2017) (Figure 2; Table 13, Annex 6), which contributes to the rural economy and stimulates agricultural production and marketing. Other indicators shown in Figure 2 remain low because maize is purchased and contributed by the government, not by WFP.

63. Many of the farmers and traders interviewed by the ET were happy to be able to sell cowpeas to WFP (often indirectly through other traders) and were planning to increase their production and sales in the future. This clearly illustrates the ability of WFP’s procurement to stimulate production and sales, but this can also have an unintended negative impact if WFP is unable to purchase the quantities produced, as reportedly has happened in the Northern and Southern provinces in the past. The P4P programme motivated the farmers to produce more and this resulted in an oversupply of beans and cowpeas. This apparent lack of understanding of market forces was interpreted as weak coherence in planning within the CO, in which the HGSM and procurement teams were not coordinating with each other over planned procurement requirements.

previous Country Programme. But in 2016 by the time of doing the SPRs the Country Office was able to follow up with most of the schools and districts resulting in a higher reporting rate of retention figures.

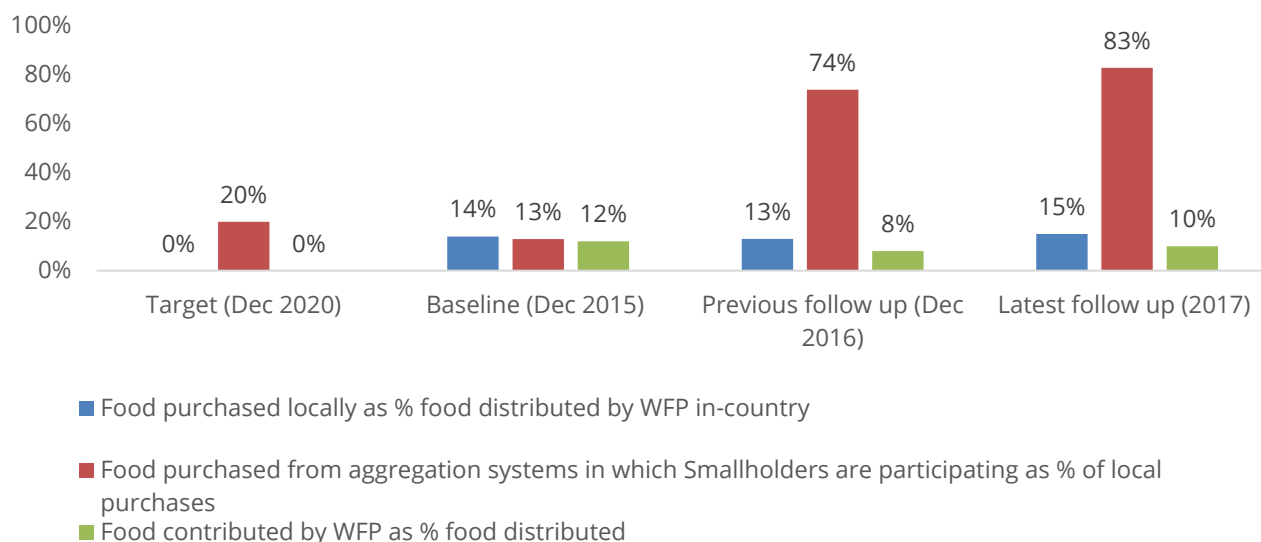
⁶⁹ See Paragraph 128 for further details about SABER.

⁷⁰ This is a new indicator within the School Feeding Programmes; it aims at establishing an understanding of whether the school meals provided by WFP are fortified and diverse and are able to contribute to the nutritional needs of school age children. The four groups can include the following: (i) grains, roots and tubers (ii) legumes and nuts (iii) Dairy products (iv) fleshy foods (v) vitamin A rich vegetables (vi) eggs. Source: *WFP Nutrition: Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package*, September 2015.

⁷¹ Forward positioning shrinks delivery lead-time (especially during emergencies) and enables food procurement at the right time to increase value for money.

Figure 2: HGSM – Local food purchases

Outcome SO3.1 Increased marketing opportunities for producers and traders of agricultural products and food at regional, national and local levels



64. In relation to **GEWE**, no HGSM gender indicator data appear to have been recorded in the 2016 SPR, but this is reportedly due to the way in which data are captured by the Country Office Monitoring and Evaluation Tool (COMET⁷²), in which the 2016 figures appear as the 2015 baseline figures. Data for 2017 are presented in Table 11 (Annex 5), showing that there has been little change since the baseline (2016), and neither of the two indicators have yet reached their target values. Qualitative data from the schools visited show that women are represented in the PTA Executive, and although some decision-making positions are held by women (e.g. Treasurer), the female PTA Treasurers who were interviewed by the ET did not appear to be involved in financial decision-making and had no knowledge about how the PTA funds are allocated, largely because PTA funds tend to be controlled by the school management. Many SHN Coordinators are women.⁷³ The role of SHN Coordinator is to work with the school administration and the PTA to ensure that food rations are received, stored and managed, and that meals are prepared and monitored properly; as such, the role generally involves extra responsibilities and more work. In some of the schools visited by the ET, both boys and girls were seen to be helping the cooks in preparing meals (during lesson time); in some schools, children were sent to help as a punishment for bad behaviour.

65. In some schools visited, children reported cases of bullying associated with school meals, e.g. where older children who didn't have plates might take plates from younger children whilst waiting in the queue, or where those serving the food (whether a cook or a school student) might show favouritism to some individuals or discriminate against others by giving larger or smaller meal portions. Girls in some of the schools visited also reported that boys would touch them inappropriately whilst waiting in the queue for school meals. In some cases, this was so bad that some girls would shun school meals altogether. Although it is not known how widespread this is, other key informants were not at all surprised by these findings, suggesting that HGSM might provide an opportunity to create awareness of gender issues among school children.

66. Local vegetable procurement allows for a high level of participation by women farmers, mostly women's groups with female leaders. Group members felt motivated by having female leaders, and there was general agreement among the farmers interviewed that women had been economically empowered through the income earned from vegetable sales, and this was especially important for single mothers and widows. In some cases, it was reported that men had shared land to women for vegetable gardening.

⁷² COMET is a corporate WFP tool.

⁷³ SHN Coordinators themselves suggested that this might be because female teachers are well-represented at primary level, and/or because health and nutrition are regarded as a woman's domain, and/or because women are often regarded as being more trustworthy than men.

67. To conclude, the extent to which the HGSM activities have effectively translated outputs to outcomes and objectives is mixed. Although positive results for enrolment, attendance and dropout have been achieved in the targeted schools, these cannot be fully attributed to HGSM due to delays and shortages in procurement processes by government and WFP, as well as other factors highlighted at the schools visited. The ET established that, in some schools, the achievement of the outcomes reported above was also influenced by the presence of trained teachers (usually determined by the availability of on-site housing for teachers), the presence of an associated secondary school, and the availability of pre-school facilities, all of which are part of the broader government education policy. The HGSM food rations do not sufficiently meet WFP's standards for diet diversity, containing only two (at best three) food groups on a regular basis, yet WFP's Diet Diversity in School Feeding Programmes indicator requires four food groups. Rations received in schools that were part of the MNPs pilot met the WFP standards for diversity, though – as will be shown in Section 2.4 – there are concerns about the sustainability of MNPs use in Zambia.

68. Decentralised procurement of cowpeas and vegetables from smallholder farmers has increased marketing opportunities for producers, especially women. This requires good coordination and communication among all stakeholders to avoid potential unintended negative consequences relating to oversupply.

69. **Nutrition TA (Component 2) activities and outputs:** Nutrition TA is provided on an *ad hoc* basis and varies according to Government needs; to date it has included policy and strategic-level support, the development of programme-level guidelines, strategies, and training materials, as well as inputs into indicator development. WFP also plays a coordination role among Government, donors, UN agencies and civil society to foster a national nutrition multi-sectoral response, as advocated by the National Food and Nutrition Policy. WFP currently chairs the Sub-group on Food and Nutrition Security of the UN Sustainable Development Partnership Framework, and formerly co-chaired of the SUN Cooperating Partners Group.

70. There is no agreed workplan with the government to define WFP's nutrition TA role, and therefore no clearly defined targets against which outputs can be measured. It is not clear how the SPR targets are set. Key informant interviews confirmed that WFP's nutrition TA has supported the development of: the 1000 Most Critical Days Programme Document; the National Food & Nutrition Strategic Plan (2017-21); nutrition-sensitive guidelines for social protection and the Ministry of Community Development and Social Services (MCDSS), plus associated Communication Strategies; and the development of nutrition-sensitive and nutrition-specific indicators for the Seventh National Development Plan. Given that nutrition TA is based on *ad hoc* requests from government, it can be assumed that these inputs responded to government needs, though there is a lack of evidence as to the effectiveness of the nutrition component in reducing malnutrition.

71. **SUN Business Network (Component 2) activities and outputs:** WFP has coordinated the Zambia SBN since its launch in late 2014. The purpose of the Network is to serve as “a business community that leads, supports and encourages the members it represents, and the broader Zambian private sector, to improve nutrition”. SBN currently has 37 private sector members. WFP employs a full-time SBN Coordinator to support the activities of the SBN. Activities undertaken in 2016-17 included the development of an information-sharing platform for improved distribution of nutritious products, a baseline assessment among SBN members using the specially-designed Nutrition Diagnostic Tool (NutriTool), and the on-going development of the Good Food Logo, as well as regular board meetings, roundtable meetings with government officials, and networking and PR events. Additional details of some of these activities are described below. Project-specific output and outcome indicators for the SUN Business Network are presented in Table 16 (Annex 6), showing that most targets were met or exceeded. The Network exceeded its target for attracting private sector members by 130 percent; this was also cited by key informants as one of the key successes of the SBN.

72. **Nutrition outcomes:** Corporate outcome indicators for the Nutrition component (SO4.1) include: (i) the percentage increase in the production of fortified foods and special nutritional products; (ii) the percentage increase in government's funding for hunger solution tools in national plans of action; and (iii) the National Capacity Index for nutrition programmes. Of these, the SPRs only provide figures for (ii): based on budget plans approved by Parliament, government funding for hunger solution tools increased from 67 percent at baseline (2015) to 74 percent in 2016, but then declined to 60 percent in 2017. No data are available for NCI because there was no guidance provided by HQ on how to calculate NCI for the Nutrition sector; this indicator will soon be replaced by the Zero Hunger Capacity Score.

73. One of the challenges expressed by the Nutrition team was the lack of appropriate corporate indicators available to reflect the work of the SBN or the TA; this is also illustrated by the lack of technical guidance available for measuring the National Capacity Index for nutrition programmes. It is unlikely that the specific types of TA

provided in 2016-17 would lead to an increase in government's funding for hunger solution tools; if this has been the explicit intention of providing support, then it can be expected that the specific TA activities would have been rather different. No figures are given in the SPR for the percentage increase in the production of nutritional products due to the time needed for verification and clarification, yet the SBN project-specific reports record three new nutritious products and an impressive increase in sales of 53 percent in 2016 and 88 percent in 2017, against a target of 10 percent (Table 16, Annex 6). It is very likely that SBN activities directly contribute to increased production of nutritional products (mainly through the introduction of new products onto the market rather than an increase in the production of existing products), which relates considerably more to the actions of the SBN members than to the coordination support provided by WFP. For reasons of sustainability, WFP is reluctant to play more than a short-term, temporary facilitation role in SBN activities to ensure that those activities that are seen to be successful in achieving the desired impacts will continue under the leadership of the SBN members.

74. In relation to the ability of the SBN to raise awareness on the role of the private sector in the production of nutritious products, increased sales of new nutritious products (as above) is a good indication that consumers are aware of them. Since 2016, SBN has increased its focus on initiatives implemented with government and civil society partners on the supply of nutritious foods through commercial engagement, on understanding and increasing consumer demand for improved nutrition, and on building a more conducive regulatory environment for good nutrition. These efforts led to a realization that the Network is about bringing together all concerned stakeholders (including private sector, civil society and government) in a way that allows them to partner effectively in a focused intervention to address the nutrition challenges. Through working in partnership with government and civil society, their awareness of the role of the private sector in nutrition can be expected to increase. An example of this type of partnership is the support that the SBN provided to civil society and the NFNC to develop a framework to use policy tools to improve nutrition through research and technical input. Though this may seem to be regulating and limiting for some business practice, SBN identified how each of the key stakeholders (business, civil society and government) can ensure these policies are beneficial to all whilst still impacting on undernutrition or over-nutrition.

75. In addition, at least two different types of SBN initiatives have specifically targeted civil society, consumers and government. The first initiative includes the various networking and learning events that are held, e.g. an event held in collaboration with the Civil Society Organizations SUN (CSO-SUN) Alliance in June 2016 to educate CSOs on the role of business in nutrition and how civil society can support and partner with businesses to be involved. Another example of a networking event is the SBN Cook-Off and Food Festival held in December 2016, an event showcasing nutritious dishes by consumers and companies. The second SBN initiative – still under development – is the 'Good Food Logo' which will be placed on the front of food products that meet a set of pre-defined nutrient criteria and help consumers to make better food purchasing decisions for themselves and their families. Considerable progress was made during 2016 and 2017 in the development of the Good Food Logo which will be taken forward together with Government through a broad-based marketing campaign that targets consumers from both higher and lower income brackets, while blending private sector marketing efforts for better nutrition with messaging delivered through traditional social behaviour change communication channels.

76. Although it was not possible for the ET to interview a wide range of stakeholders to test their awareness of the role of the private sector in nutrition, from the limited information collected from relevant donor, government and private sector key informants (as in Annex 2), it would appear that there is still a lot of work to be done in creating awareness on the role of the private sector in the production of nutritious products, particularly among government stakeholders. The private sector representatives interviewed expressed that the government should be more supportive of the role of the private sector in promoting nutrition, for example, by involving private sector 'champions' in policy consultations and by providing incentives such as import duty waivers on MNPs and equipment for processing and packaging nutritious products.

77. **Resilience building (Component 3) activities and outputs:** TA to DMMU in 2016 and 2017 included capacity strengthening to chair the Zambia Vulnerability Assessments Committee (ZVAC); training at various levels; financial and human capacity support for the annual VAC assessments; as well as office inputs such as a computer server, computers, tablets and data analysis software.⁷⁴ Training outputs for government/national partner staff reported in the 2016 SPR exceeded the target by 160 percent (Table 10, Annex 5). In May 2016, WFP Zambia started remote phone-based data collection and food security monitoring among traders through the mobile Vulnerability

⁷⁴ Although the CO received limited money for DMMU support in 2017 only (Table 2 and Annex 7), it was possible for WFP to use the HGSM budget for 'Other Direct Operational Costs' to support activities for DMMU.

Analysis and Mapping (mVAM) approach,⁷⁵ and this was expanded in January 2017 to include live calls to households via an external call centre.⁷⁶

78. Under the R4 project, activities implemented under each of the four risk management strategies included: (i) disaster risk reduction – farmer training and support for conservation agriculture (CA),⁷⁷ climate information services,⁷⁸ and market linkages (through synergies with the FtMA initiative); (ii) risk transfer – this was provided through a subsidized weather index insurance scheme, and representatives of the eligible farmers (i.e. those who had adopted CA practices) were involved in agreeing the seasonal rainfall timing windows to trigger an insurance pay-out;⁷⁹ (iii) risk reserves – savings and micro-credit groups involving 3,835 individuals (100 percent of the planned target, Table 10, Annex 5) were established and trained in 2017, based on the Oxfam-America model;⁸⁰ and (iv) risk-taking – agricultural inputs (legume seed and fertilizer) were provided on a credit basis with the expectation that farmers would re-pay the value of the inputs, plus 5.5 percent interest, after harvest (see below for details). The credit was financed and provided by a commercial partner (Vision Fund), and the inputs were procured through local agro-input dealers who were also involved in the FtMA project. The agro-input dealers were subsequently contracted by the credit provider to recover the loans.

79. Data provided in the SPRs show that all outputs under the resilience-building component either met or exceeded their targets in both 2016 and 2017 (Table 10, Annex 5): in addition to the figures reported above, under the R4 project, 2,835 people were trained in 2016 (113 percent of target) and 256 people were trained in 2017 (135 percent of target). FGDs with male beneficiaries suggest agricultural training in CA led to increases in productivity (e.g. through crop rotation and associated reduction in on-farm insect damage, as well as the use of soil water retention techniques). FGDs with both male and female beneficiaries revealed that the provision of agricultural inputs in the form of credit led to increases in agricultural diversity (e.g. through the cultivation of the cowpea seed) and household incomes (e.g. through the ability to market the cowpeas), thereby enhancing food security.

80. **Resilience building outcomes:** Outcomes reported in the SPRs relate to the R4 project only (Table 15, Annex 6) due to difficulties in identifying appropriate indicators to measure TA. The R4 project has an elaborate monitoring system using a panel survey methodology in which detailed household surveys are implemented every six months among a sample of between 125 and 600 HHs from up to 220 villages, including a control group for the earlier survey rounds. The baseline data were compiled through the Household Economy Approach (to collect qualitative data and generate wealth profiles and thresholds to inform quantitative indicators) and also a statistically representative household survey. The quantitative baseline was subsequently updated in June 2016, just before the R4 pilot was rolled-out to four additional agricultural ‘camps’⁸¹ within Pemba District.⁸²

81. R4 project-based outcome indicators (as reported in the R4 Outcome Monitoring Reports) are not directly aligned with the corporate outcome indicators used in the SPRs (Coping Strategies Index, Diet Diversity Score,⁸³ Food Consumption Score, Household Asset Score), necessitating additional analysis by the R4 team to calculate the outcome figures for the SPRs. This also made it difficult for the ET to verify the SPR figures with the R4 reports

⁷⁵ This facility for contacting traders is currently housed within WFP. Traders are contacted through operators and asked to respond to a short series of questions on the prices of main food commodities and market functionality.

⁷⁶ Household survey respondents answer questions on food consumption and coping strategies; this service is contracted out to an external call centre. http://vam.wfp.org/sites/mvam_monitoring/zambia.html

⁷⁷ CA was supported through a partnership with the FAO/GRZ CASU project.

⁷⁸ Climate information services are provided through training in and installation of farmer-managed and automated rain gauges / weather stations, with additional weather forecasts provided by the Zambia Meteorological Office. Farmers are trained to use rainfall information to determine optimal planting times.

⁷⁹ The rainfall thresholds for triggering a pay-out were set at 25mm. No insurance pay-outs were triggered in 2016-17, though many stakeholders (both farmers and cooperating partners) felt that the drought conditions of 2016 should have led to a pay-out.

⁸⁰ This model is very similar (if not identical) to the Savings and Internal Lending Communities (SILC) model used by Catholic Relief Services (CRS) and Caritas in Zambia.

⁸¹ A ‘camp’ is the geographical unit used by the Ministry of Agriculture to define the area covered by one extension agent. Camps vary in size and may contain up to 50 or 100 small villages or hamlets. It is not known whether R4 targets all villages within a camp.

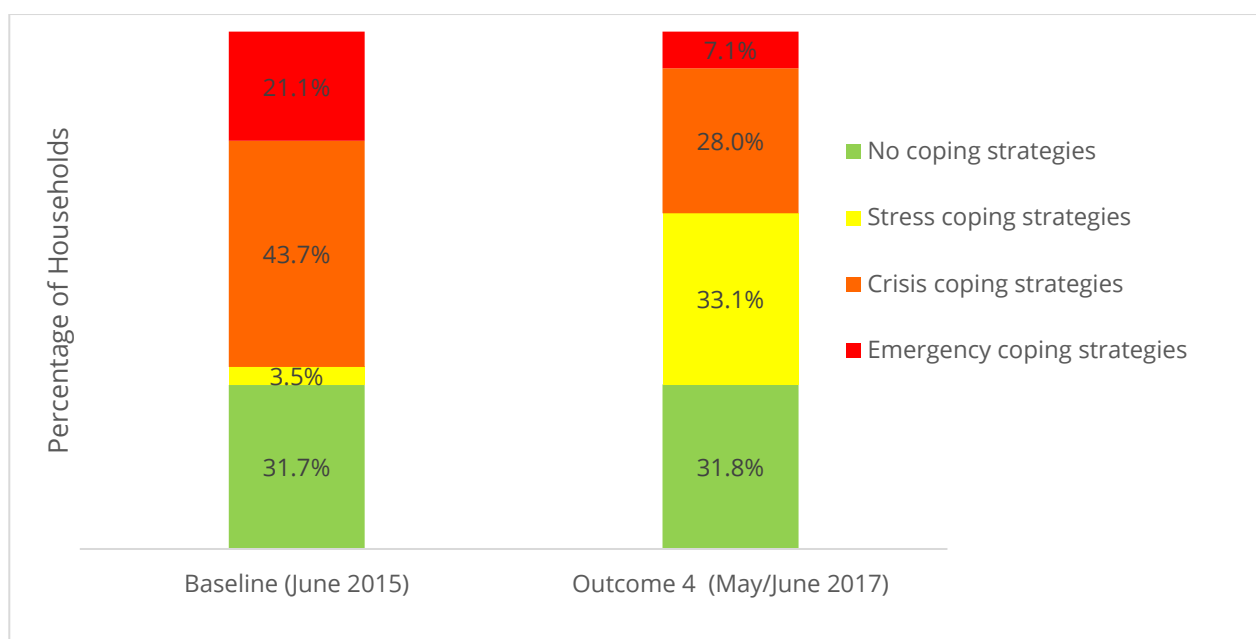
⁸² R4 was initially piloted in one ‘camp’ (500 beneficiaries) in late 2015; under the first roll-out in late 2016, it expanded to four additional camps (bringing the beneficiaries to 2,835 in total); under the second roll-out in late 2017, it expanded to two additional camps (bringing the beneficiaries to 3,835 in total). All seven camps are in Pemba District. Phase 2 was also initiated in late 2017 with the planned scale-up into four new districts involving one new implementing partner (Heifer International).

⁸³ Although data on the diet diversity score were collected through the R4 outcome surveys, this was based on the foods consumed in a week, not a day (as in the corporate indicator definition), and the data could not be used in the SPR.

(see, for example, the case of the Livelihood Coping Strategies Index below). The ET was informed that all outcome monitoring will be streamlined under the forthcoming Country Strategic Plan, thus ensuring the alignment of indicators in future. A concern observed by the ET is that the data reported in the SPR draws on baseline data collected in June 2015 (and June 2016 for some geographical areas) and compares this with data collected in December 2016 and December 2017. It can be expected that some of the differences in the figures reported would be attributable to seasonality rather than the R4 project itself. Each outcome indicator is assessed below.

82. The indicator relating to the **Livelihood Coping Strategies Index** in the SPR presents the data according to the percentage of households with reduced / stabilized Coping Strategies Index (CSI)⁸⁴ (Table 15, Annex 6), whereas the results presented in the R4 Outcome Monitoring Reports present the data according to the proportion of households using either ‘stress’, ‘crisis’ or ‘emergency’ coping strategies⁸⁵ (Figure 3). The R4 monitoring system did not measure actual CSI scores but used the coping strategies groupings to determine changes.⁸⁶ Regardless of the figures themselves, the difference for households headed by women (from 53.1 percent in 2016 to 38.5 percent in 2017) as compared to households headed by men (from 54.2 percent to 51.8 percent suggests that there are strong gender-based differences in households’ ability to cope with drought. Data from the R4 Outcome Monitoring Report (Figure 3) indicate an increase in the percentage of households adopting stress coping strategies between 2015 and 2016, but a decrease in those adopting crisis and emergency coping strategies. A more detailed analysis, including gender disaggregation, would be needed to fully understand and explain these results. Not all of the data presented in the R4 Outcome Monitoring Reports is sex-disaggregated; for example, only two out of the 16 bar chart figures included in the 4th Outcome Monitoring Report (2017) present gender-disaggregated data.

Figure 3: Livelihood Coping Strategies: June 2015 (baseline)–May/June 2017 (Outcome 4)



Source: Figures and graph provided by the R4 Team and CO Evaluation Manager

83. SPR outcome data on the **Food Consumption Score (FCS)**⁸⁷ are presented for the percentage of households with poor FCS scores and also borderline FCS scores, disaggregated by the sex of the household head

⁸⁴ A higher score for the livelihoods CSI indicates a more frequent and/or more severe coping strategies, so the desired result is for the score to be reduced (in cases where the score is high) or stabilized (in cases where the score is already low).

⁸⁵ Stress strategies such as borrowing money or spending savings indicate a reduced ability to deal with future shocks as a result of reduction on resources or increasing debts. Crisis strategies such as selling productive assets directly reduce future productivity, which includes human capital formation. Emergency strategies such as selling one’s land affect future productivity but are more difficult to reverse or more dramatic in nature than crisis strategies. (Source: Zambia R4 Outcome Monitoring Report Round 3, 2016)

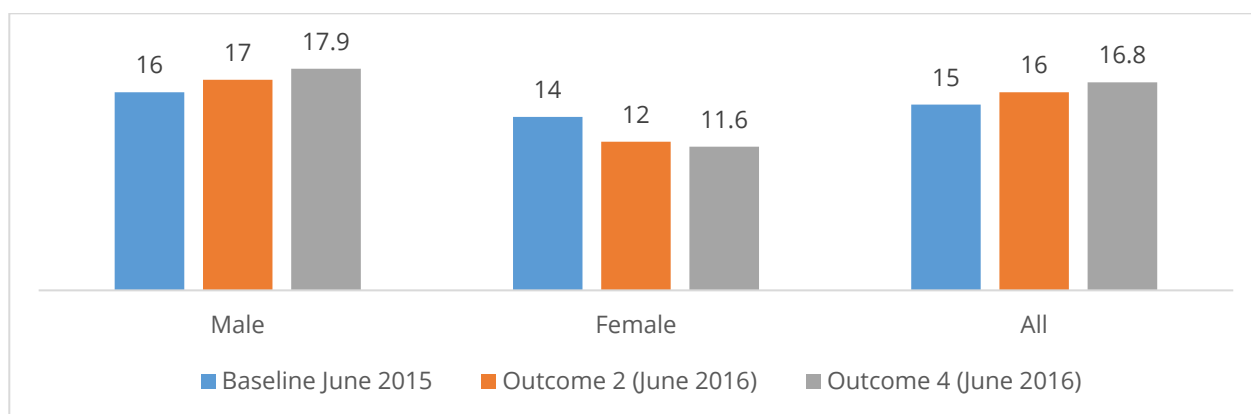
⁸⁶ It is not clear how these changes were actually determined based on the coping strategy groupings.

⁸⁷ The FCS is a composite score based on dietary diversity, food frequency, and relative nutritional importance of different food

(Table 15, Annex 6). Baseline data appear to be sourced from two (if not three) different surveys conducted at different times of year.⁸⁸ Taking the data as read in the SPRs, FCS results recorded for 2016 and 2017 suggest that the households headed by women (HHWs) tend to be more food insecure than households headed by men (HHMs), and that food insecurity increased among the worst-off HHWs during the course of the project: the proportion of HHWs with poor FCS increased from 1 percent at baseline to 7.7 percent in 2016 and then dropped to 4.6 percent in 2017. The proportion of HHWs with borderline FCS showed an overall decrease over the project period, increasing from 35 percent at baseline to 53.8 percent in 2016 then dropping to 16.5 percent in 2017. The proportions of HHMs with poor and borderline FCS both dropped in both years. Again, the patterns indicate gender-based differences in food security.

84. The R4 Project considers the **Household Asset Score (HAS)** as one of the key determinants of resilience at the household level (R4 Outcome Report 3, 2016). Data from the SPR (Table 15, Annex 6) shows a large increase in the average HAS from a score of 15 at baseline (June 2015) to 27.5 (December 2016), but this is not consistent with information collected through the FGDs conducted by the ET (see para 88 below). The HAS then dropped to 16.75 (December 2017). The SPR figure masks important gender differences reported in the R4 Outcome Report 4 (2017), in which the average HAS for HHWs dropped from 14 at baseline (June 2015) to 12 at Outcome 2 (June 2016), whereas the HAS for HHMs increased from 16 to 17.9 over the same period (Figure 4). The monitoring data also suggest that the overall average HAS of 27.5 (December 2016, as reported in the SPR, Table 15, Annex 6) is mistaken, given that this is more than the average scores for HHMs (19.51) and HHWs (12), as presented in R4 Outcome Report 3.⁸⁹

Figure 4: Household Asset Scores, June 2015 (baseline)–June 2016 (Outcome 4)



Source: Figures and graph provided by the R4 Team and CO Evaluation Manager.

85. As illustrated above, gender is an important factor in relation to resilience building. Although efforts have been made to mainstream gender in the R4 project, it is the view of the ET that gender has not been adequately addressed in the R4 project. Activities undertaken to mainstream gender included: ensuring that the constitutions of farmers clubs and savings groups contain a clause requiring 60 percent women in leadership positions and participation in the insurance component of the R4 activity, promoting equal male and female participation in savings and credit activities, and designing a credit lending method that favours more women. The ET observed that more women were indeed involved in savings activities and this created an avenue for other business ventures

groups. (WFP-VAM, 2008, Food Consumption Analysis: Calculation and use of the food consumption score in food security analysis. Technical Guidance Sheet, 2008).

http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp197216.pdf (accessed 20 April 2018)

⁸⁸ The 2016 and 2017 SPRs are consistent in citing the various dates of the base values, as follows: June 2015 (for HHMs with poor FCS and total HHs with borderline FCS), November 2015 (for HHWs with borderline FCS), December 2015 (for total HHs and HHWs with poor FCS), and November 2016 (for HHMs). Whilst it is likely that the November 2015 and December 2015 values come from the same survey (implemented in November and reported on in December), data collected in June will be different to data collected in December due to seasonality. The date of the November 2016 survey would appear to be a typo, given that the figures for baseline and follow-up are different, despite the same survey date. In general, it seems odd for sex disaggregated baseline data for the same indicator to be sourced from different surveys, raising into question the comparability of the results presented. The R4 team later confirmed that all baseline data came from June 2015 and June 2016 and that the details mentioned above in the SPRs are mistaken.

⁸⁹ This was confirmed by the R4 team; the correct figure should be 17.5, not 27.5.

outside of agriculture. However, no attempt was made to understand or address the underlying reasons for the gender-based differences relating to resilience building.

86. The R4 monitoring system has captured important gender-based differences relating to resilience, as noted above. The first outcome monitoring report (February 2016), for example, states: “Female headed households lag behind male headed households across most of the indicators. There is need to review the underlying issues that predispose female headed households to have lower FCS, DDS and higher coping strategy indices”. However, the ET could find no subsequent follow-up on this point. The 2017 Outcome Monitoring Report contains exactly the same statement and recommends “a tailored intervention to support female headed household beyond participation and membership in farmer clubs” but makes no suggestions as to what this might look like.

87. The SPR indicator used to determine the overall resilience of R4 households measures the “proportion of targeted communities supported by WFP where there is evidence of improved capacity to manage climatic shocks and risks” (Table 15, Annex 6). This indicator is not included in the R4 Outcome Monitoring Reports but is a composite indicator that draws on R4 project monitoring data. Results reported in the SPR show that the baseline (for June 2016) was within the target figure of <80 but increased to 83.5 percent in 2016 and then fell to 80.4 percent in 2017 (Table 15, Annex 6). It is likely that the similarity in figures reported for December 2016 and December 2017 and their difference with the baseline figure for June 2015 is related to seasonality.

88. The following paragraphs assess the extent to which R4 activities, outputs and outcomes are linked, and the likelihood that they will lead to the realization of the operational objectives of the CP. Evidence from the FGDs conducted by the ET suggests that the risk reserves (savings club) activities implemented by the R4 project have been very successful and this has positively influenced the achievement of many of the positive outcomes reported above. There are currently 1,174 individuals benefitting from savings clubs (59 percent women)⁹⁰, just less than one-third of all R4 members, and also including some non-R4 members. FGDs with both male and female savings club members revealed that the small amounts of money loaned from the clubs allowed them to generate income through various petty trade activities, involving buying and selling items such as cooking oil, livestock, fish, etc. The ‘share-out’ money from the savings clubs supported asset creation by allowing households to improve their homes (e.g. through the purchase of iron roof sheets and the construction of additional rooms); increase agricultural production by purchasing inputs; purchase livestock for income generation; and invest in education. The R4 project Outcome Monitoring Reports also confirm the diversification of income sources, largely due to the savings clubs; the number of household heads whose main source of income is farming had reduced from 89.4 percent at baseline (December 2015) to 67.7 percent (June 2017) (R4 Outcome Monitoring Report 4, 2017), though sex disaggregated data are not provided on this finding.

89. Also, in relation to gender, the FGDs revealed that much of the money for women’s contributions to the savings clubs comes from sales from their gardening activities, yet both of the women’s groups that were interviewed by the ET reported that their requests to address water challenges in their vegetable gardens (e.g. through the use of treadle pumps) had not been addressed by the project. This is in contrast to the FGDs with men, who reported that the CA practices promoted by the project had increased their farm yields (as above). It was also reported that women’s husbands tend to hold decision-making power over how women’s money is used; this is consistent with the findings above relating to gender and outcomes, suggesting that there is need for a more gender-transformative approach within the savings clubs and R4 in general.

90. One of the unintended effects of the risk-taking component of the R4 project (agricultural credit) was the forced sale of productive assets by many beneficiaries in 2016 and 2017 in order to re-pay the input loans that they had received through the project. In one FGD location, for example, 14 women and 5 men had taken agricultural input loans in 2015; eight women and three men (58 percent had completed the repayments; six women and two men (42 percent were still in debt; six women and five men (58 percent had to sell assets (mostly livestock, also iron roofing sheets) in order to make the re-payments. Information from various primary and secondary sources suggests that this situation arose because of various factors, including the El Niño conditions which led to drought and very poor harvests in 2016; the specific ‘windows’ and thresholds (for rainfall in specific periods) selected for the crop insurance scheme which failed to trigger an insurance pay-out (despite the widely-held view by farmers and project partners that a pay-out was necessary); the low price of maize in 2017; the

⁹⁰ This figure brings into doubt the figure of 3,835 reported in the 2017 SPR (Table 10).

relatively high amounts of credit provided in relation to farmers' capacity to re-pay;⁹¹ farmers' low levels of knowledge about financial markets and a 'culture' among farmers of defaulting on loans (which stems from earlier government credit schemes); and insufficient awareness-raising among farmers concerning the loan conditions, interest amounts and administrative charges.

91. Despite the issues raised above, some FGD participants highlighted some benefits from the credit provided. For example, it provided agricultural inputs at a time when some people had nothing to plant (partly because of the late delivery of inputs under the government Farm Input Support Programme) and it also brought aggregators to the village at harvest time⁹² so that farmers could sell their produce without having to pay for transport. In general, however, the credit provider reported a 95 percent decline in the numbers of farmers receiving loans as well as a 98 percent decline the total value of agricultural input loans issued over the course of the project;⁹³ this decline is partly due to a more conservative approach to issuing loans (e.g. tighter checks on individuals and smaller amounts per individual per group) but also because there has been a reduced demand for agricultural input loans from farmers. This was corroborated by the FGDs, in which the majority of FGD participants (22 out of 24) stated that they were not interested in taking out an agricultural input loan in future under the current conditions.

92. In terms of partnership indicators (i.e. engagement of partners and partner provision of funds, inputs and services), the R4 project either met or exceeded all its targets in 2017 and met all but one of its targets in 2016 (Table 12, Annex 5). However, key informant interviews with various different individuals from each of the different in-country cooperating partners and stakeholders at various levels revealed a lack of teamwork among the partners that likely stems from a lack of trust. Each partner blamed another for the various challenges that the project has faced (e.g. lack of insurance pay-out in 2016, insufficient awareness-raising among farmers about financial markets); some felt 'used' by others; all emphasized the need to maintain their reputation which they felt was at risk by being associated with the other partners; and all highlighted the differences in the underlying motives that drives their respective organizations. Similarly, the R4 mid-term evaluation (MTE) noted the 'unique marriage' of partners within the R4 project, bringing together organizations with a profit-oriented, business interest, those driven by a desire to create an enabling environment in which citizens can enhance their livelihoods, and those wanting to meet the humanitarian needs of disaster-prone communities. The MTE report⁹⁴ contained a foreboding message about the need to constantly nurture this marriage as any unchecked 'cracks' will inevitably grow. Despite implementing the MTE recommendation to develop agreements containing clear terms of reference with each partner, the current state of cooperation between R4 partners appears to be strained with regards to trust and mutual support. This was also observed by farmers in the different locations visited by the ET, who described how the officers from one partner organization – instead of working together – would 'hide' when partner organizations visited the village.

93. To conclude, disaster risk reduction (CA and agricultural marketing) and risk-taking (agricultural input credit) activities are thought to have contributed towards increased agricultural productivity, crop diversification and product marketing, which in turn may have led to increased food security and resilience among some households. The agricultural credit system, combined with the effects of drought and the lack of insurance pay-outs in 2016, led to unintended negative effects, including the adoption of stress, crisis and/or emergency coping strategies among some households, possibly reducing their ability to deal with future shocks. Risk reserves (savings clubs) allowed club members to accumulate assets such as livestock and petty trade commodities, thus enhancing their resilience through diversified livelihoods and increased incomes. None of the outcome indicator data for baseline and follow-up reported in the SPRs is considered to be comparable due to the effects of seasonality, so it is not possible to draw an overall conclusion regarding outcomes. This can be rectified by a re-analysis of existing data in which comparisons should be drawn between baseline and annual data sets collected in the same season, as presented in Figures 3 and 4 above. The evidence clearly shows strong gender-based differences in outcomes.

⁹¹ The credit provider reported that they normally issue loans up to a maximum of K.5,000 per person per group for first-time borrowers, but this was relaxed under the R4 project and loans were up to K.10,000 per person per group. In 2016/17, the loan amount was capped at K.3,000 per person per group.

⁹² The credit provider contracted aggregators to collect the loan repayments from farmers by purchasing the harvested produce and then paying the money to the credit provider.

⁹³ From a credit value of K.976,900 (including interest) for 234 farmers (in 52 groups) in 2015/16, to K.589,618 for 238 farmers (in 35 groups) in 2016/17, to K.16,670 for 10 farmers (in 2 groups) in 2017/18.

⁹⁴ Mukwavi, Greenwell, 2017. Midterm Evaluation of the R4 Rural Resilience Initiative (January 2017). WFP unpublished report.

94. **FtMA and Maano:** A review of the CP logframe suggests that the main ways in which the outputs and outcomes of FtMA and Maano currently contribute towards the achievement of the outputs and outcomes of the CP is through increasing local and national food purchases by increasing marketing opportunities for producers and traders linked to HGSM. The logframe does not include indicators to measure FtMA and Maano's contributions towards Resilience-building, nor the role of the private sector in promoting nutrition. To date, FtMA and Maano have been implemented as separate projects, yet they are complementary to one another and can potentially achieve enhanced outcomes through some degree of coordination and integration. Maano activities—for example—are focused on strengthening the capacity of community-based Ambassador farmers to aggregate relatively small quantities of produce from fellow farmers within their communities and to sell this to traders. FtMA activities are focused further down the value chain compared to Maano activities and strengthen the capacity of aggregators (traders) to be able to purchase from farmers (including those such as the Maano Ambassadors) and sell to off-takers. As such, FtMA and Maano operate at different scales and can be complementary to one another within the same value chain. There is potential to expand both types of marketing activities within the HGSM and Resilience building components and also pilot one or both within the Nutrition component to help SBN members in procuring locally-grown raw materials needed to manufacture their products.

95. Unlike the former P4P programme, FtMA does not explicitly aim to purchase commodities for school feeding, though approximately 1000 mt out of the total 7,000 MT of mixed legumes marketed through FtMA in 2017 was purchased by WFP for HGSM. In 2017, a pilot project under VFM successfully procured and delivered 62.4 mt of cowpeas to 40 HGSM schools using the Maano app.⁹⁵ Benefits reported in HGSM-Maano pilot project documentation⁹⁶ and confirmed by the qualitative data collected by the ET include: faster and earlier deliveries to schools; lower transport costs for the MoGE; reduced carbon footprint for HGSM; more money for farmers; more accountability, as teachers could easily follow up with the farmer if necessary; and community support to HGSM. Key informant interviews revealed that - although transport costs are reduced for MoGE, these must be borne by the ambassador farmers, some of whom found it a challenge to supply to schools some 15-20 km distant; in Pemba District, transport costs were borne by WFP due to the distances involved. Provided that the distances involved are not too great, Maano can be used to support potential expansion in the range of foods and food products provided under HGSM through local procurement by schools, thus enhancing the nutritional value of the meals through greater diversity. Where travel distances are too great to allow for direct procurement by schools through Maano (e.g. further than the distance that can be delivered by bicycle or by foot), procurement through FtMA aggregators can instead be appropriate. The main challenges in direct procurement by schools through Maano will be ensuring food safety through some kind of localized certification system and overcoming transport challenges in some cases, particularly for bulky, breakable or perishable products. It will also be necessary to streamline and automate the payment approval process with verification of delivery of the correct products in good condition.

96. A lesson from on-going and past agricultural marketing activities that is relevant to HGSM concerns the quality of agricultural produce. It is necessary to strengthen farmers' capacity to supply high quality produce, and both FtMA and Maano have provided training in post-harvest management and promoted the use of hermetic 'PICS'⁹⁷ bags. Experiences with Maano reveal cases where farmers have failed to meet the quality standards required for a successful sale and have had to clean the consignment to make it acceptable to the trader; such experiences help farmers to learn about the importance of quality. This lesson suggests that - with proper training and verification - farmers are capable of meeting the quality standards required for HGSM. The challenge for HGSM will be in establishing an adequate decentralized verification and certification system that does not over-ride the advantages of direct supply that Maano allows.

97. Access to functional agricultural markets contributes to the resilience of smallholder farmers. As such, expansion in FtMA and Maano activities can support the Resilience building component. Such expansion might involve: scaling up both FtMA⁹⁸ and Maano to more geographical areas, more farmers, ambassadors, aggregators/traders and off-takers; expanding the range of crops and products marketed; increasing the functionality of the Maano app, e.g. by providing market price information and installing a rating system for sellers and buyers to promote trust and product quality. Both FtMA and Maano have made particular efforts to recruit

⁹⁵ Virtual Farmers' Market: The Maano Experience in Zambia, August 2016 - October 2017 (no date)

⁹⁶ Virtual Farmers' Market: The Maano Experience in Zambia, August 2016 - October 2017 (no date)

⁹⁷ Purdue Improved Crop Storage

⁹⁸ The cost per beneficiary for FtMA has been calculated at an average of \$43.52. This is based total costs in 2016 of US\$ 380,675.69, with 7,200 beneficiaries, and total costs in 2017 of US\$ 400,939.14, with 11,735 beneficiaries. FtMA's relatively low cost per beneficiary suggests that the size of investment required for scaling up would not be too great.

women as aggregators, ambassadors and farmers, thus supporting the CP's outputs and outcomes relating to gender.

98. With the government's introduction of the FISP electronic voucher mechanism (e-vouchers),⁹⁹ there is potential to use Maano to enhance the impact of the FISP social protection mechanism by providing FISP beneficiaries with links to markets for diverse crops. FISP targets poor but viable farmers who produce a surplus and can afford the K.400 contribution required by the programme. The existing e-voucher infrastructure (i.e. point of sale machines installed in participating agro-dealer shops) can be used for a range of purposes, including the cash withdrawal of payments made through the Maano app. If Maano ambassador farmers can withdraw cash through the e-voucher point of sale machines in agro-dealer shops, this can perhaps reduce the cost and travel distances involved in withdrawing cash from the existing mobile money outlets (depending on specific locations of the agro-dealer shops in relation to the mobile money outlets). A link between the agro-dealer shops and Maano can also potentially help to strengthen the link between input and output markets, helping to ensure that farmers have access to the inputs needed for the production of quality products.

99. Building on the lesson of the advantages of linking input and output markets, FtMA/R4 experience to date in Pemba District illustrates how individual traders can both supply agricultural inputs and also aggregate agricultural outputs. Not only does this benefit the farmers by having access to both input and produce markets, but traders appreciate the relationships with farmers that allow them to both sell their input and purchase the outputs. This type of relationship can take different forms, both informal (through spot market sales) and formal, e.g. as in an outgrower scheme. One of the FtMA aggregators interviewed by the ET in Pemba District was involved in piloting a warehouse receipt system with the Zambian Commodity Exchange (ZAMACE) in which farmers store their maize in a certified warehouse managed by the aggregator which is used as collateral against a loan provided by the aggregator to the farmer in the form of agricultural inputs. Farmers can then decide when to repay the loan, either by selling the maize to the aggregator, or by withdrawing the maize and selling it elsewhere, depending on prevailing market prices. According to the aggregator involved, this system worked extremely well and provided a 100 percent recovery rate on the loans provided; the only slight modification needed in future is for the aggregator to charge farmers for the cost of storage so that aggregator's costs can be recovered. With sufficient training and appropriate lines of credit for very carefully selected aggregators/agro-input dealers,¹⁰⁰ and awareness-raising among farmers, it is possible that the ZAMACE warehouse receipt system could be piloted among a few more traders to potentially take the place of the R4 project's current (failing) system for the provision of agricultural input credit.¹⁰¹ FtMA and R4 experience with credit suggests that the credit provided to traders under FtMA has had a considerably higher recovery rate than that provided to farmers under R4. A lesson from both PPP and FtMA, however, is that there is a limited range of suitable credit facilities available to aggregators. Strategic partnerships may be needed to provide such credit facilities, and/or design new types of credit facilities.

100. Perhaps the most significant lesson that emerges from the CO's involvement in marketing activities is the risky and unpredictable nature of agricultural markets in Zambia. The P4P model had to be completely re-designed due to political interference in agricultural markets in 2011;¹⁰² WFP's regional commodity trade was threatened by export controls in 2016; and the majority of pre-harvest contracts agreed by FtMA partners in 2016 failed due to defaults on the part of the off-takers. The broader policy and marketing environment, as well as price fluctuations

⁹⁹The e-voucher is an electronic card used by farmers to access farm inputs such as seed and fertilizer from agro-dealers registered under FISP. The previous conventional FISP programme which started in 2002/03 directly distributed maize seed and fertilizers to targeted farmers. One of the objectives of the e-voucher system is to promote the diversification agenda by allowing beneficiaries to choose their inputs. The e-voucher was first piloted in 13 districts in 2015/16 and was then supposed to expand to one million farmers in all districts (100 percent of targeted FISP beneficiaries), but this proved to be problematic and the numbers had to be reduced.

¹⁰⁰ A key challenge will be in identifying suitable aggregators who have the interest and capacity needed to implement a warehouse receipt system. There is also a problem of scalability by a single trader; small- and medium-sized enterprises in Zambia tend to encounter management challenges when they expand beyond three or four employees.

¹⁰¹ It should be noted that ZAMACE has faced considerable challenges since it was initially established in 2007, forcing it to cease operations in 2011. These challenges related to conflicts of interest at the governance level, high transaction costs, the expansion in government maize purchases through the FRA prior to the elections in 2011, and the lack of a legislative framework to govern agricultural markets and the conduct of ZAMACE (P4P Story Zambia, December 2013). Some of these challenges have since been addressed; the Agricultural Credit Act was amended in 2010 to incorporate the concept of a warehouse receipt system, but the long-awaited Agricultural Marketing Bill has yet to be enacted. WFP is well-placed to work more closely with ZAMACE in the future; WFP has a global commitment to support commodity platforms and has worked with ZAMACE in the past, under P4P.

¹⁰² *P4P Story Zambia*, December 2013

relating both to supply and government actions, are such that there is no guarantee that farmers, ambassadors or aggregators will always be able to sell their produce at their preferred prices. This lesson suggests that any efforts to promote agricultural markets for smallholder farmers must be accompanied by efforts to influence government policy and regulatory frameworks. Such efforts will require strategic partnerships with appropriate bodies and advocacy organizations.

Key findings and conclusions – Effectiveness (EQs 6-10)

- **HGSM** has been effective in reaching or exceeding target numbers for beneficiaries and schools assisted, but procurement challenges show that children have not been receiving complete rations.
- The recommended meal ration itself is not sufficiently diverse, even under the fresh vegetable pilot.
- Enrolment has increased, and attendance rates are also thought to have improved; these outcomes can partly be attributed to HGSM.
- HGSM gender indicators show little change from the baseline, though key informants reported that the fresh vegetable pilot supports women’s empowerment, both through leadership and income generation.
- Despite an informal approach, **Nutrition TA** has contributed to high-level strategies and plans.
- Most of the project-level indicators for the SBN were either met or exceeded.
- The SBN has made good efforts to raise awareness on the role of the private sector in the production of nutritious products, yet more work remains to be done; the forthcoming Good Food Logo and associated communication activities are expected to contribute substantially towards raising this awareness.
- Outcome data reported in the SPRs for baseline and follow-up for the indicators under the **Resilience building** component are considered by the ET to be incomparable due to the effects of seasonality.
- R4 savings clubs have led to greater resilience through the diversification of household income sources.
- Available data clearly show strong gender-based differences in households’ abilities to cope with drought; these differences are not being adequately addressed or reported by the R4 project.
- A combination of the agricultural input credit provided in 2015, the El Niño drought of 2015/16, and the lack of insurance pay-out in 2016 led to various unintended consequences, including the inability of some beneficiaries to re-pay their loans, the forced sale of productive assets, a lack of confidence in the insurance model, and also contributed to mistrust among project partners.
- The sharp decline in the demand for agricultural input loans confirms the need to change the model through which credit is provided.
- The current conceptualization of **FtMA and Maano** within the CP is very limited; each activity is effectively supporting not only HGSM but also the Resilience component, and there is potential for them to support SBN also. Enhanced outcomes can be achieved through a more coherent and synergistic approach.
- FtMA and Maano are complementary to each other; both can be used in combination to support each of the three components of the CP.
- The main lesson that emerges from current and former marketing activities with smallholder farmers is the inherent unpredictability of agricultural markets in Zambia, either due to weather conditions and/or government actions; this necessitates efforts to create strategic partnership through which WFP can promote enhancements in the policy and regulatory environment.
- Another more recent lesson is the advantage of interventions that strengthen the link between input and output markets, helping to ensure that farmers have access to inputs and the market incentive needed for the increased production of quality products.

2.3. Efficiency (EQs 11-16, Annex 8)

101. **HGSM:** In all schools visited, HGSM food commodities and cash for vegetables were reported to be delivered late; this was confirmed by the district officials interviewed. Maize (supplied by GRZ through the Food Reserve Agency, FRA) involves a long process of negotiation,¹⁰³ procurement and release¹⁰⁴ which is often delayed

¹⁰³ FRA revises its prices each year, so negotiations must take place on an annual basis to agree the price and the quantity of maize to be supplied before a contract between FRA and MoGE can be signed.

¹⁰⁴ Because payment is made after delivery, MoGE requires a Treasury authority from the MoF before the maize can be released.

due to communication breakdowns at various stages. WFP provides primary transport from the FRA warehouse to the district storage shed. The District Education Board Secretary (DEBS) is responsible for the secondary transport to the schools, though all schools visited reported that they usually had to provide their own transport. In Mumbwa district, it was estimated that 20 percent of school meals were not provided in 2017 due to a lack of maize.¹⁰⁵

102. Legumes (procured by WFP, as described below) tend to be provided on time at the district level, partly because WFP has adapted its schedule to fit in with the local legume seasons.¹⁰⁶ However, delays in maize procurement have a knock-on effect on the delivery of legumes to the schools since both are delivered together to save on transport costs. As indicated above, the provision of cooking oil has been very erratic. For the schools taking part in the fresh vegetable pilot, cash was often delivered late because all 25 schools must complete their restitution before WFP is able to make the next payment to the DEBS, who then transfer the money into the individual school bank accounts. In many cases, schools must either borrow money from PTA funds, or the PTA funds are simply used to purchase the vegetables. Provided that money is available at school level, no delays were reported in the delivery of fresh vegetables, which are delivered by the farmers themselves.

103. For reasons of availability, cost and quality, fortified vegetable oil has been procured from Malaysia and Indonesia, with inherent delays and logistical challenges in importing it through the ports of Beira, Mozambique or Durban, South Africa and then transporting it overland to Zambia. Planning is another challenge; oil is costly and is matched with resources in the CO which sometimes come late. The CO would prefer to purchase oil locally, but Zambia does not produce fortified oil so the CO is currently exploring the quality of fortified oil produced in the southern African region.

104. The relative **cost of HGSM per beneficiary** is informed by the 2016 National Cost Assessment. The actual, total cost associated with feeding a single child during the whole year (2015) was US\$14.95 (Table 4). Based on this, it can be estimated that feeding one child during his or her entire schooling costs US\$134.59.

Table 4: Zambia HGSM costings

CATEGORY	TOTAL COST (K)	COST PER BENEFICIARY (K)	TOTAL COST (US\$)	COST PER BENEFICIARY (US\$)	% OF TOTAL
Commodities	32,627,465.50	37.08	3,753,704.87	4.21	28.2%
Logistics, Storage and Utilities	19,479,113.78	22.14	2,241,021.27	2.51	16.8%
Management and Admin	1,052,415.98	1.20	121,077.72	0.14	0.9%
Staff (incl. cooks)	59,665,167.93	67.80	6,864,322.07	7.7	51.5%
Capital costs	3,001,106.26	3.41	345,269.45	0.39	2.6%
Total cost	115,825,269.45	131.63	13,325,395.38	14.95	100%

Source: Zambia HGSM - The School Feeding Investment Case, Cost Benefit Analysis, January 2017

105. Although a WFP school meal 'guide booklet' exists, this is not widely available outside the CO. The booklet is not comprehensive; for example, it does not outline the roles and responsibilities of the various government ministries, UN, and other actors. There is no official HGSM manual that outlines the standard of services that should be provided. Interviews and observations by the ET noted a wide variation in the presence and standards of cooking shelters, cooking utensils (pots¹⁰⁷ and plates), storage facilities and water sources. Apart from those involved in the MNPs pilots, cooks were not trained in nutrition or cooking or menu options.

106. Two pilot projects were implemented in 2016/17 to enhance the **nutritional value** of the school meal through the addition of: (i) locally procured fresh vegetables; and (ii) micronutrients powders. Both commodities

¹⁰⁵ If no maize is available, then it is not possible to prepare a meal. On the other hand, if there is maize but no oil or no cowpeas, then a meal can still be prepared using other ingredients.

¹⁰⁶ Beans and cowpeas are harvested by May but cannot be purchased until June or July when the moisture content has gone down. In view of this timing in relation to the school terms, WFP has started to buy for Term 2 and 3 and pre-position for Term 1.

¹⁰⁷ Some cooks have to cook twice due to having only small pots, thus using more fuelwood and time.

are known to enhance the nutrient value of the meal,¹⁰⁸ so comparisons can be drawn on their efficiency. The procurement of fresh vegetables is effective and well-organized, though seasonal problems have been noted in drier areas where vegetables cannot be grown in the dry season. The procurement and payment procedures for fresh vegetables does not require any inputs from WFP's procurement team but involves a considerable amount of paperwork and signatures at the school level; although this appeared to be done well in the schools visited, it can be time-consuming for those involved. Based on 2015 figures, the cost of the standard ration (without fresh vegetables) was found to be US\$14.95 per child per year.¹⁰⁹ Based on WFP Zambia's 2018 budget figures (Table 19, Annex 12), the cost of the standard ration with vegetables is US\$10.51, and the cost without vegetables is US\$10.08. Thus, the cost of fresh vegetables amounts to just 4.1 percent of the total cost of HGSM financial requirements.

107. WFP implemented an MNPs pilot project over the course of one year (April 2017 – April 2018, subsequently extended to September 2018) among 5,000 children across 10 schools in Petauke District. It was not possible to confirm the actual number of beneficiaries,¹¹⁰ but financial data provided by the CO gave the total costs as US\$96,233,69. This suggests that the cost per beneficiary was at least US\$19.25; nearly double the cost of the fresh vegetable pilot described above. There is a widely-held perception that MNPs are expensive and difficult to procure. There was general consensus among the nutritionists interviewed that fresh vegetables are preferable to MNPs because these are more widely available and accessible, and children need to become accustomed to eating them as part of a nutritious meal. It will be necessary for the MNPs pilot project evaluation to compile more accurate data on cost and availability.

108. Two different approaches for decentralized cowpea **procurement** were implemented during the evaluation period: (i) through farmer cooperatives and aggregators (some of which were also participants in the FtMA project); and (ii) the use of the VFM 'Maano' app. In 2016, WFP-Zambia's Procurement Office issued 60 contracts to farmer cooperatives and aggregators to purchase 4,690 Mt of cowpeas and beans, and in 2017, 17 contracts were issued for 2,110 Mt (including both HGSM and regional exports to other COs) (Table 10, Annex 5). Many of the cooperatives were those earlier involved in the P4P project, but cooperatives have been declining in Zambia with changes to the way in which the Farmer Inputs Support Programme is implemented, so commercial aggregators (including small-scale agro-input dealers and larger agricultural commodity companies) were also contracted. Communicating with the agro-dealers is easier than with the cooperatives, but some of the aggregators defaulted on their contracts, necessitating a lengthy amount of paperwork to recover the defaulted quantities. Quality and quantities are verified by a third-party company, in line with WFP's standards for quality assurance.

109. In 2017, a pilot project under VFM successfully procured and delivered 62.4 mt of cowpeas (involving 61 transactions by 30 Maano ambassadors) to 40 HGSM schools and three stores using the Maano app. The need for quality inspection of the cowpeas is a gap that is currently being addressed by a WFP Task Force Committee. In 2017, agricultural extension officers reportedly inspected the cowpeas, and the payments were only authorized after the schools had reported that they had received the consignments in full. The payment authorization system is currently quite complicated due to the need for verification.¹¹¹ Overall, however, the VFM procurement system appears to work well in that it provides locally-grown produce to schools, saves on transport costs, empowers the Ambassador Farmers (often women), as well as supporting local farmers who supply the cowpeas (also often women). Preliminary calculations of the procurement costs suggest that the use of the Maano app for legume procurement can generate a procurement cost savings of 54 percent (Table 5). By using the Maano app in this way, schools are able to negotiate directly with private sector suppliers; as such, this might be considered as a form of public-private partnership.

¹⁰⁸ The addition of fresh vegetables increases the diversity of food types in the meal. Research has shown that MNPs can help control anaemia and iron deficiency in preschool and school-age children (WHO Guideline: Use of multiple micronutrient powders for point-of-use fortification of foods consumed by infants and young children aged 6–23 months and children aged 2–12 years, 2016). Key informants at the schools visited by the ET in Petauke District also reported that the MNPs had improved pupils' health.

¹⁰⁹ WFP, GRZ & Mastercard, 2017. Zambia HGSM Programme: The School Feeding Investment Case Cost-Benefit Analysis (Jan 2017).

¹¹⁰ Available monitoring reports suggest that the actual number of beneficiaries was likely to have been less than 5,000.

¹¹¹ The PIN code for the payment is sent by WFP to the District office (DIC – District Implementing Committee?), and the DIC then sends the PIN code to the school, and the school then gives the PIN code to the Ambassador Farmer on receipt of the cowpeas.

Table 5: Procurement cost comparison for standard school meal delivery vs Maano school feeding delivery

Procurement Cost Comparison for Standard School Meals Deliveries Vs. Maano School Feeding Deliveries					
<i>WFP-contracted aggregators delivering to District Education Boards</i>	ZMK/kg		<i>Maano Ambassadors delivering to Schools</i>	ZMK/kg	% Cost saving
Transport from farm to DEBS (paid to Aggregator)	0.24		Transport from farm to school (paid to Maano Ambassador)	0.10	58%
Offloading/Loading at DEBS	0.0078		N/A	0.00	100%
Storage at DEBS	0.0055		N/A	0.00	100%
Admin costs at DEBS	0.04		N/A	0.00	100%
Transport from DEBS to School	0.26		N/A	0.00	100%
Commission (paid to Aggregator)	0.50		Commission (paid to Maano Ambassador)	0.16	68%
Bank transaction fee	0.0330		Mobile money transfer fee	0.0720	-118%
Associated WFP Staff Costs	0.06		Associated WFP Staff Costs	0.19	-218%
Procurement costs	1.14		Procurement costs	0.52	54%

Source: Virtual Farmers' Market: The Maano Experience in Zambia, August 2016 - October 2017

110. For **HGSM monitoring** purposes, there are two current reporting systems. Firstly, there is the MoGE's Education Management Information System (EMIS) where schools are supposed to submit monthly returns which capture enrolment, total attendance, number of feeding days, and quantity of food distributed, amongst other indicators. The EMIS process is characterised by delays or non-reporting, especially by remote schools. Filing and converting the data into digital format by the DEBS has also been a challenge, with paper-based reports going missing and a lack of computers to capture the data. Although the MoGE prepares an annual EMIS census, the reports are always delayed¹¹² and they do not include data on attendance.

111. Due to these challenges, a second reporting system was piloted in 2016-17 in 240 schools in Chongwe, Mumbwa and Luwingu Districts using mobile data collection technology and Data Winners Software. With the mobile technology, WFP is (for the first time since 2003) able to report on indicators such as attendance and generate monthly trends. Reporting rates have improved, and SHN coordinators, DEBS and MoGE reported that the system is generally good in that it saves time, and there is no need to physically deliver hard copy forms to the district office. High attrition rates among teachers, however, necessitates continuous training in the use of the system. Technical problems were noted by some SHN Coordinators, especially those in schools with poor network coverage. No technical support is available to the SHN Coordinators, and the management of the data (by WFP) is very time-consuming, requiring a full-time data clerk to clean the data and liaise with the schools. The system lacks specific indicators on gender except sex disaggregation.¹¹³

112. The mobile data collection technology pilot has been running for two years but it is not clear whether or how it might be implemented on a long-term, sustainable basis. A meeting took place at the end of 2017 involving key stakeholders (AKROS, WFP, UNICEF, districts and provincial officers) to showcase various mobile technologies, but the necessary follow up from this meeting has yet to take place. In 2016-17, the system and the database were managed and administered by WFP who then shared the analysed data with the DEBS at district level for verification. The Ministry had no ownership over the system and no access to the data itself.¹¹⁴ Capacity within MoGE to manage the database has not yet been developed.

¹¹² We were informed that the 2017 data would not be available until approximately May 2018, though even this was not certain.

¹¹³ This is partly because the pilot included a limited number of basic indicators which could be transmitted from a mobile phone in a single short message service (SMS). Additional indicators would need a different transmission mode and would require additional funds.

¹¹⁴ There is reportedly no built-in mechanism to allow multiple users read-only access or limited editorial rights to enable mistakes to be corrected at district level. This may be due to the type of license that was purchased for the software, which was a low-cost license with limited functionality.

113. The HGSM **Technical Working Group (TWG)** was formed in 2016 and meets quarterly or more frequently when necessary (e.g. to prepare for scaling up of the HGSM programme; to undertake a costing exercise in preparation for eventual transition). TWG membership includes Government ministries and institutions, development partners (including UN agencies), NGOs, and academic research / training institutions (including private sector). Terms of reference have been drafted and shared amongst members but have yet to be finalised and endorsed. The TWG is chaired by the MoGE, with WFP playing the role of the secretariat. There was consensus among TWG members interviewed by the ET that the role of the TWG is to provide technical input to the HGSM and to create awareness and gain high-level support within each of the ministries/organizations involved. As such, the TWG plays a role in multi-sectoral coordination and in creating a sense of ownership across the partners with the expectation that each partner will contribute towards the HGSM.¹¹⁵ Although not yet formalised, each member has identified a specific role in the working group based on their comparative advantage. For example, FAO was late in joining the TWG but is currently engaged in studies on how to create linkages between the different social protection instruments (including HGSM) and various agriculture programmes (e.g. FSP, FISP) in order to achieve impacts on the local economy. The Ministry of Fisheries and Livestock is trying to identify districts where different livestock products (including fish) can be linked to HGSM, though the necessary funding for a pilot project has yet to be budgeted. Similarly, the Ministry of Water Development¹¹⁶ and the National Food and Nutrition Commission (NFNC) currently have no budget for HGSM-related activities. NFNC is providing technical nutrition assistance in the development of the HGSM food basket, for which they would like to see greater diversification, e.g. through the addition of animal-source proteins. Some of the activities undertaken by the TWG as a group (as recorded in the TWG meeting minutes for late 2017) include the development of a HGSM technical plan which includes finalisation of indicators aligned to the 7th NDP; discussion of HGSM budget issues; coordination for the institutional capacity assessment; and training of district officials.

114. Based on information from the CO, the ET had been led to believe that the role of the TWG was directly related to the expected transition of the HGSM to government ownership and management. Whilst the government members of the TWG are indeed actively promoting ownership among their ministries, additional efforts will be needed in this respect within the MoGE itself (see Section 2.3). In discussing the role of the TWG, members talked about 'coordination' but not management. As such, there appears to be a difference of opinion between the CO and the TWG members themselves in their understanding of the role of the TWG. Recent activities undertaken by the TWG (e.g. costing exercise, capacity assessment study mentioned above) suggest that its role is now shifting (at the request of WFP) to take on greater responsibilities in planning for the transition. This may or may not be appropriate, depending on the level of seniority and experience of the particular individual TWG members within their respective ministries (i.e. whether they are more of technical experts or managers / planners). The fact that the Ministry of Finance has yet to be fully engaged as a TWG member is significant, given that they play a key role in preparing the government budget allocations.

115. The **HGSM targeting criteria** focus on districts with: extreme poverty rates; low nutrition status (high stunting rates); greater proportions of farmers; drop-out rates greater than three percent; net enrolment rates of 80 percent; and completion rates less than or equal to 50 percent. Data generated by 2015 Living Conditions Survey mirrors the overall poverty situation and areas covered by the HGSM. The maps in Annex 11 illustrate HGSM's general alignment with the geographical spread of poverty and stunting. Based on these two criteria, the maps suggest that there is the need to cover more schools in Northern Province. Although Lusaka is one of the areas with high poverty incidence levels, it is currently not covered by the intervention. Education indicators such as attendance rates are also used for targeting, but the existing data are not based on quantified evidence since this is not available for all districts. Key informants noted the importance of the targeting criteria in preventing political capture of the HGSM programme.

116. **Nutrition:** The advantage of the *ad hoc* manner in which **TA** under the Nutrition component is currently provided is that it has the flexibility to respond to government needs as and when necessary. The disadvantages of this arrangement are that: it relies on the government to be proactive in requesting support; there is a lack of clarity as to the types of support that government can request (or that WFP can provide); it assumes that there is the necessary flexibility in staff time, work schedules and resources (on both the part of WFP and the government) to respond to needs on an 'as-and-when' basis; and – without a plan – it is difficult to monitor and report on

¹¹⁵ At present, the TWG member contributions to HGSM are in kind, based on their respective technical areas of expertise. Apart from MoGE, there is a general lack earmarked funds for HGSM within the various ministries / government bodies.

¹¹⁶ The Ministry of Water Development has funding to provide boreholes and water and sanitation services, but their activities are not targeting schools and there is no link with HGSM.

progress. One of the interviewees suggested that a more efficient approach might involve working with the government bodies to identify needs and gaps and then co-develop a workplan to agree on the timeframe and the types and ways in which TA might be provided. This approach would allow both WFP and the government bodies to plan better and would also provide a framework against which progress can be monitored.

117. Related to this – and since TA (particularly in the nutrition sector) tends to involve multiple partners – is the need for good **coordination** among the different partners providing technical assistance to avoid duplication of effort and also to ensure coordinated actions across the different aspects (i.e. policy/decision-making; technical; and funding), particularly since nutrition cuts across different sectors and government ministries / departments. Given that there is a relatively small number of individuals involved in nutrition coordination and the fact that each individual tends to play multiple, overlapping roles (i.e. the same individuals serve in various different coordinating committees and bodies), coordination tends to be relatively efficient. There are also some relevant lessons from experiences of TA for social protection, as presented in Section 2.4.

118. Quarterly reports for the SUN Business Network highlight various ways in which the project has achieved **value for money**. These include contributions from key private sector partners who contribute their knowledge, experiences and resources (financial and in-kind), thus saving on the cost of consultants. Linked to this is a range of synergistic partnerships that enables stakeholders to collaborate with the SBN for mutual benefits. Such partners provide high-value technical expertise that would otherwise be unaffordable based on market rates for consultants with the necessary private sector experience.

119. The SBN in Zambia is WFP's longest-established national SBN and has made particular efforts to document its learnings and experiences for the benefit of other national SBNs. A review of the SBN quarterly reports and other documents highlights two broad types of **lessons** that have emerged from the Zambian experience that are of relevance to other WFP countries which have national SBNs or plans to establish them. The first type of lessons can be categorized as 'best practice' in the operation or implementation of a SBN. These include: (i) monitoring, evaluating and learning at three different levels: at the level of individual private sector SBN members;¹¹⁷ at the level of the Network itself and its events/activities; and at the industry level (i.e. market research – see below); (ii) identifying and establishing synergistic partner relationships through which valuable technical assistance can be provided to the network; (iii) supporting the prominence of women-managed businesses in the network, and having at least 50 percent female representation on the SBN Advisory Board; (iv) the need to support interactions and networking among members through a membership directory with details about each organization, organizing regular networking events, and sharing a full event calendar at the start of each year to ensure maximum participation; (v) the need for regular communication to SBN members through newsletters/emails to help keep members engaged and informed about SBN activities; and (vi) working towards sustainability by identifying, innovating and developing time-bound initiatives that can then be handed off to appropriate organisations for commercialisation.

120. The second type of lessons that have emerged from the Zambian SBN experience relate to more strategic issues and include: (vi) the appetite for participation from local business (as compared to multi-national companies) in the Network and SBN initiatives; local business has a strong desire to be part of the network and some have proactively taken ownership in some of the initiatives. (vii) The value in compiling baseline data and subsequent follow-up with SBN business members to allow companies to identify gaps and assign priorities in their nutrition 'go-to-market' strategies, and also to allow SBN to understand where support is needed and how SBN can provide relevant support to its members. Zambia SBN has developed the Nutrition Diagnostic Tool (Nutri Tool) for this purpose. In addition, SBN business members expressed interest in receiving benchmarking data to enable them to compare their companies with peers across various operating metrics (e.g. costs, pricing, wages, etc.); most members expressed a willingness to share such information in a confidential manner. (viii) The value of Technical Assistance as an incentive for businesses to contribute towards nutrition; in Zambia, TA is particularly needed in areas such as marketing, developing formulations for more nutritious foods, and meeting technical requirements for statutory standards like Zambia Bureau of Standards (ZABS). The Zambia SBN addressed this need for TA through the publication of a series of well-received 'how to' guides; (ix) The SBN plays an important role as a convener of partnerships in nutrition; this goes beyond just engaging the private sector in nutrition, it is about bringing together all concerned stakeholders (including private sector, civil society and government) in a way that allows them to partner effectively in a focused intervention to address the nutrition challenges. (x) The

¹¹⁷ The Nutrition Diagnostic Tool (Nutritool) was developed for this purpose, to allow companies to identify gaps and assign priorities in their nutrition go-to-market strategy. Data collected through the tool also helps SBN to understand where technical support is needed and how SBN can provide relevant support to its members.

need for market research; market data and research are sparse throughout the food industry in Zambia and SBN is in prime position to fill the void. Zambia SBN has undertaken various studies, including a Consumer Preference Survey,¹¹⁸ a study into distribution channels for nutritious foods, and business members expressed a desire for more. (xi) The potential for promoting trade shows; trade shows can provide a unique opportunity for food manufacturers, retailers, regulators, and consumers to interact and learn from one another. Trade shows can simultaneously promote both peer-to-peer learning and consumer education.

121. **DRR & Resilience:** Support to DMMU was reported to be timely, of high quality, and much appreciated. The only concern expressed was the limitation of having just one WFP staff member working with DMMU, and the related need to ensure that WFP maintains an institutional memory of the support provided so that this can be taken forward in future. R4 beneficiaries reported that all R4 project activities have been delivered in a timely manner. In terms of the quality of the R4 services provided, project stakeholders, partners and beneficiaries expressed concerns about the windows, thresholds and satellite data that are used to trigger insurance pay-outs, the insufficient awareness-raising among farmers about the agricultural input credit system, as well as the apparent increases in the credit amounts owed after farmers had signed their loan agreements (which may have stemmed from the limited knowledge of farmers about the credit system).

122. With an average cost per beneficiary for 2016-17 calculated to be US\$203,¹¹⁹ the R4 project is relatively expensive to implement due to the high cost of the insurance component (K.300 per farmer) which is subsidized by WFP. The CO has proposed that a less expensive type of insurance should be provided in future, and both beneficiaries and partners feel that farmers should be given a choice of insurance and credit providers. The credit provider had to write off approximately US\$35,000 due to defaults on loan re-payments and suggested that the project should provide a revolving fund in future so that the credit provider does not have to risk its own investment into the project. It is understood that the credit provided to farmers will shift in future from credit in the form of agricultural inputs to credit to be provided in cash as 'top-up' to the amounts saved by the Savings Groups. One of the agro-dealers aggregators also suggested that agricultural input credit might best be provided by agro-dealers and linked to a warehouse receipt system, as described above. Where necessary, the credit provider might then provide credit to the agro- dealer, rather than directly to farmers.

Key findings and conclusions – Efficiency (EQs 11-16)

- HGSM is characterised by the late delivery of commodities and cash
- The cost of feeding one child for one year has been calculated at approximately \$15 – this is a very low cost, but – as shown in Section 2.2 – the current meal ration is insufficiently diverse.
- Various pilot projects implemented during the course of the evaluation period show that:
 - the nutritional value of the meal can be enhanced by either fresh vegetable or MNPs
 - nutritionists prefer fresh vegetable over MNPs for reasons of sustainability
 - decentralized procurement of legumes (through traders) and local direct supply (through Maano) are both effective; there is a procurement cost savings of 54 percent in using the Maano app
 - mobile technology is effective in improving current monitoring systems but must be accompanied by adequate investments in training, technical support and data management
- The HGSM TWG was originally established as technical group for sector specialists and has been constrained by lack of funds within the ministries represented; the TWG is increasingly being used by WFP to support planning for the management transition
- The efficiency of Nutrition TA can be enhanced through a more formalized arrangement involving the identification of needs and co-development of a workplan
- The Zambia SBN is WFP's longest established national SBN and has generated at least 11 lessons of relevance to other national SBNs, both operational and strategic.
- WFP support to DMMU has been timely, high quality and much appreciated

¹¹⁸ This was a household survey conducted in 2017 in Lusaka to understand: the foods that households consume; factors influencing food choices; the sources for various foods; and to test household Knowledge, Attitudes and Practices on food consumption.

¹¹⁹ Total costs in 2016 were US\$640,945.88, with 3,335 beneficiaries. Costs in 2017 were US\$927,944.98, with 4,335 beneficiaries.

- R4 project activities have been timely, but there are concerns about the quality of the services provided
- At \$203 per beneficiary, the R4 project is relatively expensive, largely due to the cost of the subsidized insurance component; there are plans to change to a less expensive insurance mechanism
- The system to date for the provision of credit in the form of agricultural inputs to solidarity groups led to losses of \$35,000 to the credit provider; in future credit will be provided in cash to savings groups

2.4. Sustainability (EQs 17-18, Annex 8)

123. Community ownership is commonly associated with sustainability in that an intervention is considered to be more likely to continue without outside support if the community itself 'buys into' the project (i.e. they are able to benefit from active involvement) and has a sense of responsibility over it; it is only when the community owns an intervention that they will feel the need to sustain it. The CP document itself does not mention community ownership, but the evaluation used two indicators to measure the extent of local ownership: community, men's and women's investments in the interventions; and the types and extent of decision-making by communities, women and men. The process of promoting local ownership involves enabling communities to see their roles and become involved as active participants in an intervention, but participation does not equate to ownership; ownership implies having a sense of control over an intervention, a sense of responsibility, and a desire to see it succeed for the benefit of the community.

124. Under the **HGSM** component, the CO has promoted community ownership in two main ways: Firstly, at the inception phase, targeted districts are supposed to carry out social mobilisation activities through which HGSM objectives are explained and communities encouraged to participate and 'own' the programme. Men tend to participate through fetching firewood and moulding bricks to construct feeding and cooking shelters, while the women tend to fetch water and cook the meals. Going forward, the CO would like to further strengthen this element of social mobilisation based on the HGSM capacity assessment study findings currently underway. Secondly, community ownership is promoted through the Parent-Teacher Associations (PTAs). The PTA¹²⁰ can play a significant role in ensuring that healthy meals are provided on a regular basis, especially in schools where the PTA is strong and well-organized. In such schools, the PTA provides cash to make up for any shortfalls or late delivery of commodities. The cooks are identified by the PTA and work on a voluntary basis, receiving a small honorarium from the PTA. For the schools involved in the fresh vegetable pilot project, PTA Executive members are part of the HGSM Food Procurement Committee to decide what vegetables are procured and check the quality of the vegetables provided. In schools that lack a well-organized PTA (often in the more remote rural areas), the HGSM lacks this level of community support. Finally, local chiefs can also be supportive; in one school visited by the ET in Petauke District, the local chief was very active in encouraging the community to support the school and the HGSM program; she herself often helped by transporting food from the DEBS storage shed to the school in her personal truck. In terms of ownership as described above, it is the well-organized and well-resourced PTAs that have a sense of responsibility and decision-making for HGSM. Such PTAs have the potential to play a key role in ensuring the sustainability of the HGSM. This is not the case for those PTAs that lack capacity; whether the capacity of such PTAs can be sufficiently strengthened to ensure sustainability remains to be seen.

125. The **R4 project** promoted community ownership by facilitating a community- based participatory planning process during the design phase to develop community action plans, though not all FGD participants were aware of this process. FGD participants in different locations felt that the community owned the risk reserves component of the project in that the savings group members contribute money which is managed by the group, based on decisions made by the group executive (who are selected by group members), and individuals themselves decide how to invest the loan/share-out money that they receive. It was also felt that the CA component was owned by the community because it has been a long-standing intervention, having been initiated under the CASU project prior to R4; farmers (both R4 members as well as non-members) have invested in CA practices and are now seeing the benefits of CA. There was no sense of community ownership over the credit or insurance components, about which the FGD participants remained sceptical. With sufficient training and capacity strengthening, the savings groups clearly have the potential to be sustainable. The adoption and continued spread

¹²⁰ All parents are theoretically members of the PTA, though it tends to be only the PTA Executive members who are actively involved in the school affairs. PTA Executive members are elected and are thus representative of the parents.

of CA practices also appear to be sustainable, particularly among male farmers for whom these practices are most relevant (see Section 2.2).

126. **HGSM transition to government management and implementation:** School feeding in Zambia was re-introduced¹²¹ by WFP in 2003 as a response to the 2001-02 drought, and GRZ initiated the School Health and Nutrition (SHN) project shortly after. The two school feeding projects were merged in 2011 to form the HGSM Programme, jointly operated by government and WFP. GRZ's main role has been to supply the maize meal for the HGSM, and WFP procured the pulses and cooking oil. Beyond the supply of maize meal, GRZ's role has largely focused at the school level and to a limited extent at district levels; this is evident by the fact that the programme is still known as 'SHN' at school level and that the teacher responsible for coordination is known as the SHN Coordinator. There have been fluctuating levels of engagement and ownership over the years at the national level, depending on the level of engagement by the MoGE Permanent Secretary and Director.

127. There were no plans from the start (2003) to handover to government; the idea of an exit strategy was introduced by the mid-term evaluation (MTE) of the previous CP in 2014. The recommendation itself contained two separate parts: to finalise an exit plan and decentralize implementation. In reference to the exit plan, the recommendation included the following footnote: 'The phase out plan should comprise of a budget and a detailed work plan that provides quantification, monitoring, and a summation of agency-specific milestone achievements. The plan should identify who will assess district readiness for complete takeover and who will provide reinforcement support for non-ready entities; readiness criteria should be developed together with the District Education Board and their Planning Officers.'¹²² The part of the recommendation concerning the decentralization of implementation envisaged that the DEBS should be given the flexibility to manage the logistics of local distribution more efficiently.

128. The CO accepted the recommendation in their management response and stated that they would develop a HGSP Policy and carry out a SABER exercise¹²³ to identify policy and institutional gaps and how to address these. It was envisaged that government capacity needs would be highlighted by the HGSP Policy and that the analysis would 'guide the CO and government on the timeframe for WFP's exit and steps required'.¹²⁴ The SABER exercise was undertaken, including a SABER school feeding workshop in March 2016, the publication of a Zambia SABER Country Report (2016), and the development of a SABER Action Plan, with a planned follow-up SABER meeting in September 2016. Recognizing that school feeding is already included in various national and sectoral policy documents, one of the objectives of the SABER Action Plan was to strengthen policies for HGSP implementation. As such, the Action Plan includes – among a total of 29 actions – the development of a 'strategic plan for the implementation of HGSP', rather than an HGSP Policy *per se*.

129. Despite the many laudable commitments made through the SABER process, the sheer scale of capacity strengthening efforts required to implement the SABER recommendations proved to be overwhelming. Various SABER actions were implemented, including a national cost assessment of school feeding, the establishment of the Technical Working Group, as well as the pilot projects on school gardens, fresh vegetable procurement, and the use of mobile phones for monitoring data. But the proposed strategic plan for the implementation of HGSP was not developed. In the latest MTE recommendation update of the evaluation period (dated December 2017), the 2014 recommendation for an HGSP exit plan was summarized as 'the development of the policy framework' and noted as 'not applicable' because 'Zambia will not develop a separate policy for HGSM programme, as government feels that the programme is already embedded in various government strategic documents'. Through the implementation of the SABER process, the original 2014 MTE recommendation for an exit plan became

¹²¹ The Zambian Government first initiated school feeding after Independence in 1964, but phased away due to the economic recess of the 1970s and 1980s (Zambia GHSF Programme- The School Feeding Investment Case: Cost Benefit Analysis, January 2017).

¹²² Trevant, C., T. Seifu, and W. Gichigi (2014) Zambia - Country Programme 200157: A mid-term evaluation of WFP's Country Programme (2011-2015). WFP Report number: OEV/2014/04.

¹²³ SABER is a tool used to guide policy dialogue and to assess in a more systematic way the transition of school feeding programmes to national ownership and/or the strengthening of national school feeding programmes. SABER includes five policy goals: (i) a national policy framework; (ii) financial capacity; (iii) institutional capacity and coordination; (iv) sound design and implementation; and (v) community roles that reach beyond schools.

¹²⁴ Operation Evaluation [Zambia – Country Programme 200157] A mid-term evaluation of WFP's Country Programme (2011-2015)

Management Response (November, 2014).

https://documents.wfp.org/stellent/groups/public/documents/reports/wfp270193.pdf?_ga=2.238256968.918352850.1527017925-221274777.1524857235

conflated with the goal of developing a separate HGSM policy, and it seems that both were subsequently dropped when it became evident that a separate policy would not be possible. Yet an exit plan is still necessary, and – as recommended by SABER – a strategy can be developed instead of a policy.

130. Some CO staff and MoGE partners regard the current transition ‘plan’ as a hastily-planned, top-down initiative that is not well informed by the history/background or the current reality on the ground. In early 2018, the CO had already gone ahead in scaling down the support to HGSM, by supporting just six out of the 38 districts and targeting 200,000 children. There is an assumption that the current model in which GRZ and WFP share responsibility for the supply of the school meals food basket is appropriate for transition, but this assumption has not been tested, and it is not clear how the commodities supplied by WFP will be provided for those districts where WFP has scaled down because GRZ currently does not have the capacity to procure these commodities.

131. At present, the CO and MoGE are not ‘on the same page’ in relation to the transition. This is evident by the semantics used by each; the CO talks about ‘transition’ whereas government (MoGE and TWG members) talk about ‘scaling up’. Government officials do not regard the two terms as synonymous. From the government’s point of view, scale up is in terms of quality and quantity of services, coordination and standardisation of design and implementation; the Government’s objective is to gradually increase the scale of the programme to reach two million school children by 2020. At the district level, DEBS staff are familiar with the plans for scaling up but were completely unaware of the ‘transition’ until the visit by the HGSM Capacity Assessment Consultants which took place in the week before the visit by the ET.

132. WFP’s understanding of the transition is for the government (primarily MoGE) to take ownership over the HGSM and take over the management of HGSMs implementation. The MoGE believes it already owns the HGSM because they budget for it; GRZ currently provides more than 65 percent of total HGSM costs, including maize procurement, transportation, administration and monitoring activities. There appears to be a difference of opinion as to what ‘ownership’ entails. MoGE has not been involved in the procurement of pulses or vegetable oil, and staff at provincial and district levels are not aware of how this is done. At the regional and national levels, there seemed to be a lack of acceptance or unpreparedness to take ownership of the management of the HGSM. In part this was said to be due to a lack of technical capacity to manage the HGSM especially in relation to procurement processes.

133. While the MoGE accepts that WFP will scale down its involvement in HGSM, they strongly feel that this must be a gradual process (e.g. over a 4-year timeframe) during which WFP will continue to provide TA (primarily for capacity strengthening) and gradually phase out food support. There is a lack of understanding as to what such TA might look, hence the current HGSM Capacity Assessment. A complete pull-out on the part of WFP by June 2019 (as currently intended) will present enormous challenges.

134. Lessons can be drawn from the experience of the Social Cash Transfer (SCT) programme, which has successfully transitioned from a donor-led, donor-funded programme to a government-led, government-funded programme from 2003 to 2018. Key informant interviews suggested that the key elements for this transition included: a 15-year time period; sharing of well-documented, credible evidence of positive impacts; high-level political influence and support; existence of policy framework with clear targets; technologies and systems to enable rapid scale-up embedded within MCDSS; effective and coordinated technical and financial assistance to MCDSS from multiple cooperating partners; sufficient staffing and capacity needed in MCDSS at all levels; support seen to be coming from MCDSS HQ, not cooperating partners; and functional decentralized structures that oversee the programme, e.g. Community Welfare Assistance Committee, District Welfare Assistance Committee (despite constraints).

135. The following lessons can be drawn from the SCT experience to inform the proposed HGSM transition:

- High-level political support is key: identify and work with a range of ‘champions’, e.g. First Lady, MPs, Permanent Secretaries in key Ministries
- Ensure that evidence of HGSM impact is available and shared effectively at all levels; commission studies if necessary
- Mobile technology: Effective M&E and MIS need to be embedded within MoGE and MoGE must recognize the value of this information
- HGSM now sits within Social Protection Policy: what does this mean for MoGE?
- There a need to broaden the range of partners providing technical and financial assistance for HGSM

- Capacity strengthening needed in MoGE at central, provincial and district levels, e.g. procurement, supply chain management, food handling, M&E, etc
- Decentralized structures exist but need to be strengthened and linked across sectors and levels, e.g. PTAs play a key role in ensuring the effective implementation of HGSM at school-level but SHN Committees are weak at school level and Implementation Committees not fully engaged at District level
- MoGE manual / guidelines for HGSM implementation is needed

Key findings and conclusions – Sustainability (EQs 17-18)

- Community ownership of the HGSM is strong in schools with a well-organized PTA and where the local chief is involved, but weak in schools with a weak PTA.
- In the R4 project, there is a sense of community ownership over the savings and conservation agriculture components, but no sense of community ownership over the credit and insurance components.
- GRZ has a strong sense of ownership of HGSM because they budget for it, but lacks the capacity required to manage it, particularly in relation to monitoring and the procurement of pulses and oil.
- Fundamental challenges in the so-called 'transition' include the lack of a shared understanding of what this means and that neither WFP nor the government have adequately planned or prepared for this, notably in the increased level of government funding that will be needed, the transitional model to be applied, and the levels of capacity strengthening required. As such, current expectations need to be revised as a matter of urgency.
- Considerable amounts of capacity strengthening will be needed at national, provincial and district levels.
- Lessons can be drawn from the experience of the Social Cash Transfer Programme to inform the HGSM transition.

3. Conclusions and Recommendations

136. Based on the findings presented in the previous section, an overall assessment of the evaluation subject is provided below, highlighting key findings relating to the four evaluation criteria. This is followed by ten recommendations of how the CO and its partners can take action to build on the lessons learned.

3.1. Overall Assessment/Conclusions

137. In the view of the ET, the greatest strength of WFP Zambia in the period 2016-17 has been its ability to learn and innovate. This includes the many pilot activities that have been implemented, the development and use of mobile technological innovations (e.g. for data collection, monitoring and marketing), the documentation and sharing of lessons, and the ability to recognize and change specific aspects of interventions that may not be working as expected. This report has also highlighted ways in which lessons can be transferred across different activities (e.g. lessons from the SCT experience for the HGSM transition). There are also unexploited opportunities for learning across the different technical teams within the CO. The ability to test new approaches and learn from the experience sets the CO in good stead for the future CSP. A key challenge will be in ensuring that GRZ and other cooperating partners play an active part in future learning processes.

138. One of the areas in which there has been considerable learning during 2016-17 is in working with the private sector, both through the SUN Business Network, FtMA, Maano and R4, and through building on WFP's wealth of experience in dealing with the private sector in the procurement of food commodities. There are opportunities for these lessons and experiences to be more comprehensively drawn out, shared, compared and further developed among the CO teams so that they can usefully be implemented across the different components of the future CSP in its interactions with the private sector, and in facilitating and supporting potential public-private partnerships.

139. In 2016-17, the CP received less than one-third of its planned financial requirements overall, yet the CO was able to reach many of its output and outcome targets and was also successful in attracting additional resources. Funds received outside the CP totalled 29 percent of total funding received in 2016, and 60 percent of total funding received in 2017 (Table 2). The diversification of funding sources is a necessary response to financial limitations, yet it also has the potential to threaten the coherence of a programme. In the case of the Zambia programme, the complementary activities relating to agricultural market development have worked to strengthen and enhance the CP components and now need to be integrated and expanded within the broader programme.

140. Each of the components / activities assessed by the evaluation has made valuable contributions to broad-based, sustainable development in Zambia, as highlighted below in the paragraphs relating to Effectiveness and Sustainability. These contributions can be further strengthened in future by addressing one gap and two key areas of weakness identified by the ET.

141. The gap identified by the ET concerns activities relating to nutrition which in 2016-17, focused on TA and the coordination of the SBN. As this report has shown, rates of malnutrition, particularly stunting and micronutrient deficiencies, are particularly high in Zambia, especially in the rural areas. By providing policy and strategic-level support and capacity-strengthening to the government, nutrition TA contributes indirectly to addressing malnutrition. The work of the SBN appears to be biased towards meeting the needs of urban rather than rural households. There appears to be a gap in addressing the nutrition needs of rural households through direct interventions. With WFP's recent Nutrition Policy and rapidly developing expertise in nutrition-sensitive programming current, there is an opportunity to tackle this gap by incorporating nutrition-sensitive programming into existing interventions.

142. The first weakness of the CP is in its provision of TA and capacity strengthening support to government. This is evident in the challenges faced by the HGSM programme in developing an exit plan, in which the government did not agree to develop a separate HGSM policy, and the scale of capacity strengthening needed to effect the transition simply overwhelmed the CO. It is also evident in the inefficient way in which TA was provided in the Nutrition sector. In general, there appears to be a lack of clarity (on the part of the WFP CO) about the types of capacity strengthening support that can be provided and (on the part of the government) about the types of support that can be requested. A more formal arrangement involving the identification of needs and gaps and the co-development of roadmap or workplan can potentially provide a more efficient way of providing capacity support. Finally, as alluded to above, GRZ has not always been involved in the capacity development that is associated with the implementation of pilot activities; WFP's approach has tended to be to test and refine a pilot

activity before handing it over to government, rather than involving GRZ in the development process and thus allowing them to learn and gain ownership over the intervention.

143. The second area of weakness is in understanding, analysing and addressing GEWE-related issues. This is particularly evident in the R4 project, but a general lack of capacity has also been noted within the CO. Given the levels of gender inequality in Zambia, an understanding of GEWE issues is essential to understanding and addressing the causes of poverty and food insecurity within the country. Both gender mainstreaming and targeted GEWE actions need to be improved within WFP’s interventions.

3.2. Recommendations

144. Based on the findings and conclusions of this evaluation, the recommendations of the evaluation team are outlined below. Each recommendation contains a series of steps required for implementation, with an indication of the level of priority, the timeline, and those from WFP who should be involved for each step. The recommendations are ordered according to the CP components, with the first two recommendations being more generalized, relating to the overall programme.

145. **Recommendation 1:** Develop a long-term vision and approach to capacity strengthening that can be used to re-configure WFP’s relationship with GRZ and help GRZ to shift away from being a recipient of food assistance to a manager/implementer of food and nutrition security interventions and a consumer of specialized TA services from WFP.

146. As the CO shifts away from implementation towards TA / capacity strengthening support, it is also necessary for WFP to change its relationship with GRZ and to help GRZ in shifting away from being a recipient of food assistance to a manager/implementer of food and nutrition security interventions and a consumer of specialized TA services from WFP. This requires a long-term vision and approach to capacity strengthening on the part of WFP. Key challenges are the political will on the part of Government to take ownership of food and nutrition security interventions, encouraging demand by Government for TA, and developing consensus among the different stakeholders (most notably GRZ, donors, UN agencies, among others) to ensure a coordinated, collective approach.

147. Recent experience from Namibia suggests that a roadmap is useful in this regard (with Government driving the process), in which the current status is recognized, a vision for where Government wants to be in future is articulated, and the actions needed in terms of WFP’s and other agencies’ support to Government in getting there are identified. The on-going ZHSR process offers the opportunity for WFP to support the development of such a roadmap with the necessary involvement and consensus from a broad range of government, donor and UN stakeholders.

148. Another aspect of this shift in the nature of the WFP-GRZ relationship is the need for WFP to be clear on what TA / capacity strengthening support entails and how it can best be identified, delivered and monitored. Within Zambia, the positive and negative experiences of WFP’s capacity strengthening / TA for HGSM, DMMU and in the Nutrition component, as well as the GRZ-UN Joint Programme on Social Protection, all offer useful lessons. At a corporate level, WFP’s recent (2017) evaluation of WFP’s Policy on Capacity Development and current renewed attention to capacity development should also prove helpful.

Steps to implement recommendation 1	Priority	Timeline	Responsible
1.1 Support the development of a Zero Hunger roadmap (following the ZHSR process) that puts GRZ in the driving seat and provides a strategic vision and a practical framework to guide long-term WFP/UN and donor support to GRZ in achieving Zero Hunger	High	12 months	CO
1.2 Conduct a desk review combined with a series of consultations with government bodies and other agencies providing TA / capacity strengthening support in Zambia and the region to identify 'best practice' in TA / capacity strengthening support and monitoring.	High	12 months	CO, RBJ
1.3 Ensure that the CO has the necessary multi-year funding, staffing and monitoring/reporting tools needed to provide effective capacity strengthening / TA	High	On-going	CO, RBJ, Performance Management and Monitoring Division (RMP)

149. **Recommendation 2:** Strengthen the capacity of the WFP Country Office and cooperating partners in order to effectively implement gender mainstreaming and targeted actions

Steps to implement recommendation 2	Priority	Timeline	Responsible
2.1 Gender training for key CO staff and Implementing Partner employees, including technical guidance on the design and implementation of actions targeting GEWE	Very high	6 months	RBJ, CO Gender Focal Point with support from Gender Office (GEN), Human Resources Division (HRM)
2.2 Conduct gender analysis to inform the design of the targeted actions – this can be done through a combination of desk review and consultations with other development agencies addressing GEWE in Zambia	Very high	8 months	CO Gender Focal Point with support from RBJ and GEN
2.3 Conduct specific studies to understand the underlying issues that contribute to gender differences within selected CP components/activities (HGSM, R4, agricultural marketing activities, SBN, TA) to provide recommendations on how these can be addressed. Such studies should be focused on understanding and addressing the obstacles to women’s and girls’ capacity to influence and make decisions at household, community and society levels.	High	8 months	RBJ, CO Gender Focal Point, HRM
2.4 Develop targeted actions within the CP components for promoting gender awareness, gender equality and women’s and girls’ empowerment. At a minimum, targeted actions should be developed within the HGSM and R4 components: HGSM: Promote gender awareness and equality in schools by creating synergies with United Nations Population Fund (UNFP) to address gender protection issues, girls’ empowerment, early pregnancies ¹²⁵ . R4: understand and address the underlying causes of gender inequality ¹²⁶ to strengthen GEWE. Examples of interventions that might be considered include: Promoting labour saving technologies appropriate to women, especially those consistent with conservation agriculture (CA) (e.g. treadle pumps); Training targeted at improving women’s literacy levels including developing their leadership skills A gender transformative approach to savings clubs ¹²⁷ to enhance women’s financial decision making at household level	High	Ongoing	CO
2.5 Ongoing support and guidance for the CO and cooperating partners from an experienced gender specialist	High	Ongoing	RBJ, CO Gender Focal Point, GEN, HRM

150. **Recommendation 3:** Incorporate nutrition-sensitive programming as far as possible into all components and activities to help address the underlying causes of chronic malnutrition (particularly stunting and

¹²⁵ Although financial difficulty is the principal reason for dropping out overall, pregnancy is the overwhelming reason for girls.

¹²⁶ These constraints relate to various factors, including high illiteracy rates, gendered power relations and decision-making at household level, and cultural perceptions of ‘women’s work’ which overburden women with domestic duties, allowing them less time to engage in income generation.

¹²⁷ See, for example, a model developed by WorldFish and Promundo in Western Province, Zambia:

<https://www.worldfishcenter.org/content/savings-and-lending-promotes-gender-equity-zambia> and

<https://promundoglobal.org/resources/silcgta-facilitation-manual-savings-internal-lending-communities-plus-gender-transformative-approach-silcgta/> Note that this will require working with a partner with considerable capacity in implementing

GEWE approaches

micronutrient deficiencies) in rural areas in line with WFP's Nutrition Policy (2017-2021) and Zambia's National Food and Nutrition Strategic Plan (2017-2021).

Steps to implement recommendation 3	Priority	Timeline	Responsible
3.1 Familiarization and training of CO staff and key cooperating partners in nutrition-sensitive programming; continued learning from existing nutrition-sensitive approaches within the region, e.g. Malawi.	Very high	6 months, on-going	RBJ Nutrition Adviser, CO Nutrition Officer, with support from Nutrition Division
3.2 Identification of opportunities for nutrition-sensitive programming, e.g. through a comprehensive gender and nutrition situation analysis (to be implemented jointly with proposed gender assessment in Recommendation 2 above)	Very high	8 months	CO Nutrition Officer and CO Thematic Leads, Focal Points and Project Officers, with support from RBJ Nutrition Adviser
3.3 Design and implementation of viable nutrition-sensitive programming interventions. Examples might include: Nutritious meals within HGSM (see Recommendation 7); Expansion of the school gardens pilot; Supporting production and consumption of vegetables and fruits within the Resilience component; Increased attention to small livestock within the Resilience component; Social & Behaviour Change Communication (SBCC) linked to HGSM and/or Resilience components; Building nutrition-sensitive value chains through FtMA, Maano and/or SBN.	Very high	12 months & on-going	CO Nutrition Officer and CO Thematic Leads, Focal Points and Project Officers, with support from RBJ Nutrition Adviser
3.4 Develop and support partnerships and policy engagement needed to foster a more nutrition-sensitive enabling environment in line with Zambia's National Food and Nutrition Strategic Plan (2017-2021). Suggestions actions include: WFP support for cross-sectoral policy-level discussions led by Government; WFP engagement with private sector through SUN Business Network and other public fora to determine how private sector actors can support nutrition-sensitive campaigns; WFP engagement with potential donors (World Bank and African Development Bank) to promote the incorporation of nutrition-sensitive programming into broader social protection programmes.	High	12 months & on-going	CO Nutrition Officer, with support from RBJ Nutrition Adviser

151. **Recommendation 4:** Re-orient the focus of WFP's contribution to the social protection agenda in Zambia to generate enhanced financial and technical assistance for HGSM across different government ministries. WFP should support MoGE in playing a lead role in advocating, facilitating and coordinating multi-agency financial and technical assistance to HGSM and in promoting linkages between HGSM and other social protection instruments.

152. The success in the scale-up and transition of the SCT now needs to be replicated for HGSM. Relevant lessons in this respect are noted in Section 2.3.

Steps to implement recommendation 4	Priority	Timeline	Responsible
4.1 Compile the evidence necessary to advocate for support for HGSM	Very high	6 months	CO HGSM Focal Point, RBJ School

			Feeding Focal Point
4.2 Develop and implement a communication strategy to generate support for HGSM, based on evidence available and possibly including a lesson-learning visit for key political figures and MoGE officials to other countries with school feeding fully implemented by government	Very high	6 months	CO Communications Team, with support from HGSM Focal Point, RBJ School Feeding Focal Point
4.3 Work with the GRZ-UN Joint Programme on Social Protection to generate multi-agency donor and TA	Very high	12 months	CO HGSM Focal Point
4.4 Generate high-level political support by identifying and working with a range of 'champions' e.g. First Lady, MPs, Permanent Secretaries in key Ministries	Very high	12 months	CD
4.5 Create stronger linkages between the HGSM and the Food Security Pack and FISP and work with government on piloting the synergies	High	12 months	Various CO staff

153. **Recommendation 5:** Work with the Ministry of General Education (MoGE) and other stakeholders to develop, agree and implement a realistic and effective HGSM transitional plan¹²⁸ with immediate, medium and long-term objectives

Steps to implement recommendation 5	Priority	Timeline	Responsible
5.1 Work with MoGE to revise existing timescales for the proposed transition	Very high	3 months	CO HGSM Focal Point
5.2 Organise lesson learning visits for MoGE to other countries with school feeding fully implemented by government (as for Recommendation 4 above)	Very high	6 months	CO HGSM Focal Point with support from RB
5.3 Work with MoGE to develop a realistic transitional implementation plan based on the Institutional Capacity Assessment findings	Very high	6 months	CO HGSM Focal Point
5.4 Develop a more formal agreement for the acceptance and implementation of the transition plan; this may need to be agreed at a higher level than MoGE	Very high	8 months	CD

154. **Recommendation 6:** Strengthen the ownership and capacity of MoGE, inter-sectoral committees and PTAs to effectively manage and monitor the HGSM Programme.

155. As noted in Section 2.4, GRZ's reluctance to develop a separate HGSM policy proved to be a major stumbling block to the earlier efforts to transition HGSM to government ownership following the SABER process. The scale of capacity strengthening needed within MoGE, as identified by the SABER process, was also seen to be very extensive. This experience illustrates the need for flexibility on the part of WFP in its advocacy efforts with GRZ and the need for a dedicated, systematic and long-term approach to capacity strengthening. (See Recommendation 1 in regard to the latter.)

¹²⁸ Experience from other countries has shown that developing a transition plan may not be sufficient to handover school meals programmes to Government. To be effective, the transition plan, may need to be embedded in a more formal agreement and it may need to be agreed at a higher level than MoGE

Steps to implement recommendation 6	Priority	Timeline	Responsible
6.1 Use the earlier SABER Action Plan and the results of the on-going HGSM Capacity Needs Assessment to jointly develop a HGSM roadmap with MoGE	High	3 months	CO HGSM Focal Point
6.2 Jointly develop TOR for a review of the Data Winners platform, as compared to other appropriate mobile data collection and management systems, to assess the feasibility of incorporating it into EMIS	High	3 months	CO HGSM Focal Point
6.3 Work with MoGE to develop a simple HGSM reference manual in a participatory way that will communicate a consistent and uniform message on the running of the programme.	Very high	6 months	CO HGSM Focal Point
6.4 Develop a School Feeding Policy or Strategy ¹²⁹ as recommended in SABER findings (2016) to strengthen sustainability and accountability of the HGSM as well as the quality of its implementation.	Very high	6 months	CO HGSM Focal Point
6.5 Strengthen capacity of MoGE at all levels in procurement modalities and link these to government systems to enhance timeliness of delivery of food	Very high	Ongoing	CO HGSM Focal Point
6.6 Change approach to capacity strengthening of MoGE staff at various levels (national, provincial and district) by using effective tools for transfer of skills rather than being the sole driver of the HGSM. Where appropriate, this may involve the secondment of staff to the MoGE to help bridge capacity gaps and provide the necessary training.	Very high	Ongoing	CO HGSM Focal Point

156. **Recommendation 7:** Enhance the nutritional value of meals through greater diversity of foods and possible future use of fortified commodities. This has cost implications and will necessitate additional funds.

157. Greater diversity of foods within school meals can be achieved through various means, including: (i) the addition of different food groups; (ii) greater variation within the food groups; (iii) varying the daily menu; and (iv) providing a range of recipes and training for cooks. The three pilot projects on school gardens, the local cash-based procurement of fresh vegetables by schools, and the local procurement of legumes through the Maano app worked well in most places and should be scaled up to more schools and also more food types. The challenge posed by the need to certify locally procured foods will need to be overcome.

Steps to implement recommendation 7	Priority	Timeline	Responsible
7.1 Existing CO task force on decentralized procurement to identify acceptable certification systems for locally procured commodities and the range of foods that can be procured by schools, both for cash and through Maano	Very high	6 months	CO Task Force
7.2 Work with MoGE to develop guidelines for procurement by schools, both cash-based procurement and through Maano (to cover food safety aspects as well as procurement modalities)	High	8 months	CO HGSM Focal Point, CO Procurement Team, VFM Project Lead

¹²⁹ The school feeding policy or strategy will outline sectoral responsibilities and each player mandated to support the HGSM. The current TWG is not powerful enough to convene nor hold any stakeholder accountability to the effective implementation of the HGSM

7.3 Work with MoGE to scale up the local procurement of vegetables and other nutritious foods through cash-based systems and Maano by increasing the number of districts as well as the range of commodities, e.g. eggs, locally-made soy-based food products such as tofu, dried vegetables, meat, etc. This may require additional cooperating partners at community level to provide SBCC and training in food processing and could be linked to targeted GEWE activities and nutrition-sensitive programming (as in Recommendations 2 and 3).	High	8 months	CO HGSM Focal Point
7.4 Work with MoGE and NFNC to develop HGSM menu options (for inclusion in the HGSM manual above) and an associated recipe book and provide training for cooks	High	8 months	CO HGSM Focal Point
7.5 Work with MoGE and the Ministry of Agriculture to scale up the school gardens pilot	High	12 months	CO HGSM Focal Point
7.6 Support technical and policy discussions around fortification of foods such as cooking oil; such discussions should also involve the SBN.	High	12 months	CO HGSM Focal Point, SBN Coordinator

158. **Recommendation 8:** Re-conceptualize and expand the CO's work on smallholder agricultural market development through better integrating market access and supply chain programming within broader resilience and nutrition-based approaches (in addition to HGSM).¹³⁰

159. All of the programming components necessary for an integrated approach to 'Boosting Smallholder Resilience and Market Access' are present in Zambia, yet FtMA and VFM (Maano) currently exist as 'complementary' activities. A conceptual framework or impact pathway can usefully highlight the ways in which market development can strengthen the various CP components as well as enhance productivity and resilience. Current market development activities and pilots can be expanded in various ways; gaps such as advocacy for appropriate policies regulatory systems also need to be addressed.

Steps to implement recommendation 8	Priority	Timeline	Responsible
8.1 Develop a conceptual framework or impact pathway that illustrates the ways in which CO activities relating to smallholder agricultural development are and can be integrated with HGSM, resilience and nutrition activities and approaches	High	8 months	CO Focal Points for market activities, supported by RB and HQ staff
8.2 Apply the conceptual framework to identify gaps and prioritize ways in which market development activities can be expanded for maximum synergies with other CP activities. Such gaps might include the need for advocacy for appropriate government policies and regulatory frameworks to reduce market interference. The expansion of market development activities for enhanced linkage with other CP components might include: expanding the numbers of farmers, Ambassadors, aggregators, traders, and off-takers involved in FtMA and Maano activities, particularly those that are or can be linked to HGSM, resilience and/or SBN activities; expanding the range of services and/or functionality provided by Maano (e.g. market price information services, broader range of nutritious commodities); piloting the existing warehouse receipt system in Pemba District to provide agricultural credit for R4 farmers;	High	12 months	Various CO staff

¹³⁰ This more integrated approach is recommended in WFP's Strategy for Boosting Smallholder Resilience and Market Access Worldwide

Recommendation 9: Expand current and future work on resilience through an enhanced understanding of the positive and negative lessons from the R4 pilot.

Steps to implement recommendation 9	Priority	Timeline	Responsible
9.1 Work with partners to agree and develop a TOR for an evaluation of R4 that will document the lessons to date. At a minimum, the lessons to be documented should include those relating to: project design and relations among partners; modalities and technical approaches relating to each of the 4 R's; monitoring approaches and indicators	High	6 months	R4 Project Lead, supported by R4 Global Coordination Unit
9.2 Work with partners to agree on how the lessons should be implemented	High	12 months	R4 Project Lead

160. **Recommendation 10:** Document the lessons emerging from the CO's work with the private sector (including SBN, FtMA, Maano, R4 and the procurement of food commodities) to contribute towards a better understanding of what makes for effective, successful and productive private sector partnerships (including public-private partnerships) and how these can be implemented and monitored in Zambia.

161. As noted in Section 3.1, the CO has gained considerable experience in working with various types of private sector partners through the different CP components / activities. These experiences need to be developed into lessons and documented so that they can be of benefit to future work with the private sector - including potential public-private partnerships - both in Zambia and the broader region.

Steps to implement recommendation 10	Priority	Timeline	Responsible
10.1 Organize a workshop to draw out, share and compare experiences and lessons emerging from the CO's work with private sector partners	Medium	12 months	RBJ, with inputs from CO Technical and Procurement Teams
10.2 Document and share the lessons, experiences and case studies captured by the workshop for replication in Zambia and the broader region	Medium	12 months	RBJ, with inputs from CO

Annexes

Annex 1 Terms of Reference

Decentralized Evaluation Quality Assurance System (DEQAS)

Terms of Reference

MID-TERM EVALUATION of COUNTRY PROGRAMME 200891 (2016-2020)

WFP Zambia

Terms of Reference
MID-TERM EVALUATION OF COUNTRY PROGRAMME 200891 (2016-2020)
WFP Zambia
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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Zambia Country Programme (CP 2016-2020). It is an operation evaluation focused on the design and implementation of Home Grown School Meals (HGSM), Nutrition and Resilience building components to assess their appropriateness/relevance, effectiveness, efficiency and sustainability. It is aimed at helping WFP to learn from the successes and shortcomings of the operation and what has worked and what has not, and what needs to be adjusted. This evaluation is commissioned by the Zambia WFP Country Office (CO) and will cover the first two years of CP implementation (2016-2017) and will be conducted over a period of six months commencing in January 2018 and ending in June 2018.

2. The WFP Zambia CO prepared these TORs based upon an initial document review, consultations with stakeholders and inputs from the regional bureau (RB). The purpose of the TOR is twofold. Firstly, it explains the objectives of the proposed evaluation; secondly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and thirdly, it provides key information to stakeholders about the proposed evaluation.

3. The CP is aligned to the United Nations Sustainable Development Partnership Framework (2016–2021) (UNSDPF), the Government's Vision 2030, the Seventh National Development Plan (7NDP), the five pillars of the Zero Hunger Challenge and WFP's Strategic Plan (2014-2017) Objectives 3 and 4. In support of the National Social Protection Policy (NSPP), CP aims to strengthen learner outcomes, improve the nutritional status of learners and their communities, and build smallholder farmers' resilience to shocks by increasing their food and income security. The CP aimed to develop synergies among initiatives in agriculture, market access, education, nutrition, resilience-building and social protection by building and strengthening the government's capacity to reduce poverty, inequality and vulnerability.

2. Reasons for the Evaluation

2.1. Rationale for the Evaluation

4. The evaluation is being commissioned to assess the design, implementation, delivery and results of the three components of the country programme against planned activities. The preliminary evaluation findings will provide inputs into the Zero Hunger Strategic Review (ZHSR) which is being conducted concurrently with the evaluation. The evaluation will inform strategic orientation of WFP in view of the transition to a Country Strategic Plan (CSP) by 2019. As such, it is being commissioned to:

- a) Provide to the Zambian Government and key stakeholders including WFP evidence on contributions of the multi-sectoral HGSM towards the national social protection objectives under the social assistance pillar. The HGSM programme is cited in this policy as one of the interventions that support household access to food and investment in human capital;
- b) Inform WFP, the Zambian government and other stakeholders how interventions on HGSM, nutrition and resilience contribute to related policies and strategies aimed at achieving zero hunger; and how to make this contribution better;
- c) Assess the extent to which WFP has been able to support the Zambia government to better implement and manage programmes in meeting the Zero Hunger challenge and national priorities;
- d) To assess the effectiveness of WFP facilitation role in supporting the Zambian government in the development and operationalization of various nutrition policies, strategies and plans. This will include the role that the private sector has played in making nutritious products more accessible and affordable to the vulnerable communities in the country.
- e) Assess the outcomes (positive/negative, intended/unintended) of various pilots that promote the integration of fresh foods in the HGSM food basket; the use of school gardens to promote nutrition education in schools to learners and community members; and the extent to which smallholder farmers have benefited from the decentralized procurements of food for HGSM programme.

5. The timing of the evaluation is planned for the evaluation team to share preliminary key findings with the ZHSR team which has already commenced its work so that the ZHSR team can incorporate relevant and key findings as they develop a roadmap for the Country Strategic Plan that should be presented to the WFP Executive Board for approval during the course of 2018.

2.2. Objectives

6. This evaluation shall serve the mutually reinforcing objectives of accountability and learning, with more weight towards learning as the core objective of the evaluation:

- a) **Accountability** –The evaluation will assess and report on the performance and the results of the three CP components against the stated objectives and identify the areas where WFP has comparative advantages and should focus its intervention for more impact to be achieved. The evaluation also aims to meet the corporate evaluation coverage norms in line with the WFP Evaluation Policy (2016-2021). The last evaluation was in 2014 of the CP (2011-2015). The subject of this evaluation is the successor CP (2016-2020) which will have been implemented for at least two years at the time of commencing of this evaluation.
- b) **Accountability to affected populations** is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring participation and consultation in the evaluation by women, men, boys and girls from different groups. In line with commitments to gender equality and women's empowerment, the evaluation will identify specific gender and protection issues in the design and implementation of the three components that need to be addressed during the CSP process. In 2016, the Country Office undertook a gender analysis that identified four outcome areas¹ that WFP will focus on during the period 2016-2021.
- c) **Learning:** The evaluation will identify the reasons why certain objectives were met or not to draw lessons, and good practices. It will provide evidence-based findings to inform operational and strategic decision-making, especially on how the CO can best support the Zambian government to meet the food and nutrition needs and gaps. **Specifically**, the evaluation will:
 - Determine the contribution of the HGSM, nutrition and resilience interventions to national developmental objectives to improve the food and nutrition security of vulnerable people including social protection and the factors influencing these contributions.
 - Seek to bring out positive/negative and intended/unintended outcomes of the CP activities. It will inform the way forward of the HGSM, Nutrition and Resilience interventions while taking into account the country context situation, resource constraints and other ongoing projects.
 - Serve as an input into the CSP to commence in July 2019. A management response to the evaluation recommendations will be prepared to identify actions that will be taken into consideration when designing and implementing the CSP.

7. The specific objectives for **HGSM** will be to evaluate the design, implementation and results achieved so far and guide decision making in relation to the geographical areas covered by the programme in anticipation of the government's objective to reach two million schoolchildren by the end of 2020; To find out reasons for the success and shortcomings of the intervention so far and inform government on the scalability of the ongoing pilots within the HGSM to make it more effective and efficient; and to assess the extent to which WFP Zambia has provided technical support to various government ministries and institutions to better manage nationally owned programmes such as the HGSM supported by WFP

8. For the **Nutrition**, the objective will be to understand the extent to which the facilitator and technical assistance role of WFP has contributed to helping Government and partners realize national nutrition-related objectives; to assess the extent to which WFP's engagement with the private sector via the SUN Business Network and other platforms has expanded private sector contributions to the national nutrition agenda; to make recommendations on how WFP work on the Scaling Up Nutrition (SUN) Business Network may be leveraged to support Business Network expansion into other countries; and to suggest additional entry points for nutrition within the broader WFP portfolio and within Zambia context.

9. For the **Resilience building**, the objective will be to evaluate the coordination mechanisms, implementation and results achieved so in relation to strengthening resilience for the smallholder farmers; and identify the factors influencing successes and shortcomings of the interventions so far and make recommendations on how to build on the successes and address the shortcomings.

¹ The Zambia Country Office Gender Action Plan for 2016-2020 identified 4 outcome areas of focus namely: 1) *Gender capacity and mainstreaming is strengthened*; 2) *Funding is tracked and contributes across operations and functional areas*; 3) *Gender integrated in nutrition and home grown school meals programme*; 4) *Increased economic opportunities and sustainable livelihoods among women and adolescent girls in selected rural districts.*

10. The findings will be disseminated and lessons shared with the Government as the main stakeholder as well as other key stakeholders who are supporting the Government in food and nutrition and social protection space in Zambia. The Evaluation team will share preliminary findings with the team leading the ZHSR in order to feed into the roadmap for the preparation of the CSP. The evaluation findings will be shared with beneficiaries including women, men, boys and girls through various forms as such as presentations on community radio stations and other appropriate means.

2.3. Evaluation Stakeholders and Users

11. The **key stakeholders** of this evaluation are WFP and Government key ministries such as Ministry of General Education (MoGE), Ministry of Community Development and Social Services (MCDSS), Ministry of Health (MoH), Ministries of Agriculture (MoA), Disaster Management and Mitigation Unit (DMMU), National Food and Nutrition Commission (NFNC), Ministry of Transport and Communication (Meteorological Department) and the government-led National Fortification Alliance (NFA). A number of other stakeholders, internal and external to WFP have an interest in the results of the evaluation and some of them will play a role in the evaluation process. **Annex 3** provides a preliminary stakeholder analysis, indicating the stakeholders' interest and proposed ways of engaging them in the evaluation process. This preliminary stakeholder analysis will be used by the evaluation team during the Inception phase for an in-depth stakeholder analysis

12. The **primary users** of this evaluation will be WFP Zambia and its partners particularly Government ministries in decision-making particularly related to programme implementation, design and partnerships to inform the programme implementation in 2018 and identify areas of focus for the CSP (2019-2023). Other users include:

- a) WFP RB in providing strategic guidance, programme support, and oversight in Zambia as well as drawing lessons for other countries across the region;
- b) WFP HQ may use the evaluation findings for wider organizational learning and accountability;
- c) WFP office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board;
- d) Stakeholders such as international donors, UN and NGOs may use findings from this evaluation in addressing gaps in food and nutrition security and social protection programming in Zambia.

13. Results will also be used for advocacy and fundraising, by showing performance, relevance and sustainability of WFP interventions and demonstrating achievements as well as needs to government, donors, beneficiaries and other stakeholders.

3. Context and subject of the Evaluation

3.1. Context

14. Zambia is a land-locked, lower middle income country with a population of 16.2 million people.² Zambia has achieved impressive progress over the fifty years since Independence in consolidating democracy and achieving development. Zambia has played a sustained role in promoting peace in the region and has made an important contribution to global and regional policy and processes, including its lead role as the current chair of the Landlocked Developing Countries group, and as co-chair for the SADC region in the Open Working Group of governments negotiating the Sustainable Development Goals (SDGs). Its Vision 2030 articulates Zambia's aspiration to become a 'prosperous middle income nation' by 2030, the same timeframe as the SDGs.

15. **Macro-economic environment:** Between 1996 and 2015, Zambia's economy had grown rapidly with the gross domestic product expanding at an average rate of 5.9 percent annually. 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 2016.³ 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 2016.⁴ GDP growth is forecasted at 4 percent in 2017 because of progress with the Government's economic recovery plan, improved hydroelectric power generation and improved copper exports supported by enhanced

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

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

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

revenue collection to ensure a more sustainable fiscal position.⁵ Monetary policy has also helped moderate inflation and supported exchange rate stability, but the trade-off has been an increase in borrowing costs. The draft 7th National Development Plan (7NDP) (2017–2021) is the main development framework and builds in Zambia.

16. **Poverty:** According to the World Bank's, Zambia's gross national income per capita by resident in 2016 was US\$ 1,300, although a majority of Zambians subsist on less. While poverty has decreased over the past decades, it remains high with the overall proportion of population living below the national poverty line⁶ being 54.4 percent (76.6 percent rural and 23.4 percent urban respectively).⁷

17. Levels of **social and gender inequality** are among the highest in the world and the Gini coefficient is estimated at 0.69.⁸ In 2016, Zambia ranked 124 of 157 countries on the Gender Inequality Index.⁹ Approximately one in four Zambian households are female-headed, and women's assumed inferiority affects household expenditure, employment opportunities, access to education and agricultural livelihood choices and freedom of movement.¹⁰ Child marriage is high with 45 percent of girls marrying by the age of 18 and 65 percent by age 20. Teenage pregnancy remains high with a slight increase to 29 percent in 2014. Child labour is widespread in Zambia, leading to loss of schooling and poor health. Social protection measures remain limited. 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 are the group most affected by gender-based violence (GBV).¹¹ In 2015, over 18,000 GBV cases across the country were recorded.¹²

18. National **Social Protection Policy (2014)** has been developed to guide implementation of Social protection which is seen as a multi-sectoral mechanism for targeted poverty reduction. This policy classifies the HGSM programme as one of the social assistance programmes in the country.

19. 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.

20. **Health and Nutrition:** Zambia has one of the highest levels of malnutrition in Africa, with a national average stunting rate among children under five years of age at 40 percent (42 percent boys and 38 percent girls).¹³ Nearly 15 percent of children are underweight (male: 16 percent; female: 14 percent)¹⁴. Low weight-at-birth is 11 percent.¹⁵ HIV prevalence remains high at 13 percent, with rates higher among women than men (15.1 percent and 11.3 percent respectively).¹⁶ There are a range of long-term consequences of chronic malnutrition in children, including reduced school performance equivalent to 2-3 years of schooling, reduced income earning capacity (22 percent average), and increased risk of non-communicable diseases in adult life. Some 53 percent of children under 5 years of age and 30 percent of women of childbearing age are anaemic.¹⁷ Micronutrient supplementation rates are low, and micronutrient deficiencies remain high. Consumption patterns and micronutrient intake are highly seasonal, especially in rural areas.

21. 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

5 Ibid.

⁶ In the 2015 Living Condition Monitoring Survey (LCMS) Report, the national poverty line was set at ZMW214 for food and non-food basic needs

⁷ 2015 Living Condition Monitoring Survey Report

⁸ 2015 Living Conditions Monitoring Survey.

⁹ UNDP Gender Inequality Index, 2016.

¹⁰ WFP Zambia Gender Action Plan 2016

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 UNICEF State of the World's Children 2015.

¹⁵ Zambia Demographic Health Survey 2013-14.

¹⁶ Ibid.

¹⁷ World Bank, 2015. <http://data.worldbank.org/country/zambia> & IAPRI, 2014. Nutrition and hunger situation in Zambia and Luapula Province. . Available at: http://fsg.afre.msu.edu/zambia/Mansa_Nutrition_Presentation_Rhoda.pdf

forms of malnutrition, focusing both on prevention and on treatment. The strategy reflects the types of national progress needed to achieve global Sustainable Development Goal of eliminating all forms of malnutrition by 2030.

22. **Education:** 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 dropouts – especially among girls in 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.¹⁸ Although there has been progress towards gender equity with regard to primary school attendance, more adolescent girls are out of school than boys, and literacy among 15-24 year old women is lower than among men. Approximately 18 percent of Zambian children are out of school–23 percent in rural areas. Contributing factors are girls' traditional roles and responsibilities, and discriminatory customary law which has a negative impact on school attendance for adolescents, especially girls. Almost half of all girls are married by the age of 18¹⁹ and 29 percent are pregnant or have a baby by the age of 19.²⁰

23. The **National Policy on education** "Educating Our Future" compiled in 1996 reflects Zambia's educational aspirations. Through the Educating Our Future Policy (1996), government committed to ensuring access to quality education.

24. **Food and nutrition Security:** While agricultural sector remains one of the key drivers of the economy, productivity and revenues from farm activities remain low. Underlying factors have been inadequate access to appropriate inputs, extension services, poor road and market infrastructure, lack of access to financial services, and over-reliance on rain-fed agriculture. Despite consistent maize surpluses in recent years, flaws in Zambia's food system contribute to continued food insecurity at household levels where considerable proportion of food is lost through poor post-harvest management. Further unpredictable climate patterns continue to exacerbate farmer's exposure to climate risk, such as droughts and floods that impact on production and productivity. Access to other foods other than maize, is further complicated by 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. The Ministry of Agriculture is being supported by FAO in implementing the Conservation Agriculture Scale-Up project (CASU) to increase crop production and productivity of over 300,000 small-scale farmers by promoting practices based on conservation agriculture.

25. 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.²¹ This policy, the National Climate Change Policy (2016) and revised Disaster Management Policy (2015) are Zambia's leading policy documents on climate change.

26. FAO and UNDP are jointly supporting the integration of agriculture in National Adaptation Plans (NAP-Ag) and to facilitate access to climate finance through international mechanisms such as the Green Climate Fund (GCF) and other bilateral and multilateral funding mechanisms. Other players in the food security space to mention but a few are the European Union, IFAD, GIZ, DFID, Irish Aid, SIDA. CARE and its partners, Concern Wideworld and the Nutrition Association of Zambia are the management agents of the SUN Fund. They support NFNC and key line ministries (MoH, MoA, MCDSS, MoGE and Ministry of Local Government) to implement the first 1000 Most Critical Days Programme (MCDP). The Indaba Agricultural Policy Research Institute (IAPRI) is a leading institute conducting research in agriculture, food and nutrition in Zambia.

27. Some of the major events that negatively affected the agricultural production in 2016 included the El Nino. Given the countrywide fall armyworm (FAW) outbreak in the previous season there is a high likelihood that the FAW will attack crops during the 2017/18 season. However, damage and impact are likely to be minimal as farmers are better informed about the pest from last season's experience. The Department of Meteorology, Ministry of Agriculture and the DMMU will provide early warning information, sensitization on early detection and possible

¹⁸ Read to Succeed baseline, Ministry of General Education, September 2013.

¹⁹ United Nations Population Fund (UNFPA). 2015. Annual Report 2014 – Zambia; Central Statistical Office. 2015. Zambia Demographic and Health Survey 2013–2014.

²⁰ Central Statistical Office. 2015. Zambia Demographic and Health Survey 2013–2014.

²¹ 2nd National Agricultural Policy Implementation Framework, 2016 – 2020.

control measures. In addition, farmers are being encouraged to budget/plan for chemical control of armyworms and not to wait on government to provide chemicals. A targeted one million small-scale farmers are expected to benefit from subsidized inputs through the Farmer Input Support Program (FISP) using the E-voucher during the 2017/2018 farming season.²²

28. **Sustainable Development Goals:** The Government of Zambia is committed to achieving the 2030 Agenda for Sustainable Development, and to the measurement and monitoring of progress towards the SDG 2 goals and targets. Recognizing this commitment, the World Food Programme (WFP) and partners have prioritized strategic support to the Government of Zambia to conduct a Zero Hunger Strategic Review to articulate what is needed to achieve SDG 2 (zero hunger) by 2030.

3.2. Subject of the evaluation

29. The subject of this evaluation is all the three components of the CP, which have been implemented to a level which allows the analysis of their design, implementation and mid-term results. These specific activities, key outcomes and outputs of the three CP components are described in detail in Annex 2. The logframes in Annex 8 provide details of indicators, targets and baseline values for the three components as well as crossing cutting results on gender, protection and partnerships.

30. The CP commenced in January 2016 with the goal to provide technical assistance with an emphasis on the implementation of long-term programmes such as social protection, nutrition governance for nutrition-sensitive programming and building disaster resilience. The CP is aligned to the United Nations Sustainable Development Partnership Framework (UNSDPF 2016–2021), the Government’s Vision 2030, the Seventh National Development Plan, the five pillars of the Zero Hunger Challenge and WFP’s SOs 3 and 4 under the WFP Strategic Plan (2014-2017).

31. The original approved CP budget was US\$ 33,521,545. It has undergone three budget revisions, the latest with an approved budget US\$ 37,480,198 as of end of August 2017. As at October 2017, the CP is funded at US\$ 11,116,359 which is 30 percent of the requirements. The CP planned to reach 1,341,400 beneficiaries as per the original project document. The beneficiary figure has since been revised downward to 1,065,000 in a recently approved budget revision (BR03) as shown in Table 3 below:

Table 3: CP 200891 Planned beneficiaries

	Men/Boys	Women/Girls	Total	% of women/girls
Component 1 – Home Grown School Meals²³ Primary schoolchildren	528 858	523 902	1 052 760	49.7%
HGSM - Micronutrients Powders Primary schoolchildren (<i>part of the 1,052,760, beneficiaries for HGSM</i>)	5361	5450	10811	50.4%
Component 2 – Nutrition	NA	NA	NA	NA
Component 3 – Resilience building Smallholder farmers	5 998	6 242	12 240	50.9%
Total (excluding double counting)	534 856	530 144	1,065,000	

32. WFP implements the Zambia CP in close partnership with the national government. The CP contributes towards SDG 2 (zero hunger), SDG 5 (gender equality) and SDG 17 (partnerships for the goals). It has three components: i) HGSM; ii) nutrition; and iii) resilience-building. WFP seeks to provide capacity strengthening to the Government under all three components. The three inter-connected components are aimed at contributing to the realisation of the Government's Vision 2030, which are to strengthen learner outcomes, improve the nutritional status of learners and their communities, and build smallholder farmer's resilience to shocks by increasing their food and income security. WFP intentions are to support the social assistance, and livelihood and empowerment

²² <http://www.fews.net/southern-africa/zambia/food-security-outlook/october-2017>

²³In the design of the Country Programme, WFP planned to provide cash to 50,000 smallholder farmers for providing fresh vegetables to WFP supported schools in three districts. During the implementation of this pilot, WFP made alternative arrangements where schools administer funds and pay the smallholder farmers directly for the amount of produce supplied. Thus these beneficiaries have been removed from the plan across the entire project.

pillars of the NSPP with technical assistance on end-point delivery of cash transfers, HGSM, nutrition education and resilience-building programmes.

33. To support **SDG 2**, the HGSM programme provides an alternative market for smallholder farmers thereby stimulating production and enhancing their access to incomes. The HGSM programme also integrates nutrition through provision of local nutritious foods into the schoolchildren's diets and provide nutrition education to influence positive eating behaviours. With HGSM as a market for cowpeas, women have been able to sell their produce to WFP, thereby contributing to meeting basic necessities at household level. Cowpea is one of the two main commodities in HGSM food basket, and considered a gender sensitive crop primarily grown by women.

34. For **SDG 5**, the CP supports the Government's efforts for gender equality through its HGSM programme. Specifically, the HGSM programme ensures equal participation of women in leadership roles in the School Health and Nutrition committees and actual participation of girls in the learning process. Additionally, within the schools, women are encouraged to be part of the food procurement committees. Moreover, within the market access activities, women farmers are targeted for both trainings for and supply contracts to the HGSM programme.

35. In reference to **SDG 17**, WFP works through partnerships with government departments, private sector, UN system and civil society in helping the Government of Zambia achieve its development goals. In particular, WFP works with the ministries of agriculture, education, and community development, and with the Disaster Management and Mitigation Unit. In the private sector, WFP has collaborated with food companies to support production of nutritious foods with the aim of increasing access to nutritious products.

36. **School Feeding Results:** In 2016, WFP provided school meals to 977,904 schoolchildren in 2,618 mainly primary schools (government and community schools). WFP through the local purchase intervention supported 12,476 smallholder farmers, who were linked to HGSM as a market for pulses such as beans and cowpeas and other markets. Retention rate improved from 89 percent at baseline to 98 percent; the average annual rate of change in enrolment improved from 4.1 percent at baseline to 10 percent with girls performing almost at par with boys. Dropout rate decreased from 1.72 percent at baseline to 1.67 percent for girls and from 1.2 percent at baseline to 1.3 percent for boys. The dropout rate for girls continues to be of concern. Teenage pregnancies and early marriages, especially in rural areas, are some of the major factors that contribute to this trend for girls dropout rates. The provision of school meals provided relief against short-term hunger ensuring that learners spent more time at school, as well as increased their ability to focus. Although school meals are a known pull factor to attract students, the positive enrolment rate was largely due to a Government decision to include early childhood education (ECE) into existing primary schools.

37. **Nutrition Results:** WFP, through the SUN Business Network, provided the private sector with targeted market and supply chain information and tools to support increased production of more nutritious food products. In 2016, the number of businesses participating in the network increased from 23 to 30. Furthermore, the capacity to produce fortified food increased as two new companies started producing nutritional products.

38. **Resilience Building Results:** In 2016, the percentage of households with poor food consumption decreased from 5 percent at baseline in December 2015 to 3.5 percent. This was due to an increase in disposable income as well as crop diversification efforts. However, there was a worrying trend of female-headed households fairing worse than those headed by men, largely because women were not able to access productive assets to the same extent as their male counterparts.

39. In terms of coping strategies, households showed a stabilised use of negative coping strategies to meet food needs. This trend is attributed to a higher degree of diversification of income generating activities such as horticultural production and engagement in village savings and lending groups. However, households headed by women proved to be more vulnerable than male-headed families but there is need to undertake a more robust gender specific analysis.

40. Participating households applied agricultural practices such as minimum land tillage and crop rotation, leading to increased yields and crops that are more resilient. In addition, households engaging in productive income generating activities, such as trading and diversified agricultural production, were able to increase the number of functional assets enhancing resilience.

4. Evaluation Approach

4.1. Scope

41. This evaluation will cover all CP activities for the period January 2016 to December 2017. It will review and build on the last centralised evaluation of CP 200157 recommendations. Some high priority recommendations included (1) the need to conduct a stakeholder and institutional gap analysis in order to define a strategy of what WFP intends to achieve through technical assistance in Zambia hence articulating what it does and why to donors; (2) Support current government priorities in social protection nutrition through provision of technical assistance to advance the finalisation of the school feeding and social protection documents and use WFP's convening power to make functional the multi-stakeholder secretariat and provide technical assistance to government to advocate for a national budget for school feeding and; (3) Integrate all WFP activities and interventions into a single monitoring and evaluation system in order to give it better decision making powers and allow it to better demonstrate its relevance and successes to donors.

42. The scope for **HGSM** will include a sample based on the targeted 38 districts (see Annex 2) taking into considerations a representation of the provinces covered and the multi-sectoral nature of the intervention. The evaluation shall include field visits to sample districts and schools to be agreed on during inception. The evaluation will focus on relevance, efficiency, effectiveness and sustainability. The impact of the HGSM is the focus of another evaluation jointly commissioned by FAO and WFP Headquarters and will therefore not be included in this evaluation.

43. The **Nutrition** activities are focused on capacity strengthening to national institutions implemented at national level and does not have district specific interventions or direct beneficiaries apart from Mumbwa District where nutrition activities were implemented in seven HGSM schools under the just ended Scaling up Nutrition Project. The evaluation shall therefore focus on relevance and appropriateness of the design, effectiveness and efficiency of the capacity strengthening of government institutions responsible for nutrition, the private sector and the coordination role of WFP. The impact of the nutrition activities shall not be the focus of this evaluation considering the relatively short implementation period under consideration. However, the likelihood of outcomes leading to long-term effects shall be covered under effectiveness criteria. The evaluation team shall sample government line ministries and institutions, UN agencies, private sector partners as key informants.

44. **Resilience Building:** The evaluation shall focus on the relevance, effectiveness, efficiency and sustainability of the resilience building activity. The impact criteria shall not be the focus of this evaluation considering the relatively short implementation period under consideration. However, the likelihood of outcomes leading to long-term effects shall be covered under effectiveness criteria. The resilience component is implemented in Pemba district in Southern province and currently being expanded to Namwala, Gwembe, Monze and Mazabuka in the same province. However, this evaluation will be restricted to Pemba district where resilience activities have been ongoing since March 2015. The evaluation team shall come up with a sample of key informants among the resilience stakeholders and hold focus group discussions for resilience beneficiaries in sample intervention areas in Pemba district. The scope will include analysis of gender dimensions to assess the extent to which the benefits of the resilience building intervention are trickling down both boys and girls, youths, men and women. Recent outcome monitoring data for resilience shall be availed to the evaluation team to assess the expected outcomes as reflected in the project logframe.

45. Smallholder and Market Access activities: WFP has implemented other complementary activities that were not part of the CP but contribute to outcomes under strategic objective 3 namely "Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels". These includes the activities under the Farm to Market Alliance (FtMA) and the Virtual Farmer Market (VFM). The evaluation will focus on the linkages between these activities and the activities under the three CP components and how these linkages have (or not) enhanced or contributed to achievement of the set objectives.

46. Social protection: As part of its support to the National Social Protection Policy implementation strategy, WFP supported capacity strengthening of the delivery system of the Social Cash Transfer (SCT) including the contracting of a service provider to develop an electronic tool to be used in the registration of potential SCT beneficiaries. This support was provided to the ministry of community development and social services. While the evaluation will not go in-depth to evaluate the cash transfer programme as it is not a WFP programme, it should assess WFP's engagement and support, generate lessons from this engagement to inform decisions on the direction WFP should take in regard to supporting social protection programmes beyond the HGSM.

47. Systems and models for HGSM: The evaluation of the previous Country Programme in 2014 recommended that WFP should work towards expanding and handing over the home-grown school meals programme to the government. There have been a number of developments towards this including the inclusion of HGSM in the 7th national development plan (7NDP 2017-2021) as one of the social protection programmes that should be scaled up; review of the targeting criteria by the HGSM Technical Working Group to reach more children in the 2018 school year; ongoing work of developing a local procurement strategy and Government commitment to allocate more resources to the programme. The evaluation should assess existing systems for the programme, including coordination and monitoring, identify factors that facilitate or hinder expansion and transition as was recommended by the previous evaluation, and make forward looking recommendations that will guide the Government and WFP on way forward.

48. During the inception phase, the evaluation team will assess the feasibility of the proposed scope and the most appropriate sampling based on data availability within available time and budget. The evaluation team is expected to ensure that the evaluation question capture gender equality and empowerment of women requirement and ensure the use of gender sensitive data collection and analysis tools as well as disaggregating relevant data presented in the report by age and sex. This will ensure that that issues encountered by women, men, boys and girls including other minority/vulnerable groups such as the disabled will be taken into account.

4.2. Evaluation Criteria and Questions

49. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency and Sustainability.²⁴ As the overall purpose of the evaluation is to show performance, relevance and sustainability of WFP interventions and demonstrating achievements as well as needs to government, donors, beneficiaries and other stakeholders and to inform the development of the WFP CSP (2019-2023), this evaluation will prioritize the relevance, effectiveness, efficiency and sustainability criteria of all the three components. While recognising the importance of the impact criteria, this evaluation shall not apply the impact criteria considering the relatively short period of implementation being considered for all the three components. The evaluation will also apply the United Nations Evaluation Group (UNEG) Guidance on Integrating Human Rights and Gender Equality in Evaluations, ensuring that Gender dimensions are mainstreamed throughout the process (composition of evaluation reference group, stakeholder analysis, evaluation questions, evaluation team, evaluation methodology, analysis and reporting of evaluation findings).

50. **Evaluation Questions:** The overarching question that this evaluation intends to answer is “*what have been the results achieved through the implementation of the CP so far, what factors have affected achievement or not of planned results and what key lessons can be drawn from the implementation of the CP to inform the development of the WFP country strategic plan?*” To answer this question, the evaluation will address a number of sub-questions under each evaluation criteria as shown in Table 3. The evaluation team will further develop these during the inception phase.

Table 3: Criteria and evaluation questions	
Relevance/ Appropriateness	
1.	To what extent is the CP supportive of the achievement of national development goals and objectives on food security and nutrition?
2.	Are the CP objectives coherent with and complementary to other humanitarian and development partners?
3.	Are CP activities appropriate to the needs of the food insecure population?
4.	Are they coherent with WFP strategies, policies and normative guidance?
5.	To what extent does the HGSM programme as currently designed and implemented complement other social protection instruments in Zambia?
6.	To what extent does the Nutrition and Resilience building as currently designed and implemented complement other food and nutrition security policies and strategies in Zambia?
Effectiveness	
7.	Is the HGSM programme implementation achieving the outputs and outcomes as outlined in the design phase, for targeted women, men, boys and girls?
8.	Is implementation of the Nutrition activities achieving outcomes as outlined in the design phase?

²⁴ For more detail see: <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

<p>9. To what extent has the SUN Business Network been able to raise awareness of the private sector around production of nutritious products?</p> <p>10. Is implementation of the Resilience building activities achieving outputs and outcomes as outlined in the design phase, for targeted women, men, boys and girls? What is the extent to which the outputs and outcomes lead to or likely to lead to the realization of the operational objectives of the CP?</p> <p>11. Are there unintended effects (positive or negative) on targeted women, men, boys and girls?</p> <p>12. What are the internal and external factors that influence achievement (or not) of the intended outcomes of the three components?</p> <p>a) Internal factors (within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting?; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ)?; the partnership and coordination arrangements?; etc.</p> <p>b) External factors (outside WFP's control): the external operating environment?; the funding climate?; external incentives and pressures?; etc.</p>
<p>Efficiency</p> <p>13. Is the HGSM implemented in the most efficient way?</p> <p>14. What has been the role of the multi-sectoral TWG in achieving the objectives of the HGSM?</p> <p>15. Has the HGSM food ration been adequate to address the food and nutritional needs of beneficiaries?</p> <p>16. Has the HGSM targeting criteria been sufficient to address national priority areas?</p> <p>17. Is the Nutrition component implemented in the most efficient way compared to alternatives? Is there potential for learnings from Zambia for other WFP countries?</p> <p>18. Are the DRR and resilience activities implemented in the most efficiency way?</p>
<p>Sustainability</p> <p>19. To what extent has the CP promoted and generated national and community ownership through the three CP components? What is the level of government and community ownership²⁵?</p> <p>20. To what extent have the activities of the three components been integrated into national systems, strategies and budgets?</p> <p>21. To what extent have capacity development strategies (institutions and individuals) been designed and implemented under the three components?</p> <p>22. How ready is the government to fully manage and implement the HGSM programme?</p> <p>23. What are the key factors that drive sustainability of the national HGSM programme in the Zambia context (including political, economic and social factors)?</p> <p>24. Will achieved results under the three components produce lasting changes? What is the likelihood that the benefits will continue after/when external support from WFP and other actors end?</p> <p>25. How sustainable are the operation activities taking into consideration constraints, funding model and the expected transition to government owned activities?</p>

51. Collectively, these sub-questions aim at highlighting the key lessons and performance of the three components in supporting the national government to achieve national priorities and policies to achieve zero hunger, as well as the relevance and sustainability of WFP's interventions towards meeting the food and nutrition needs of targeted women, men, girls and boys.

4.3. Data Availability and Reliability

52. Key useful documents for this evaluation include CP project document and associated standard project reports, government policies and plans on education, agriculture and nutrition (see section 3.1) as well as activity monitoring reports and updates from WFP and partners.

²⁵ **National or government ownership** of programmes shows the extent to which the line government at all levels (national, provincial and district) perceive interventions as their own and this can be reflected in legal frameworks, national/sectoral development plans and strategies; national/sectoral/ministerial budgets and how relevant government staff participate in the interventions. **Community ownership** is the extent to which communities at sub-district level (wards/zones/villages) are self-determined and participate in the implementation of programmes through monetary or non-monetary inputs and how communities influence decision making and accountability of these programmes. Both national and community ownership are key to sustainability of programmes.

53. There is a variety of secondary data sources that are relevant to this evaluation (See Annex 7). While data will be availed from these sources, it is important to note that the HGSM has had challenges collecting and reporting attendance rate (refer to Logframe in Annex 8) which is one of the key outcome indicators for the HGSM intervention despite efforts by WFP and partners to assist in the collection and analysis of attendance data at district level. Attendance data is not accurately recorded and reported by the schools to the DEBS who should consolidate and analyse district level attendance rate. As such, attendance data is not analysed nor reported at district or beyond. The annual education statistical bulletin which reports on key educational outcomes such as enrolment rates, dropout and completion rate does not capture nor report the attendance rate. Hence the need for the evaluation team to conduct a survey that shall include collection of attendance data from sample implementing schools as well as from sample households for triangulation. In addition, partners such as UNICEF and other UN agencies may have attendance data which can be requested for during key informant interviews with stakeholders during the inception and data collection phases.

54. Some indicators such as the National Capacity Index (NCI) under the Nutrition and resilience components have not been collected nor reported because guidance on the indicators has not yet been developed. Details of gaps in information in all three components of the CP shall be fully discussed with the evaluation team during inception phase.

55. Concerning the quality of data and information, the evaluation team should:

- a) Assess data availability and reliability as part of the inception phase to inform the data collection activities so that data collected during the evaluation complements existing data;
- b) Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

56. The evaluation will use mixed methods (quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. The methodology employed should ensure that the evaluation collect data on all evaluation questions using existing secondary data, key informant interviews with stakeholders for all the 3 components, focus group discussions with beneficiaries of the HGSM and resilience building components. In addition, the evaluators shall undertake a survey for the HGSM programme in sample districts and schools to be agreed upon during the inception phase. The survey is expected to provide primary data on various aspects of the HGSM programme because of the gaps in data identified in section 4.3 above.

57. The methodology will be designed by the evaluation team during the inception phase. It should:

- Be sufficient to answer the overarching evaluation question outlined in section 4.2;
- Employ the relevant evaluation criteria outlined in section 4.2 above namely Relevance, Effectiveness, Efficiency and Sustainability as defined in Table 3 above;
- Demonstrate impartiality and lack of biases by triangulating a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality;
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges and the available budget and time;
- Ensure that women, girls, men and boys and special interest groups such as the disabled from different stakeholder's groups participate and that their different voices are heard and used;
- Mainstream gender equality and women's empowerment (GEWE), throughout the evaluation process from data collection to final reporting.²⁶ This entails a number of things:
 - a) evaluation questions should be gender sensitive;
 - b) use of gender sensitive tools for data collection to ensure that voices of both males and females are heard and used;
 - c) use of gender sensitive analysis tools to ensure various gender aspects are reported;
 - d) relevant data presented in the report and during dissemination meeting(s) is disaggregated by age and sex and
 - e) clearly outlined conclusions recommendations that reflect a GEWE analysis.

²⁶ A Technical Note on integrating gender equality and empowerment of women in decentralized evaluation shall be availed to the evaluation team to ensure that gender mainstreaming is fully achieved throughout the evaluation process.

58. A number of potential risks to the evaluation have been identified and proposed mitigation actions, as shown in Table 4:

Table 4: Potential Risks and Mitigation Actions	
Potential Risk	Mitigation actions
1. There is a concern that the proposed evaluation may try to cover too much ground given the limited time provided for data collection and the findings could be judged superficial.	The evaluation team is hence required to ensure that the methodology to be used to collect data fully addresses this by balancing between breadth and depth of analysis and coverage
2. Limited availability of key data from secondary sources	Plan for primary data collection based on analysis of secondary sources Choose samples that allow to fill in the gaps Utilise data from other agencies
3. Logistical difficulties in getting access to beneficiaries and key informants during the rainy season which starts late October and ends in April	Use historical/secondary data where applicable Use local NGOs or Community Based Organisations (CBOs) to collect data Using phone interviews Plan to reach remote areas before the rain season intensifies
4. Difficulties in getting access to institutional partners and representatives	Prepare the agenda long in advance During inception phase identify more than one contact for each institution
Security issues	There are no major security issues in Zambia.

4.5. Quality Assurance

59. The WFP's Decentralized Evaluation Quality Assurance System (DEQAS) will guide this evaluation, which defines the quality standards expected from all WFP evaluations and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their evaluation. DEQAS is based on the United Nations Evaluation Group (UNEG) norms, standards, and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practices.

60. To ensure independence and impartiality the following mechanisms will be employed:

- The staff appointed to manage this evaluation is not responsible for/involved in the day-to-day implementation of the activities being evaluated;
- An internal Evaluation Committee (EC) will be chaired by the CD and comprising of Head of Programme/DCD, M&E, Programme Officers (VAM, Nutrition, Farm to Market Alliance (FTMA), HGSM, Finance Officer and the Regional Evaluation Officer (See Annex 5).
- An Evaluation Reference Group (ERG) will be chaired by the CD and comprising members of the Evaluation Committee, 3 members from the HGSM technical working group, one member from the NFNC, one from the NFA, one from NGOs working on Gender, one from the SBN, one from the DMMU, one each from UNICEF, and FAO. Relevant Regional Bureau technical units will also be part of the ERG (see Annex 6).

61. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progress as per the DEQAS Step by Step Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

62. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

63. The Country Office shall ensure that the Evaluation Committee and External Reference Groups provide quality assurance to the evaluation process through the allocation of sufficient time for quality assurance of all evaluation products and for stakeholders to provide feedback.

64. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception and evaluation report. To ensure transparency and

credibility of the process in line with the UNEG norms and standards[1], a rationale should be provided for any recommendations that the team does not consider when finalising the report.

65. In addition, to enhance the quality and credibility of this evaluation, an external quality support (QS) advisory service directly managed by WFP’s Office of Evaluation in Rome will provide:

- Systematic feedback on the quality of the draft inception and evaluation reports; and
- Recommendations on how to improve the quality of the inception and evaluation reports.

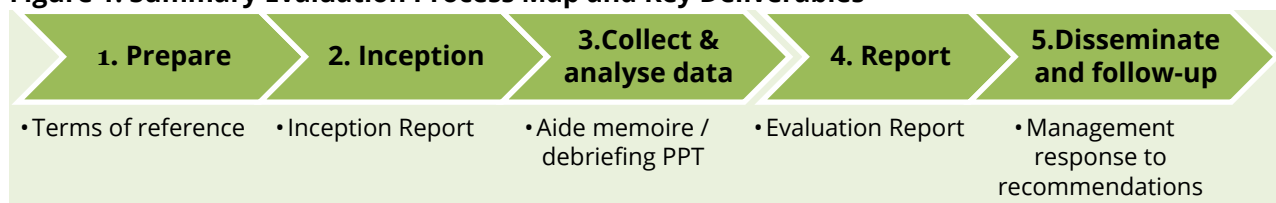
66. The quality assurance processes described above does not interfere with the independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

67. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP’s Directive (#CP2010/001) on Information Disclosure.

5. Phases and Deliverables

68. The evaluation will proceed through the following five phases, each phase with specific deliverables and deadlines as follows:

Figure 1: Summary Evaluation Process Map and Key Deliverables



69. **Preparation phase** (*September–November 2017*): The evaluation manager with support of the evaluation committee will conduct background research and consultation to frame the evaluation; prepare the ToR; select the evaluation team in consultation with the External Reference Group and contract the team for the management and conduct of the evaluation.

70. **Inception phase** (*January 2018*): This phase will take 14 days and it aims to prepare the evaluation team for the data collection phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear roadmap for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders. **Deliverables: Inception Report** including data collection plan and tools, stakeholder analysis and setting up a database of available data.

71. **Data Collection phase** (*March 2018*): The fieldwork will span over a period of 15 days and will include visits to project sites and primary and secondary data collection from beneficiaries and local stakeholders. A debriefing session attended by key stakeholders will be held upon completion of the field work. **Deliverables: Power point presentation of preliminary findings and emerging recommendations** for the debriefing meetings.

72. **Data Analysis and Reporting phase** (*March to April 2018*): Total number of days is 21 days. The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance, and submission for review by the external quality support advisory service. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation. **Deliverables: Evaluation Report.**

73. **Follow-up and dissemination phase** (*May to June 2018*): The final evaluation report will be shared with the relevant stakeholders and a dissemination workshop held on 25th May with all stakeholders. The country office management will respond to the evaluation recommendations by providing actions that will be taken to address

^[1] [UNEG 2016 Norms and Standards states](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

each recommendation and estimated timelines for taking those actions by 1st June 2018. The evaluation report will also be subject to external post-hoc quality assessment to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The final evaluation report will be published on the WFP intranet and public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

74. Annex 4 provides a detailed evaluation schedule with timeline and deliverables.

6. Organization, Management and conduct of the Evaluation

6.1. Evaluation Management

75. The evaluation will be managed by an evaluation manager who has been appointed by the WFP country director, who is not directly involved in the day-to-day implementation of the subject of evaluation. The evaluation manager will be answerable to the evaluation committee. The EM will ensure that the appropriate safeguards for impartiality and independence of the evaluation are applied throughout the process. The WFP regional evaluation officer will provide additional support to EM staff in this regard through the membership in the evaluation committee.

6.2. Evaluation Conduct

76. The evaluation will be conducted by a team of independent consultants who will be hired following appropriate WFP procedures and in line with the agreed composition and competencies outlined in section 6.2 below. The team will work under the direction of its team leader and in close communication with WFP evaluation manager, under the overall guidance of the evaluation committee to be chaired by the Country Director.

77. The evaluation team members will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession²⁷](#).

6.3. Ethical Considerations

78. The evaluation must be conducted in line with the [UNEG ethical guidelines](#). The evaluators shall respect and protect the confidentiality, rights and welfare of human subjects and communities. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented. Evaluators shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.

79. During the design of evaluation at inception, specific safeguards must be put in place to protect the safety (physical and psychological) of respondents and those collecting the data. Data collection tools must be designed to be culturally (and age) appropriate. Data collection visits must be planned in collaboration with the relevant stakeholders and organized at the appropriate time and place to minimize risk or inconvenience to respondents.

80. **Informed Consent and contact with children/vulnerable groups:** Data collection training must include research ethics including how to ensure that all participants are fully informed about the nature and purpose of the evaluation and their involvement. Only participants who have given informed written or verbal consent should be included in the study. Noting that this evaluation includes possible contact with children, women and other vulnerable groups, recruitment of data collectors should assess suitability to work with these groups within the Zambia context. With respect to involvement of children, this [guidance](#) is a useful reference. Reports should not bear names of respondents and qualitative data must be reported in a way that will not identify respondents.

6.4. Team composition and competencies

81. The evaluation team will be a mixed of local and international professionals. It is expected to include **three members** out of whom at least one should be a woman including the team leader. The team leader shall be an

²⁷ <http://www.unevaluation.org/uneqcodeofconduct>

international consultant and the other two national consultants. At least one team member should have WFP related experience and with knowledge and experience in gender analysis. Each team member should have a high knowledge of ethical requirements and participated in activity with UN agencies or other organizations which promote a high level of ethical practices.

82. The team will be multi-disciplinary and include members who together provide an appropriate balance of expertise and practical knowledge in the following areas:

- a) Solid and diversified track record of experience and a good technical understanding of HGSM, nutrition and resilience interventions, objectives, programming and expected results;
- b) A good understanding of nutrition programming and indicators.
- c) Experience in evaluating within middle-income country context, especially focused on capacity development for government institutions to implement food security interventions in general, and HGSM, nutrition and resilience in particular.
- d) Fully conversant with the principles and working methods of project cycle management.
- e) At least one of the evaluators should have solid knowledge of and practical experience with gender, and protection issues and gender integration analysis in education, agriculture and nutrition.
- f) All evaluators should have strong analytical and communication skills and evaluation experience;
- g) Together the team should have a good knowledge of the Zambia context and the Southern African region, and crucially have experience in evaluating within a lower middle-income country context;
- h) Good level of oral and written English. At least one team member should have good knowledge of either of the major local languages (Lozi/Bemba/Chichewa/Tonga) for data collection needs. Alternatively, the evaluation team will have to hire translators.

83. The **Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in managing teams, designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.

84. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

85. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

86. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to drafting and revision of the evaluation products in their technical area(s).

6.5. Security Considerations

87. **Security clearance** where required is to be obtained from UN Department of Safety and Security (UNDSS) in Zambia. The security situation throughout the provinces is relatively calm and stable. Under the Security Level System (SLS), the entire country is at Security Level One - Minimal. Road Traffic Accidents are the most prevalent hazard in country, and presently the highest threat to UN staff members. Apart from wrong judgement, negligent and reckless driving; the poor road infrastructure, lack of maintenance and inadequate street lighting are contributing factors.

- If the evaluation team will be hired through an 'independent supplier' of evaluation services to WFP, the evaluation company will be responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UNDSS system for UN personnel.
- If the evaluation team will be composed of consultants hired independently as individual, they will be covered by the UNDSS system for UN personnel, which cover WFP staff and consultants contracted directly by WFP. All consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station,

complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates, and take them with them.²⁸

88. According to the UN Rules and Regulations, UN vehicles are not supposed to be on the roads, outside towns and cities, after 18:00 hrs. Agency staff are advised to ensure that they plan their missions to end by 18:00 hrs.

89. To avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing to gain an understanding of the security situation on the ground.
- The team members observe applicable national and UN security rules and regulations

7. Roles and Responsibilities of Stakeholders

90. The **WFP Zambia Country Office Management (Director)** will take responsibility to:

- Facilitate the evaluation process and provide access to information for evaluation conduct.
- Assign an Evaluation Manager for the evaluation in line with DEQAS guidance
- Set up and chair the internal evaluation committee and the evaluation reference group.²⁹
- Approve the final TOR, inception and evaluation reports.
- Comply with the Evaluation Policy's provisions and safeguards for independence and impartiality at all stages and ensure that evaluation management is free from undue influence and reporting is unbiased and transparent.³⁰
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations; allocation of responsibilities for taking the actions required to implement those recommendations and ensuring that management responses are publicly available.

91. **The Evaluation Manager will:**

- Manage the evaluation process through all phases including drafting this TOR;
- Ensure quality assurance mechanisms are applied, including supporting the CD/DCD in convening the evaluation committee and evaluation reference group and acting as the secretariat;
- Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team;
- Ensure expected use of quality assurance mechanisms (checklists, quality support advisory service and documentation of comments from stakeholders);
- Prepare the document library, including those used as sources of information for draft TOR;
- Ensure that the team has access to all documentation and information required;
- Facilitate the evaluation team's access to stakeholders, field sites and beneficiaries;
- Organise security briefings for the evaluation team and provide any materials as required;
- Ensure that evaluation products are openly and transparently disseminated.

92. **The Internal Evaluation Committee (EC)** will be formed as part of ensuring the independence and impartiality of the evaluation. The committee will be chaired by the Country Director or delegated to the Deputy Country Director. It shall be composed of evaluation manager (who is also the M&E focal point for the Country Office), VAM, FTMA, Supply Chain, Programme Officers responsible for School meals, Nutrition and Resilience, and the Regional Evaluation Officer. The EC will review and clear evaluation products submitted to the Chair for approval and support the overall management of the evaluation process.

93. **An evaluation reference group (ERG)** will be formed and will be chaired by the deputy country director, with representation from Zambia country office programme staff in thematic areas covered by the evaluation, VAM, FTMA, Supply Chain, M&E, donor and representatives from government, UN agencies and other key stakeholder organisations such as NFNC, SBN and NFA and RB technical unit representatives. The ERG will act in advisory

²⁸ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

²⁹ Chair role may be delegated to DCD

³⁰ <https://docs.wfp.org/api/documents/7b5a83f73adc45fea8417db452c1040b/download/>

capacity and will review the evaluation products as further safeguard against undue bias and influence from/by any stakeholder.

94. **The Regional Bureau** will, through the Regional Evaluation Officer, support the evaluation process through membership of the evaluation committee. The REO will act as first point of call for advice/support to the Evaluation Manager during planning and conduct of the evaluation;

- Through relevant programme unit staff (especially nutrition, social protection and school feeding, resilience and gender), participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant through their participation in the ERG;
- Provide comments on the draft TOR, Inception and Evaluation reports;
- Support the preparation of the Management Response to the evaluation ensuring that these are publicly available;
- Systematically track the implementation of the evaluation recommendations, ensuring lessons are generated and where applicable shared across the region to enhance evaluation use.

95. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems with the evaluation team as/if required;
- Comment on the evaluation TOR and draft inception and evaluation reports as appropriate.

96. **Other Stakeholders** (Government, Private Sector, NGOs, UN agencies) will have representatives in the evaluation reference group, through which they will provide feedback on draft inception and evaluation reports and participate in meetings with the evaluation team to ensure sufficient consultation during data collection, debriefing and reporting. HGSM and resilience building beneficiaries (women, men, boys and girls, those with disabilities and the elderly) shall be part of the source information during the evaluation process. Feedback on evaluation findings shall be provided to key stakeholders including schools and community members using various communication platforms.

97. **The Office of Evaluation** (OEV) will operate a help desk, and through the Regional Evaluation Officer, advise the Evaluation Manager and provide support to the evaluation process where/as appropriate. It is responsible to provide access to independent quality support advisory service for reviewing draft inception and evaluation reports from an evaluation perspective. It will also ensure the evaluation manager and/or regional evaluation officer have access to the help desk where to address any queries related to the evaluation. Finally, OEV will ensure that the final evaluation report is subjected to a post hoc quality assurance in line with WFP evaluation standards.

8. Communication and budget

8.1. Communication and Learning

98. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. Hence the evaluation team shall produce a communications and dissemination plan during the inception stage, clearly stating the channels and frequency of communication with the commissioning office through the Evaluation Manager

99. The evaluation manager, with the support of the evaluation committee members will draft a communication and learning plan during the preparation phase. This plan will be further updated in consultation with the evaluation team at inception stage and used throughout the process to enhance communication and maximize learning among all stakeholders including the beneficiaries. The evaluation manager will be responsible for:

- Sharing all draft products including TOR, inception report and evaluation report with internal and external stakeholders to solicit their feedback; The communication will **specify the date by when the feedback is expected** and highlight next steps;
- Documenting systematically how stakeholder feedback has been used in finalised the product, ensuring that where feedback has not been used a rationale is provided;
- Informing stakeholders (through the ERG) of planned meetings at least one week before and where appropriate sharing the agenda for such meetings;
- Informing the team leader in advance the people who have been invited for meetings that the team leader is expected to attend/present and sharing the agenda;

- Sharing final evaluation products (TOR, inception and Evaluation report) with all internal and external stakeholders for their information and action as appropriate;

100. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team will place emphasis on transparent and open communication with all key stakeholders. The evaluation team leader will be responsible for:

- Discussing communication and learning strategies based on draft plan in Annex 9;
- Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report;
- Working with the evaluation manager to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts, and it is annexed to the inception report;
- Sharing a brief PowerPoint presentation prior to the internal and external debriefings to enable stakeholders joining the briefings remotely to follow the discussions;
- Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues)³¹; Systematically considering all stakeholder feedback when finalising the evaluation report, and **transparently** provide rationale for feedback not used;

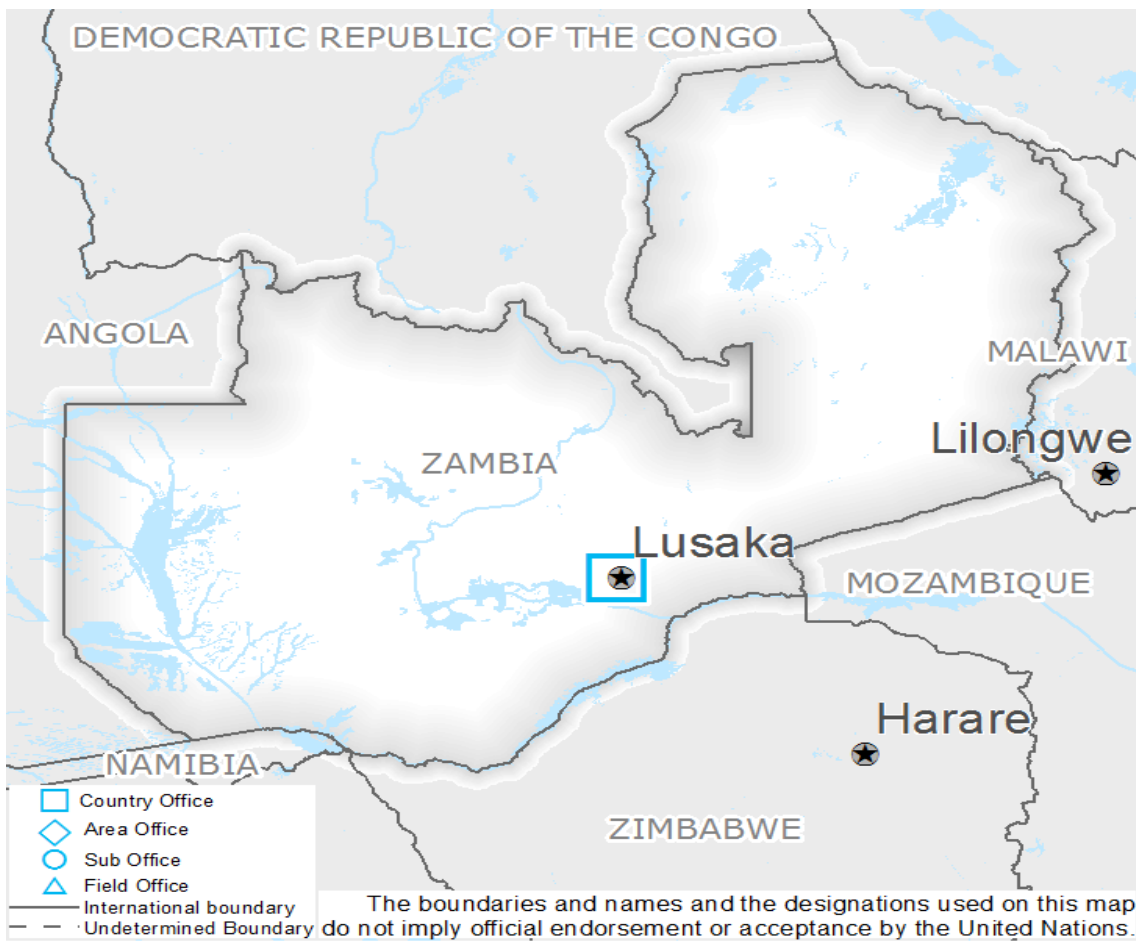
101. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, a one-day meeting will be held in Lusaka to present the key findings of the evaluation to the main stakeholders and discuss the way forward. The Evaluation team will meet with the Zero Hunger Strategic Review (ZHSR) team to share preliminary evaluation findings that shall feed into the ZHSR final report and the roadmap to the Country Strategy Plan. The final report and associated documents will be published on WFP websites as well as websites of other stakeholders as/where applicable.

Any queries related to this evaluation may be referred to:

- **Robert Oliver**, Head of Programme: robert.oliver@wfp.org, +260 97 103 8559
- **Jennifer Sakwiya**, Programme Associate and the Evaluation Manager: jennifer.sakwiya@wfp.org, +260 97 776 7820

³¹ For example, omitting names of people where appropriate, and instead stating the name of the organisation

Annex 1 WFP Zambia Map



Please note that WFP Zambia does not have sub offices or field offices.

Annex 2 Activity Description, District Maps and Coverage

Summary CP Activities, Key Outputs and Outcomes of the Country Programme

Comp.	Activities	Key Outputs	Key Outcomes
HGSM	1. Providing on-site school meals to school children in selected vulnerable districts	1.1. Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	1.1.1 Increased equitable access to and utilization of education
	2. Provide advice and technical support to the government on the management of school feeding	2.1 Policy advice and technical support provided to enhance management of the home grown school feeding programme	2.1.1 Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels
	3. Provide cash-based transfers to district education authorities to purchase fresh foods for the HGSM programme,	3.1 Implementing district supported to purchase fresh foods for the HGSM programme	3.1.1 Behaviour change communication to primary-school learners about the importance and preparation of diversified meals.
	4. Implement a pilot to explore the use of micronutrient powders (MNPs) in selected districts	4.1 Targeted schoolchildren provided with MNPs	4.1.1 Advocate for the fortification of foods to the Government 4.1.2 Best practices and lessons learned on MNPs documented and shared with stakeholders
	5. Procure commodities from pro-smallholder farmer aggregation points	5.1 Increased WFP food purchase from regional, national and local markets and smallholder farmers	5.1.1 Increase in marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels
	6. Support the establishment of school gardens as a platform for learning for schoolchildren and communities	6.1 Targeted schools establish schools gardens	6.1.1 Increase in nutrition knowledge among targeted school children and communities
Nutrition	1. Build strategic partnerships that foster an integrated multi-sectoral response based on the life-cycle approach to achieve the national target of reducing stunting	1.1 Policy advice and technical support provided to enhance management of nutrition programmes in the country	1.1.1 Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels
	2. Design of new district-specific food baskets	2.1 District specific food baskets and menus developed	2.1.1 Schoolchildren have access to improved and diversified food
	3. Facilitate the SBNZ for private sector participation in making nutritious foods affordable and available to the vulnerable communities	3.1 Private sector organisations participate in producing nutritious foods	3.1.1 Dialogue between the Government and private sector facilitated to increase consumer knowledge and demand for nutritious products to contribute to reducing stunting levels
	4. Conduct operational research and analysis on malnutrition in Zambia including gender and HIV issues	4.1 Operational research on malnutrition in Zambia conducted	4.1.1 Operation research findings contribute to nutrition decision-making and advocacy
Resilience building	1. Strengthen the technical capacity of the Disaster Mitigation and Management Unit (DMMU) to mitigate the impacts of climate change on smallholders' food and nutrition security	1.1 National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	1.1.1 Risk reduction capacity of countries, communities and institutions strengthened

		1.2 Human capacity to reduce risk of disasters and shocks developed	
	2. Expand the use of innovative technologies for data collection and analysis for the annual vulnerability assessments	2.1 Annual vulnerability assessments that use innovative technologies for data collection and analysis	2.1.1 Timely release of VAC reports for decision making by government and stakeholders
	3. Training of food security and vulnerability analysts to be based in provincial and district offices;	3.1 Provincial and district level food security and vulnerability analysts trained	3.1.1 Improved capacity to analyse food security and vulnerability data for input into VAC reports
	4. Train targeted smallholder farmers in conservation agriculture (CA) techniques and risk management services as drought insurance, credit, savings, improved market linkages	4.1 Community or livelihood assets built, restored or maintained by targeted households and communities	4.1.1 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households

Component 1: Home Grown School Meals

1. **Home Grown School Meals** aims to support the Government's expansion of the HGSM programme to reach two million primary-school learners by 2020 – which represents coverage of 50 percent of the total primary-school learners, and doubling the current number covered in 2015. This is an effort to increase attendance and learners' outcomes in the country's poorest districts. As a component of the NSPP, the HGSM programme serves as a social safety net for children from vulnerable households. In collaboration with Brazil's Centre of Excellence, WFP aims to support policy development and promote South-South knowledge sharing to: i) increase school attendance and improve retention rates; ii) make school meals more nutritious; and iii) increase incomes for smallholder farmers. WFP supports the HGSM's transition to full government ownership and management, guided by the Systems Approach for Better Education Results (SABER) conducted during the first quarter of 2016.

2. The HGSM programme in Zambia is implemented by the Government with WFP providing technical assistance in key areas such as capacity building of the implementing districts, piloting decentralized procurement of pulses in the HGSM food basket and vegetables from local farming communities. The model school gardens are intended to serve as a learning platform for schoolchildren and communities in nutrition education and acquisition of basic agricultural skills. WFP supports smallholder farmers with the necessary skills such as business management, entrepreneurship, negotiation, bulking and market access. WFP also supports smallholder farmers with information and technology to transform the way they market their produce, directly accessing the HGSM programme as a potential market for cowpeas, commercial markets and selling aggregated quantities of high quality crops to increase incomes. The HGSM is currently reaching slightly under one million learners in 2,618 schools mainly primary schools in 38 districts in all 10 provinces of Zambia. The food basket comprises 120g of cereal, 20g of pulses and 10g of vegetable oil.

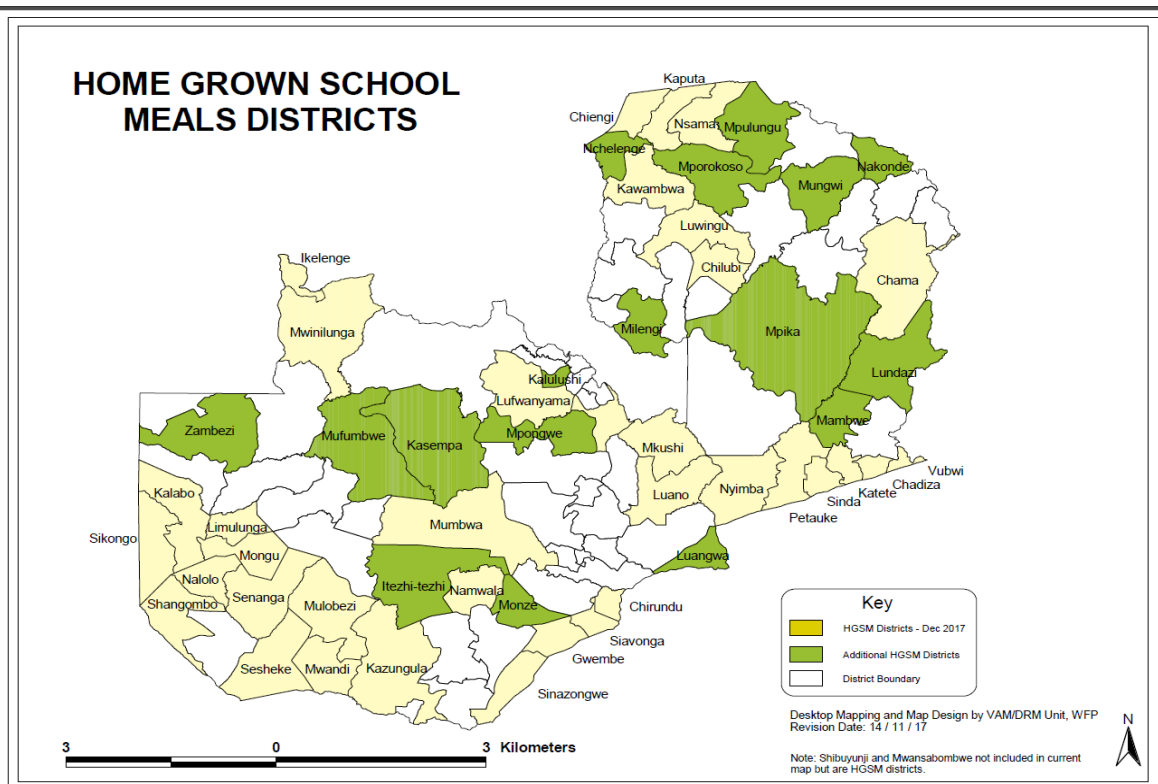
3. In partnership with local NGOs, WFP is committed to supporting the Government to make HGSM programme more nutrition sensitive. To explore the possibility of enriching the food basket, a pilot was launched in Mumbwa and Senanga districts in 2016 where fresh quality vegetables are directly purchased from the farmer groups by schools and prepared into meals for learners. This project will continue beyond 2017 aiming to generating lessons and best practices to inform the design of an efficient and effective local procurement system between schools and smallholder farmer groups in the future.

4. To mainstream nutrition within the HGSM, WFP has piloted training of primary school teachers in the delivery of nutrition lessons and the utilisation of school gardens as nutrition teaching platforms. The Country Office has supported the Government to re-institute school gardens for use as a platform to teach schoolchildren about nutrition and basic agricultural skills. Based on the findings of the evaluation of this pilot, WFP is seeking to scale up this intervention, also linking into the government's new directive of making school gardens mandatory in

all public schools. In 2016, WFP supported the deworming of schoolchildren in four districts namely Sinda, Petauke, Katete and Kazungula. WFP has supported the development of localised menus to be implemented in 2017.

5. **Home Grown School Meals**, implemented since 2016 in all the ten provinces as follows:-

- Eastern – Katete, Sinda, Nyimba, Chadiza, Vubwi and Petauke districts (monitored via the Eastern Province Provincial Education Office where WFP has placed a HGSM Field Coordinator)
- Muchinga – Chama district (monitored via the Eastern Province Provincial Education Office where WFP has placed a HGSM Field Coordinator)
- Southern – Gwembe, Sinazongwe, Namwala, Kazungula and Siavonga districts, (monitored via the Southern Province Provincial Education Office where WFP has placed a HGSM Field Coordinator who is based in Livingstone),
- Western – Limulunga, Mongu, Kalabo, Sikongo, Senanga, Nalolo, Sesheke, Mulobezi, Mwandu and Shangombo districts (monitored via the Southern Province Provincial Education Office where WFP has placed a HGSM Field Coordinator who is based in Livingstone),
- Lusaka – Chirundu and Shibuyunji districts (monitored via the Southern Province Provincial Education Office where WFP has placed a HGSM Field Coordinator who is based in Livingstone),
- Central – Mkushi, Luano and Mumbwa districts (monitored via the Country Office)
- Copperbelt – Lufwanyama and Masaiti districts (monitored via the Country Office)
- Northwestern – Mwinilunga and Ikelenge districts (monitored via the Country Office)
- Northern – Kaputa, Nsama, Mpulungu, Mporokoso, Mungwi, Nakonde, Kawambwa, Luwingu, Chilubi, Milenge, Mpika, Lundazi, Mambwe
- Luapula – Chiengi, Kawambwa and Mwansabombwe districts (monitored via the Country Office)



Component 2: Nutrition

1. **Nutrition Component** aims to support the Government’s National Food and Nutrition Policy by building strategic partnerships that foster an integrated multi-sectoral response, based on the life-cycle approach to achieve the national target of reducing stunting from 40 to 30 percent by 2021. As a means to prevent stunting, the Government has joined the SUN movement by adopting the “1,000 most critical days” framework. In this context and as part of the SUN movement, WFP aims at fostering strategic partnerships with the government, National Food and Nutrition Commission (NFNC), UN agencies, and civil society to support the national nutrition multi-sectoral response strategy. Through its work leading the SBN, 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 on nutrition issues ensuring that nutrition messages in the communities and schools are passed on to men, women, girls and boys.

2. Behaviour change communication on nutrition was intended to be an integrated element of all CP components, targeting both sexes, noting that men and boys' increased knowledge about nutrition and diversified diet contribute to greater impacts of WFP's nutrition activities.

3. As the lead facilitator of the SBN WFP uses this platform to increase the private sector's awareness of and contribution to the national nutrition agenda by sensitizing businesses to the country's nutrition challenges. WFP facilitates dialogue between the Government and the private sector to increase consumer knowledge and demand for nutritious products and access to local nutritious processed foods that have the potential to reduce stunting. WFP, served as the co-chair of the Nutrition Cooperating Partners Group during 2015 and 2016, assisting the nutrition donor community in collaborating with the Government more effectively. The Group also provided direct technical assistance to the Government by supporting the NFNC revision of the NFNC Act, developed technical guidelines to support the implementation of Zambia's First 1000 Most Critical Days programme and the NFNC's first Institutional Strategic Plan in over a decade.

Component 3: Resilience building

1. **Component 4 (Resilience)**, Through the R4 Rural Resilience Project, WFP is contributing to strengthening resilience of smallholder farmers by providing an integrated risk management package through market based approach that increases food security and resilience to climate shocks for vulnerable rural farming households. The programme on climate services includes capacity development for smallholder farmers to record selected climate parameters (rainfall and temperature) which ultimately helps 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.

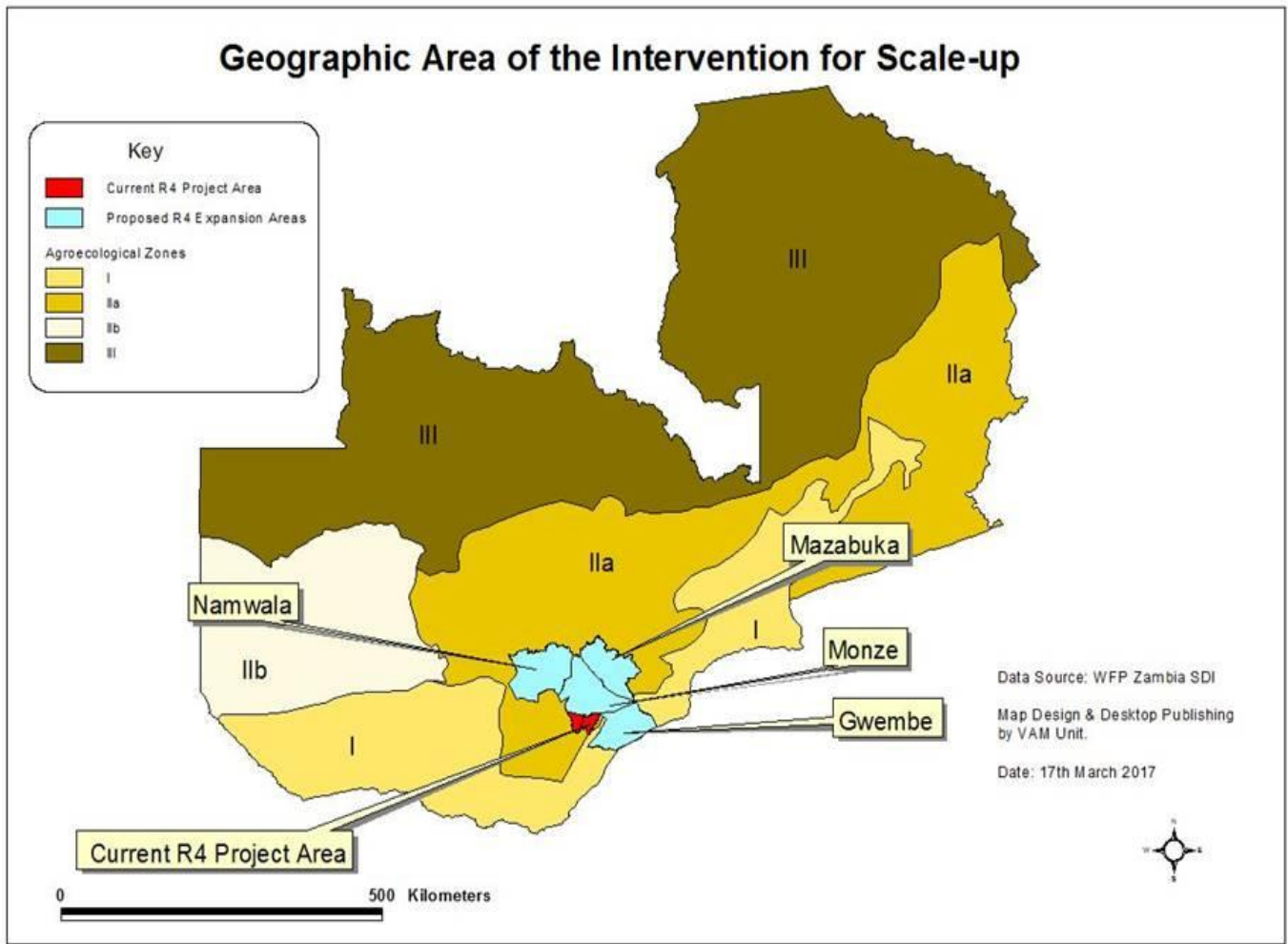
2. Under DMMU support, WFP has continued to strengthen analytical capacity of DMMU and the Zambia Vulnerability Assessment Committee (ZVAC) in undertaking risk assessments as part of the national contingency planning. Support has also been provided in developing strategies and mechanisms for establishing an integrated early warning monitoring and analysis.

3. The DMMU, with technical assistance from WFP, conducts annual vulnerability needs assessments; WFP will expand the use of innovative technologies for data collection and analysis, including its Consolidated Approach for Reporting Indicators (CARI)³² of Food Security. WFP support to DMMU is through: i) DMMU's decentralization, by training food security and vulnerability analysts based in provincial and district offices; ii) the mainstreaming of vulnerability assessment in various line ministries to encourage a holistic response; and iii) community involvement in DMMU in the operationalization of the national disaster risk management framework.

4. Using the R4 Rural Resilience Initiative (R4) approach, WFP provides farmers with access to conservation agriculture activities in collaboration with the FAO's supported Conservation Agriculture Scale Up (CASU) project, complementing them with such risk management services as drought insurance, credit, savings, improved market linkages through synergies with P4P and climate information services. This provides households with access to a set of climate, financial and market services that can stimulate production over time and help them escape poverty and food insecurity. R4 targets poor and food-insecure households – especially those cultivating less than two hectares of land – that are capable of raising their productivity with improved access to yield-enhancing technologies. Women head about half of these households.

5. **Resilience building** is being implemented in Pemba district in Southern province and soon to be expanded to Monze, Mazabuka, Namwala and Gwembe districts in the same province.

³² CARI is an assessment approach used to determine food security severity.



Annex 3 Preliminary Stakeholder Analysis (Interests, means of engagement)

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder	Who and how will they be involved in the evaluation
INTERNAL STAKEHOLDERS		
Zambia Country Office	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. WFP is called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation. In addition, the CO would like to identify lessons learnt and best practices, which will inform future food assistance and poverty alleviation strategies development and implementation in addition to enhanced accountability towards the Zambian Government, other partners, donors and beneficiaries. In addition, the evaluation results will help the CO in developing and or refining its strategy for transitioning of the HGSM programme to the government.	<p><i>Country office WFP staff</i> (management, programme, logistics and supply chain)</p> <p>Field staff: WFP HGSM seconded to Ministry of General Education</p> <p>All to be interviewed, by phone or in person</p> <p>Staff will also be given an opportunity to comment on the draft evaluation products (inception and evaluation report)</p>

Regional Bureau (RB) Johannesburg	<p>Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The RB ensures that new programmes and strategies prepared in the region are based on evidence from evaluations.</p>	<p>Programme staff and other relevant staff at the bureau responsible for nutrition, resilience and school feeding. <i>Regional Monitoring and Review Adviser the Senior Regional Programme Adviser, the Regional School Meals Adviser, Regional Nutrition Adviser, Regional VAM/Resilience Adviser</i> All to be interviewed by phone Staff will also be given an opportunity to comment on the draft evaluation products (inception and evaluation report)</p>
WFP HQ	<p>Selected departments (School meals, Resilience, Nutrition, Gender, Monitoring and Reviews, Social Protection) have an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming and development of guidance. They provide further information and clarity on relevant aspects of strategy/guidance.</p>	<p>Interviews to be conducted as necessary to enhance understanding of corporate policy and support provided to country level;</p>
Office of Evaluation (OEV)	<p>OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality according to the normative framework for decentralized evaluations. OEV Promotes the use of evaluation findings in programme design and implementation.</p>	<p>Decentralised evaluation No interviews to be conducted The draft TOR, inception report and evaluation report will be submitted to OEV-managed independent quality support service for review and feedback; Finally, OEV will report to the EB through the annual evaluation report the overall progress in the implementation of the evaluation policy including coverage, to which this evaluation will contribute.</p>
WFP Executive Board (EB)	<p>The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings may feed into annual syntheses and into corporate learning processes.</p>	<p>Members of the EB. No interviews to be conducted EB members will consider the annual evaluation report (see above) to which this evaluation will contribute.</p>
EXTERNAL STAKEHOLDERS		
Beneficiaries	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups under the HGSM and Resilience components will be determined and their respective perspectives will be sought.</p> <p>Given that direct and indirect beneficiaries have a stake in determining whether the assistance provided is appropriate and effective, it will be important to provide feedback on key evaluation findings to them and their implications.</p>	<p>HGSM: Sample of schools to be selected by the evaluators, and within each school a sample of the below persons will be interviewed: Direct beneficiaries include pupils (equal numbers of girls and boys to be consulted). Indirect beneficiaries are teachers, cooks, parents, members of Parent Teacher Association (PTA), community members, and community leaders (equal numbers of women and men to be consulted). Smallholder Farmers (SHFs) a sample of smallholder farmers (male and female) who supply food to the schools District Education Offices in sampled district</p>

		<p>District Department of Agriculture representatives (linking smallholder farmers to markets including HGSM Aggregation Centres (where available in the sampled districts) coordinating aggregation of commodities for linkage to markets.</p> <p>Individual and group interviews</p> <p>Resilience: Sample of beneficiaries participating in intervention in Pemba district</p> <p>Individual and group interviews</p>
Government	<p>The Government has a direct interest in knowing whether WFP supported activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The MoGE, MoH, the MCDSS and MoA, are the most involved actors and would benefit from the evidence on the results of the first phases of the CP, as well as to identify lessons learned and inform strategic orientation for integration in the Country Strategic Plan</p>	<p>HGSM:</p> <p>HGSM Technical Working Group (HGSM-TWG) members comprising MoGE, MCDSS, MoA, Ministry of Health, Ministry of Gender, CSOs, UN Agencies</p> <p>MoGE – Directorate of Planning- Director- Planning; School Health and Nutrition - National Coordinator & HGSM Focal Point; Statistical and Information Unit;</p> <p>MCDSS – Director – Community Development</p> <p>Food Reserve Agency – Executive Director</p> <p>Engagement: Individual interviews</p> <p>Nutrition: NFNC – Executive Director National Fortification Alliance - Coordinator Ministry of Health - Head of Nutrition Unit</p> <p>Engagement: Individual interviews</p> <p>Resilience: DMMU National Coordinator Ministry of Agriculture – Department of Extension Services</p> <p>Engagement: Individual interviews</p>
UN Country team	<p>The United Nations System in Zambia is implementing the Delivering as One approach in support of the whole of government approach to transformation through the Sustainable Development Goals. It will be important to identify how WFP working with other UN Agencies is effective in contributing to the UN concerted efforts under the UNSDPF (2016-2021). WFP is working with particular UN Agencies through joint programmes and at policy level. These agencies include: UNICEF, UNDP, UNFPA, ILO, WHO, FAO and IFAD.</p>	<p>Selected UNCT members – Country Representatives – UNICEF, FAO, IFAD, UNDP, WHO, ILO, UNFPA</p> <p>Technical Staff in UN Agencies: UNICEF - Nutrition Programme Officer, Education Programme Officer, Social Protection officer</p> <p>UNFPA - Programme Officers as relevant</p> <p>ILO - Programme officers as relevant Including Social Protection Officer</p> <p>WHO – Nutrition Officer</p> <p>FAO - Programme officers as relevant</p> <p>IFAD - Programme officers as relevant</p> <p>UNDP- Programme officers as relevant</p> <p>Individual interviews</p> <p>Key representatives from these agencies will also be given a chance to comment on the draft evaluation products as members of the Evaluation Reference Group</p>
Zero Hunger Strategic Review Team	<p>The ZHSR to be conducted from September 2017 to April 2018 aims at supporting the Government of Zambia develop strategies and programmes that will help accelerate progress towards achieving SDG2 “Ending hunger, achieving food security, improving nutrition and</p>	<p>Team of consultants conducting the ZHSR</p> <p>Group discussions. It is expected that the evaluation team will provide the ZHSR team with a sense of preliminary findings</p>

	promote sustainable agriculture” by 2030. This review process will also identify gaps to reinforce national capacities required to significantly contribute to achieving food security and nutrition security in Zambia. The ZHSR shall be based on an analysis of all relevant studies, policies, plans and programmes on food and nutrition security hence the inputs from the proposed CP 200891 Operation Evaluation will be timely and useful to the ZHSR process.	from the evaluation in a way that these findings can inform the ZHSR
Cooperating Partners - NGOs	NGOs who are WFP's partners in the programme implementation some of its activities such as the resilience interventions results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.	<i>Implementing Partner: Development Aid from People to People (DAPP)</i> Individual interviews
Donors	A number of donors voluntarily fund WFP operations and these have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective in contributing to their own strategies and programmes. In Zambia, the government is the main donors for the HGSM programme. Germany, Friends of Japan and GAIN are some of the other partners under the HGSM. The main donors of component on Nutrition include the Scaling up Nutrition and the Yum Brands. The Swiss Development Cooperation is the main donor for the resilience component.	HGSM: <i>Government of the Republic of Zambia German multilateral contribution Friends of Japan GAIN (MNPs)</i> Nutrition: <i>Scaling Up Nutrition (Care International – Fund Managers) Yum Brands</i> Resilience: <i>Swiss Development Cooperation</i> Individual interviews with Portfolio Managers/country level focal points
Private Sector partners	Private companies in the SBN under Component on Nutrition as well as Insurance companies providing insurance and financing for smallholder farmers under the Resilience component of the CO 200891 are partners in the programme implementation and will benefit from the evaluation, which will inform future collaboration.	Nutrition: <i>Sample of SBN Members</i> Resilience: <i>Mayfair Insurance Vision Fund</i> Individual Interviews

Annex 4 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates	By Who
Phase 1 - Preparation			
1	Desk review, first draft of TOR and quality assurance	Sept 2017	EM
2	Submission of draft TOR to the quality support (QS) advisory service for review	6th Oct 2017	EM
3	Receive feedback from the quality support service	13 th Oct 2017	EM
4	Revise the TOR based on feedback from QS	17 th Oct 2017	EM
5	Circulation of TOR and review to HGSM Technical Working Group, DMMU, NFNC, SUN Business Network, Regional Bureau Nutrition, school feeding, social protection and resilience;	18 th Oct 2017	EM
6	Receive comments from Stakeholders	25 th Oct 2017	EM
7	Finalize the TOR	27 th Oct 2017	EM
8	Final TOR approved by Chair of evaluation committee	31 th Oct 2017	EC
9	Apply for the Contingency Evaluation Fund (CEF)	8 th Nov 2017	EM
10	Identification and recruitment of evaluation team	Dec 2017	EM
Phase 2 - Inception			
11	Briefing evaluation team (1 day)	8 th January 2018	EM
12	Review documents, conduct inception meetings and draft inception report (9 days)	9 th – 17 th Jan 2018	ET
13	Submit draft inception report to the evaluation manager	18 th Jan 2018	TL
14	Check the Draft inception report for completeness	18 th Jan 2018	EM
15	Submit the Draft evaluation inception report to the Quality Support (QS) for review	19 th Jan 2018	EM

16	Receive feedback from QS	29 th Jan 2018	EM
17	Review the feedback from QS and share with evaluation team	30 th Jan 2018	EM
18	Revise inception report based on QS feedback to produce draft 2 (1 day)	31 st Jan 2018	ET
19	Submit draft 2 of the inception report to the EM	1 st Feb 2018	TL
20	Share draft 2 of the inception report with stakeholders for comments (Ministry of General Education, Ministry of Community Development and Social Services, Ministry of Health, Ministry of National Development and Planning, Ministry of Agriculture, Ministry of Gender, SBN, NFNC, DMMU, NFA, ILO, FAO, UNICEF, , World Bank and UNDP)	9 th Feb 2018	EM
21	Stakeholders review draft 2 of the inception report and send comments to the EM	10 th -16 th Feb 2018	
22	Share the stakeholder comments with team leader	19 th Feb 2018	EM
23	Revise the inception report based on stakeholder comments to produce final inception report	20 th Feb 2018	ET
24	Submit final inception report to evaluation manager	21 st Feb 2018	TL
25	Review the report to check that stakeholder comments have been addressed	22 nd Feb 2018	EM
26	Chair of evaluation committee approve the final inception report	27 th Feb 2018	EC
27	Share final inception report with stakeholders for information	28 th Feb 2018	EM
Phase 3 - Data collection			
28	Evaluation team arrival in country	4 th March 2018	ET
29	Evaluation team Briefings by WFP Country office and prepare for field work (1 day)	5 th Mar 2018	EC
30	Field work (12 days)	6 th - 17 th Mar 2018	ET
31	Aide memoire/In-country Debriefing PowerPoints (1 day)	19 th Mar 2018	TL
32	Debriefing with WFP and stakeholders) (Half day)	21 st Mar 2018	ET
33	Debriefing Zero Hunger Strategic Review Team (Half day)	21 st Mar 2018	ET
34	Evaluation team departs the country	22 nd Mar 2018	ET
Phase 4 - Data Analysis and Reporting			
35	Data analysis and draft evaluation report (12 days)	26 th Mar - 6 th April	ET
36	Submit Draft 1 of the evaluation report to evaluation manager	7 th Apr 2018	ET
37	check report for completeness and submit to QS advisory service for review and feedback	11 th Apr 2018	EM
38	Receive feedback from Quality support services feedback	19 th Apr 2018	EM
39	Review Feedback from QS and share with evaluation team leader	20 th Apr 2018	EM
40	Revise evaluation report based on QS feedback to produce draft 2 (5 days)	21 st - 25 th Apr 2018	ET
41	Evaluation team leader submit revised draft 1 of the evaluation report to the EM	26 th Apr 2018	TL
42	Share evaluation report with stakeholders (Ministry of General Education, Ministry of Community Development and Social Services, Ministry of Agriculture, Ministry of Health, Ministry of National Planning and Development, DMMU, NFNC, NFA, SBN, UNICEF, FAO, UNDP, ILO)	27 th Apr 2018	EM
43	Stakeholders review draft 1 of evaluation report and submit comments to EM	30 th Apr - 4 th May 2018	
44	Consolidate comments and submit to team leader	7 th May 2018	EM
45	Revise evaluation report to produce final report (4 days)	8 th - 11 th May 2018	ET
46	Submit final evaluation report to evaluation manager	12 th May 2018	TL
47	Checks the final report against stakeholder comments, if OK submits to EC for approval ³³	14 th - 18 th May 2018	EM
48	Chair of EC approves the evaluation report	21 st May 2018	EC
49	Share final evaluation report with stakeholders (ministry of General education, ministry of community development and social services, ministry of Agriculture, ministry of health, ministry of planning, DMMU, NFNC, NFA, SBN, UNICEF, UNDP, ILO, UNFPA)	22 nd May 2018	EM

³³ If the stakeholder comments are not fully addressed, the EM will return the report to the evaluation team leader.

Phase 5 Dissemination and follow-up			
50	Hold dissemination meeting for all stakeholders	25 th May 2018	TL+EM
51	Prepare management response to the evaluation recommendations	28 th May – 1 st June 2018	CD/DCD
52	Submit management response plan to RB for review	4 th June 2018	EM
53	RB review the MR and provide feedback	5 th – 12 th June 2018	REO
54	Finalize the MR based on feedback from the RB and Country Director clears	13 th – 15 th June 2018	CD/DCD
55	Approval the final MR	25 th June 2018	DRD
56	Share the final evaluation and approved MR with OEV	28 th June 2018	EM
57	Published evaluation report and the MR in the intranet and external website	9 th July 2018	OEV

Annex 5 Membership of the Internal Evaluation Committee

The Internal Evaluation Committee for this evaluation will be composed of the following:

1. CD: Jennifer Bitonde (Chair of the evaluation committee- can delegate to DCD)
2. Head of Programme: Robert Oliver
3. M&E: Jennifer Sakwiya: Programme Associate (Evaluation Manager)
4. VAM/R4: Allan Mulando, National Programme Officer
5. HGSM: Edna Kalaluka, National Programme Officer
6. Nutrition: Emily Heneghan, National Consultant
7. FTMA: John Mundy, Programme Coordinator
8. Supply Chain: TBA
9. Regional Bureau: Grace Igweta Regional Evaluation Officer

The main responsibility of the EC will be to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation manager through the process, reviewing evaluation deliverables (ToR, inception report and evaluation report) and submitting them for approval by the CD/DCD who will be the chair of the committee;

Annex 6 Membership the Evaluation Reference Group

The Evaluation Reference Group for this evaluation will be composed of the following:

1. CD: Jennifer Bitonde (Chair of the evaluation Reference Group- can delegate to DCD)
2. Head of Programme: Robert Oliver
3. M&E: Jennifer Sakwiya (Evaluation manager)
4. VAM: Allan Mulando, National Programme Officer
5. HGSM: Edna Kalaluka, National Programme Officer
6. Nutrition: Emily Heneghan, National Consultant
7. FTMA: John Mundy, Programme Coordinator
8. SBN Member
9. Donor Representatives
10. Other UN Agencies: UNDSPF M&E group, UNICEF, FAO, IFAD, ILO, World Bank, UNDP
11. Government representatives: focal points of Ministries partners (General Education, Community Development and Social Services, Health, Agriculture, Gender; NFNC, NFA, DMMU)
12. RB: Regional Evaluation Officer, Grace IGWETA
13. RB: Monitoring and Reviews Unit representative (TBC)
14. RB School Feeding, TrixieBelle NICOLLE

15. RB Nutrition, Pontsho SEPOLOANE
16. RB: VAM/Resilience (TBC)
17. RB Gender Advisor, Gabriel KHAN

The ERG will support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. ERG members will review and comment on evaluation TOR and deliverables. The ERG members act as experts in an advisory capacity, provide inputs into the evaluation process and comment on the evaluation products and further safeguard against bias and undue influence.

Annex 7 Data Sources

1. Project documents and logical frameworks of CP200891
2. Standard Project Reports of the past 2 years (2016 and 2017)
3. Centralised Evaluation Report of the Country Programme (2011-2015)
4. WFP Zambia Gender Action Plan (2016 – 2020)
5. Zambia HGSF³⁴ National Cost Assessment Report (2016)
6. Zambia HGSF Programme: The School Feeding Investment Case, Cost Benefit Analysis Report, January 2017
7. Field Monitoring reports for the operations
8. SUN Business Network Reports_2016 and 2017
9. Report on the facilitation of Zambia Systems Approach for Better Education Results (SABER) assessment and action planning workshop for the Home Grown School Feeding (HGSF)
10. R4 Outcome assessment reports and other surveys conducted within the life span of the project
11. Midterm Evaluation of the R4 Rural Resilience Initiative
12. Output and outcome data from COMET and M&E/VAM reports
13. Resilience and FTMA ONA databases
14. 2015 and 2016 In-depth and Needs Assessment Reports
15. WFP Pipeline, Projected Needs reports
16. DataWinners database on education output and outcome indicators (by WFP)
17. Education Statistical Bulletins and databases for 2015 and 2016 from the Ministry of General Education
18. UNDSPF reports
19. M&E Oversight and Support Mission Reports
20. Other relevant non-WFP data sources including relevant government data, information from other UN agencies, and cooperating partners.

³⁴ Home Grown School Feeding

Annex 8 Summary Logical Frameworks

Component 1- Home Grown School Meals

LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
Cross-cutting		
<p>Cross-cutting result</p> <p>GENDER: Gender equality and empowerment improved</p>	<ul style="list-style-type: none"> Proportion of women beneficiaries in leadership positions of project management committees Baseline: 51% (12.2016) Target: >60%percent (12.2020) Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Baseline: 46% (12.2016) Target: >60%t (12.2020) 	<ol style="list-style-type: none"> Project management committees created with participation of women in leadership positions prioritized Committees are functional, operational and responsive to project needs Men and women stand for leadership positions Training curricula attracts women participation Programme training considers men and women's daily work schedules
<p>Cross-cutting result</p> <p>PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions</p>	<ul style="list-style-type: none"> Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) Baseline: 4.10% (12.2015) Target: 2%(12.2020) 	<ol style="list-style-type: none"> Systems for public information dissemination established Information on WFP, the project, its objectives, beneficiary criteria and food entitlement are available at food distribution points with a complaint mechanism (telephone, SMS etc) clearly explained
<p>Cross-cutting result</p> <p>PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained</p>	<ul style="list-style-type: none"> Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) Baseline: US\$2,843,130 (12.2016) School feeding Target: US\$70,000,000 (2020) School feeding Number of partner organizations that provide complementary inputs and services Baseline: 5 (12.2016) School feeding Target: 5 (12.2020) School feeding Baseline: 5 (12.2016) Local purchase Target: 25 (12.2020) Local purchase 	<ol style="list-style-type: none"> Continued political stability and sustained economic growth Appropriate allocation of funds to relevant sectors Mobilization of necessary resources and local availability of research teams Data collection systems established in all HGSM primary schools Partnerships continue at the current or increased level with government, UN agencies, international and national NGOs and local communities Partners share the same programmatic vision as WFP Economic development does not deteriorate and allows local authorities and parents to allocate additional funds to improving school meals

	<ul style="list-style-type: none"> Proportion of project activities implemented with the engagement of complementary partners Baseline: 100% (12.2016) School feeding Target: 100% (12.2020) School feeding Baseline: 100% (12.2016) Local purchase Target: 100% (12.2020) Local purchase 	
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs		
<p>Outcome SO3.1 Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels</p>	<ul style="list-style-type: none"> Food purchased from aggregation systems in which smallholders are participating, as percent of regional, national and local purchases Baseline: 12.9% (12.2015) Target: 20% (12.2020) Food purchased from regional, national and local suppliers, as percent of food distributed by WFP in-country Baseline: 14%(12.2015) Target: 0% (12.2020) Food contributed by WFP, as percent of food distributed Baseline: 12% (12.2015) Target: 0% (12.2020) Increased value of sales of staple crops to the HGSM programme and other structured markets by smallholder farmers through the aggregation centres network in targeted geographic areas Baseline: 457%(12.2015) Target: 25% (12.2020) 	<ol style="list-style-type: none"> Conducive political/economic environment. No major climatic shocks that render project implementation impossible Government accedes to plans to take over all food procurement for HGSM Aggregation centers established and working well in all proposed locations
<p>Output SO3.1 Increased WFP food purchase from regional, national and local markets and smallholder farmers</p>	<ul style="list-style-type: none"> Number of farmers' organizations trained in market access and post-harvest handling skills Quantity of food purchased locally from pro-smallholder aggregation systems (in Mt) Quantity of food purchased locally through local and regional purchases (in Mt) Number of smallholder farmers supported 	<ol style="list-style-type: none"> Farmers are able to produce the required commodities Farmers buy into the idea of group marketing and see aggregation centres as a viable alternative market
<p>Output SO3.2 Project-specific</p>	<ul style="list-style-type: none"> Quantity of food assistance distributed, disaggregated by type, as percent of planned 	Government funding is sufficient to contribute increasingly to the purchase of pulses and oil required for the home grown school feeding programme
SO4: Reduce undernutrition and break the intergenerational cycle of hunger		

<p>Outcome SO4.1 Increased equitable access to and utilization of education</p>	<ul style="list-style-type: none"> • Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted primary schools Baseline: 4.10%(12.2015) Target: 2% (12.2020) • Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools Baseline: 4.0% (12.2015) Target: 2%(12.2020) • Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools Baseline: 4.2%(12.2015) Target: 2% (12.2020) • Attendance rate in WFP-assisted primary schools Baseline: 95% (12.2015) Target: 98% (12.2020) • Gender ratio: ratio of girls to boys enrolled in WFP-assisted primary schools Baseline: 0.99 (12.2015) Target: 1.10 (12.2020) • Drop-out rate (boys) in WFP-assisted primary schools Baseline: 1.18% (12.2015) Target: 0.8% (12.2020) • Drop-out rate (girls) in WFP-assisted primary schools Baseline: 1.72% (12.2015) Target: 1.20% (12.2020) • Retention rate in WFP-assisted primary schools Baseline: 89.4% (12.2015) Target: 95% (12.2020) • Retention rate (boys) in WFP-assisted primary schools Baseline: 89.3% (12.2015) Target: 95% (12.2020) • Retention rate (girls) in WFP-assisted primary schools Baseline: 88.9% (12.2015) Target: 95% (12.2020) 	<ol style="list-style-type: none"> 1. Government investment priority on improving school infrastructure is sustained 2. New curriculum improves quality of learning 3. Parallel programmes aimed at incentivizing education among girls will attract girls into schools
<p>Outcome SO4.2</p>		

<p>Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels</p>	<ul style="list-style-type: none"> • NCI: School Feeding National Capacity Index Baseline: 1.8 (03.2016) Target: 3 (12.2020) 	<ol style="list-style-type: none"> 1. Continued government commitment including financial and food procurement to expand and reinforce its national HGSM programme 2. Within Ministry of General Education, restructuring process prioritize School Health and Nutrition Unit 3. Communities, including Parent Teachers Associations, civil society, NGOs and others, advocate with government to continue to prioritize and action the HGSM 4. Communities will be receptive to empowerment efforts
<p>Outcome SO4.3 Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children</p>	<ul style="list-style-type: none"> • Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided Baseline: 0 (06.2016) Target: 16 (04.2018) 	<ol style="list-style-type: none"> 1. MNPs are acceptable to schoolchildren and parents 2. MNPs pilot is adequately funded
<p>Output SO4.1 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<ul style="list-style-type: none"> • Number of institutional sites assisted (e.g. schools, health centres), as percent of planned • Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as percent of planned • Quantity of food assistance distributed, disaggregated by type, as percent of planned 	<ol style="list-style-type: none"> 1. Programme funding from government will be sustained 2. Decentralized procurement will be supported by government structures, systems and processes and guided by the National Decentralization Policy 3. Targeted schools ensure that MNPs are distributed according to provided guidelines
<p>Output SO4.2 Policy advice and technical support provided to enhance management of food security, nutrition and school feeding</p>	<ul style="list-style-type: none"> • Number of technical assistance activities provided, by type • Number of district staff/teachers/community members that are trained with support from WFP in home grown school feeding programme design, implementation and other related areas (technical/strategic/managerial) 	<ol style="list-style-type: none"> 1. HGSM programme remains a government priority in terms of policy, programming and implementation 2. WFP mobilizes technical expertise to support government to strengthen its national safety nets for food security and nutrition

Component 2 -Nutrition

LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
Cross-cutting		
Cross-cutting result GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> Proportion of women beneficiaries in leadership positions of project management committees Baseline: N/A (intervention has no direct food assistance activities) Target: >60% (12.2020) 	<ol style="list-style-type: none"> Project management committees created with participation of women in leadership positions prioritized Men and women stand for positions Committees are functional, operational and responsive to project needs
Cross-cutting result PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) Baseline: N/A (intervention has no direct food assistance activities) Target: >60%(12.2020) 	<ol style="list-style-type: none"> Systems for public information dissemination established Information on WFP, the project, its objectives and beneficiary criteria is available in project intervention areas
Cross-cutting result PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	<ul style="list-style-type: none"> Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) Baseline: US\$ 61,695 (12.2016) Target: US\$2,000,000 (12.2020) Number of partner organizations that provide complementary inputs and services Baseline: 7 (12.2016) Target: 20 (12.2020) Proportion of project activities implemented with the engagement of complementary partners Baseline: 40% (12.2016) Target: 100% (12.2020) 	<ol style="list-style-type: none"> Continued political stability and sustained economic growth Appropriate allocation of funds to relevant sector Mobilization of necessary resources and local availability of research teams Partnerships continue at the current or an increased level with government agencies, UN agencies, national and international NGOs and local communities Partners share the same programmatic vision as WFP
SO4: Reduce undernutrition and break the intergenerational cycle of hunger		
Outcome SO4.1 Ownership and capacity strengthened to reduce undernutrition and increase	<ul style="list-style-type: none"> Percentage increase in production of fortified foods including complementary foods and special nutritional products Baseline: 65% (12.2016) Target: 8% (12.2020) 	<ol style="list-style-type: none"> Private sector interest in engaging within the nutrition space increases Private sector commitment leads to development of increased number of nutritious products

access to education at regional, national and community levels	<ul style="list-style-type: none"> Percentage increase in government's funding for hunger solution tools in national plans of action (based on local currency) Baseline: 67% (12.2016) Target: 80%(12.2020) NCI: Nutrition programmes National Capacity Index Baseline: No data Target: N/A 	3. Government will continue to prioritize nutrition
Output SO4.1 Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	<ul style="list-style-type: none"> Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training Number of technical assistance activities provided, by type 	<ol style="list-style-type: none"> Nutrition Technical Working Group is effective in coordinating other stakeholders in supporting the government Government continues to prioritize nutrition Nutrition Component is adequately funded Target government staff participate in planned trainings and nutrition activities

Component 3-Resilience Building

LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
Cross-cutting		
Cross-cutting result GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> Proportion of women beneficiaries in leadership positions of project management committees Baseline: 48% (12.2016) Target: 60% (12.2020) Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Baseline: 48% (12.2016) Target: 60% (12.2020) 	<ol style="list-style-type: none"> Project management committees created with participation of women in leadership positions prioritized Men and women stand for positions Committees are functional, operational and responsive to project needs
Cross-cutting result PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) Baseline: 98% (12.2016) Target: 90% (12.2020) 	<ol style="list-style-type: none"> Systems for public information dissemination established Information on WFP, the project, its objectives and beneficiary criteria are available in intervention sites
Cross-cutting result		

<p>PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained</p>	<ul style="list-style-type: none"> Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) Baseline: US\$172,060 (12.2016) Target: US\$200,000 (12.2020) Number of partner organizations that provide complementary inputs and services Baseline: 8 (12.2016) Target: 8 (12.2020) Proportion of project activities implemented with the engagement of complementary partners Baseline: 100% (12.2016) Target: 100% (12.2020) 	<ol style="list-style-type: none"> Partnerships continue at the current or an increased level with government, international and national NGOs and local communities Partners share the same programmatic vision as WFP
<p>SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</p>		
<p>Outcome SO3.1 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households</p>	<ul style="list-style-type: none"> CSI (Asset Depletion): Percentage of households with reduced/stabilized Coping Strategy Index Baseline: 34% (11.2015) Target: >80% (12.2020) CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index Baseline: 28% (11.2015) Target: >80% (12.2020) CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index Baseline: 40% (06.2016) Target: >80% (12.2020) Diet Diversity Score Baseline: No data Target: Diet Diversity Score (female-headed households) Baseline: No data Target: Diet Diversity Score (male-headed households) Baseline: No data 	<ol style="list-style-type: none"> Skilled human resource from partners (government and NGOs) at community level are attached to programme to facilitated and lead programme monitoring Adequate financial resources are committed to facilitate implementation of programme activities The monitoring system for tracking activity implementation are in place to facilitate generation of evidence-based results for programming

	<p>Target:</p> <ul style="list-style-type: none"> • FCS: percentage of households with poor Food Consumption Score Baseline: 5% (12.2015) Target: <1% (12.2020) • FCS: percentage of households with poor Food Consumption Score (female-headed) Baseline: 1% (12.2015) Target: <1% (12.2020) • FCS: percentage of households with poor Food Consumption Score (male-headed) Baseline: 6% (06.2015) Target: <1% (12.2020) • FCS: percentage of households with borderline Food Consumption Score Baseline: 37% (12.2015) Target: <8% (12.2020) • FCS: percentage of households with borderline Food Consumption Score (female-headed) Baseline: 35% (11.2015) Target: <7% (12.2020) • FCS: percentage of households with borderline Food Consumption Score (male-headed) Baseline: 38% (11.2015) Target: <7.6% (12.2020) 	
<p>Outcome SO3.2: Improved access to household assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure households</p>	<ul style="list-style-type: none"> • HAS: Household Asset Score (average) Baseline: 15 (12.2015) Target: >20 (12.2020) 	<p>The Livelihood Coping Strategy remains neutral (minimal offset of critical assets)</p>
<p>Outcome SO3.3 Risk reduction capacity of countries, communities and institutions strengthened</p>	<ul style="list-style-type: none"> • Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP Baseline: 52% (06.2015) 	<p>1. The decentralized process of Disaster Management and Mitigation Unit (DMMU) is completed so that their lower level structures through which the activities will be implemented are strengthened and empowered</p>

	Target: <80% (12.2020)	<p>2. Skilled human resource from partners (government and NGOs) are attached to the programme to facilitate and lead programme monitoring</p> <p>3. Institutionalization of the ZVAC process is DMMU is completed and fully mainstreamed to support to enhance the uptake of VA design and implementation technical support at district and provincial levels respectively</p> <p>4. Adequate financial resources are committed to facilitate implementation of programme activities</p> <p>5. The monitoring system for tracking activity implementation are in place to facilitate generation of evidence-based results for programming</p>
Output SO3.1 Community or livelihood assets built, restored or maintained by targeted households and communities	Number of assets built restored or maintained by targeted households and communities, by type and unit of measure	Targeted households fully participate in programme interventions
Output SO3.2: Human capacity to reduce risk of disasters and shocks developed	Number of people trained, disaggregated by sex and type of training	Community members avail themselves for training
Output SO3.3: National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	Number of people trained, disaggregated by sex and type of training Number of technical assistance activities provided, by type	WFP mobilizes technical expertise to help the government to strengthen its national safety nets for food security, nutrition, community assets creation and resilience building

Annex 9 Draft Communication and Learning Plan

Internal Communication

When: Evaluation phase (month/year)	What: Communication product	To whom: Target group or individual	What: Organizational level of communication	From whom	How: Communication means (meeting, interaction, etc.)	Why: Purpose of communication
Preparation (Nov 2017)	Terms of Reference (TOR)	Evaluation committee (EC)	Programme/technical level	Evaluation focal point (EFP)	Consultations, meetings and written exchanges	Draft TOR for comments Final for information
Inception (Jan to Feb 2018)	Team Briefing + Inception Mission Report	Country office staff; RB staff; HQ staff	Operational and management level	EM + Evaluation Team Leader (TL)	Written exchange; consultations on phone and in person in Brazzaville	-Understand expectations, clarify design

							-Draft Inception report for review and comments; -Final inception report for information
Fieldwork: debrief (Mar 2018)	PowerPoint presentation	CO, RB, HQ, stakeholders	Operational and management level	TL + other team members	Meeting in person and/or /Teleconference		For information and verbal feedback on preliminary findings
Reporting (March/April 2018)	Draft evaluation report	CO, RB, HQ, stakeholders	Operational level	EM	Written exchanges with reports attached (+ matrix of comments)		for written comments;
	Final evaluation report	CO, RB, HQ, stakeholders		EM	Written exchanges with report attached		for information
Dissemination (May 2018)	Management response to recommendations Final evaluation report	CO, RB, HQ, stakeholders	All levels	EM	Written message with the intranet and internet links to the documents		Dissemination of findings, conclusions and the actions that will be taken to implement the recommendations

External Communication

When Evaluation phase	What: Communication product	To whom: Target org. or individual	What Organizational level	From whom	How: Communication means	Why: Purpose of communication
Preparation (Nov 2017)	Draft TOR	ERG members	Operational and management;	Evaluation focal point;	Email with attached draft	For review and comments on draft TOR
	Cleared TOR	USDA	Technical and Management	Country office management	Email with attached draft TOR	For review and approval of TOR
	Final TOR	ERG members and other stakeholders	All levels	Evaluation focal point	Email with attached final TOR	For information
Inception (Jan to Feb 2018)	Inception Mission	ERG members	Operational and management level	Evaluation team leader + EM	Written exchange; consultations on phone and in person	Understand expectations, clarify design;
	Draft Inception report	ERG members and other stakeholders	Operational level	EM	Email with attached draft TOR + comments matrix	Draft Inception report for review and comments;
	Final inception Report	ERG members and other stakeholders	Operational and management levels	EM	Email with attached final TOR	for information
Field Work (Mar 2018)	PowerPoint presentation	ERG members	Operational level	Team leader + team members	Meeting in person and/or /Teleconference	For information/verbal feedback on preliminary findings
	Draft evaluation report	ERG members	Operational level	EM	Email with reports attached (+ matrix of comments)	for review and written comments;

Reporting (Mar/Apr 2018)	Final evaluation report	Key Stakeholders	All levels	EM	Email with report attached	for information
Dissemination (May 2018)	Final report and management response	Key Stakeholders	All levels	EM	Written message with the internet links to the documents	Dissemination of findings and actions that will be taken to implement recommendations
		Key Stakeholders	Operational	TL+EM	A lesson learning exercise	To facilitate discussions on lessons learnt

Acronyms

7NDP	Seventh National Development Plan
CA	Conservation Agriculture
CARI	Consolidated Approach for Reporting Indicators on Food Security
CASU	Conservation Agriculture Scaling Up
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CP	Country Programme
CSP	Country Strategic Plan
DAPP	Development Aid from People to People
DMMU	Disaster Management and Mitigation Unit
EB	Executive Board
FAW	Fall Armyworm
FAO	Food and Agriculture Organization of the United Nations
FISP	Farmer Input Support Programme
FTMA	Farm to Market Alliance
FRA	Food Reserve Agency
GBV	Gender Based Violence
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GRZ	Government of the Republic of Zambia
HGSM	Home Grown School Meals
IAPRI	Indaba Agricultural Policy Research Institute
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MCDSS	Ministry of Community Development and Social Services
MoA	Ministry of Agriculture
MoGE	Ministry of General Education
MoH	Ministry of Health
MR	Management Response
NFA	National Fortification Alliance
NFNC	National Food and Nutrition Commission
NSPP	National Social Protection Policy
OEV	Office of Evaluation
P4P	Purchase for Progress
R4	Rural Resilience Initiative Project
RB	Regional Bureau
SABER	Systems Approach for Better Education Results
SBN	SUN Business Network
SDG	Sustainable Development Goals
SUN	Scaling Up Nutrition
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNSDPF	United Nations Sustainable Development Partnership Framework
ZHSR	Zero Hunger Strategic Review

ZVAC

Zambia Vulnerability Assessment Committee

Annex 2 Stakeholders interviewed

Name	Agency	Position	Location
Jennifer Bitonde	WFP CO	Country Director	Lusaka
Robert Oliver	WFP CO	Head of Programme	Lusaka
Emily Haneghan Kasoma	WFP CO	MDT Unit head, Nutrition Advisor	Lusaka
Mutiu Fakorede	WFP CO	ZHSR Consultant, also R4 team member	Lusaka
John Mundy	WFP CO	Consultant (FtMA)	Lusaka
Chris Lezwaniso & Effridah Watuku	WFP CO	Procurement officers	Lusaka
Jayadeep Akkireddy	WFP CO	VFM / Maano	Lusaka
Kelvin Milambo	WFP CO	Finance Director	Lusaka
Derrick Ndimbwa	WFP CO	Resilience Officer	Lusaka
Josephine Kiamba	Independent	HGSM Consultant	Lusaka
Sylvia Banda	Sylva Food Solutions	MD and SBN member	Lusaka
Robinah Ncofe	NFNC	Former Executive Director	Lusaka
Vincent Chowa	NFNC	Training & Coordination Unit	Lusaka
Dr Mwiya Mundia	Irish Aid	Programme Manager, Markets, Nutrition and Climate Change	Lusaka
Ethel Yendila	DFID		Lusaka
Maybin Luulu, Mwanza Trecious, Chanda Tresford	MoGE	SHN Coordinator, Programme Officer, HGSM Focal Point	Lusaka
Muenshi Katongo (Min Water Dev), Andela Kangwa (Min Fisheries & Livestock), Moses Chibole (FAO), Vincent Chowa (NFNC)	Various, as specified	TWG members	Lusaka
Herman Lukwesa	Vision Fund	Agri Business Manager	Lusaka
Mr Phiri	Climate Advisory Services		Lusaka
Nervous Nsansaula	DAPP		Lusaka
Bwalya Nwamwawa	Mayfair Insurance	Index Analyst	Lusaka
Joyce Tachila	MCDSS	Social Welfare Officer for Policy, M&E	Lusaka
Daniel Kumitz	UNICEF		
Ruth Siyandi	UNICEF	Nutrition Specialist	Lusaka

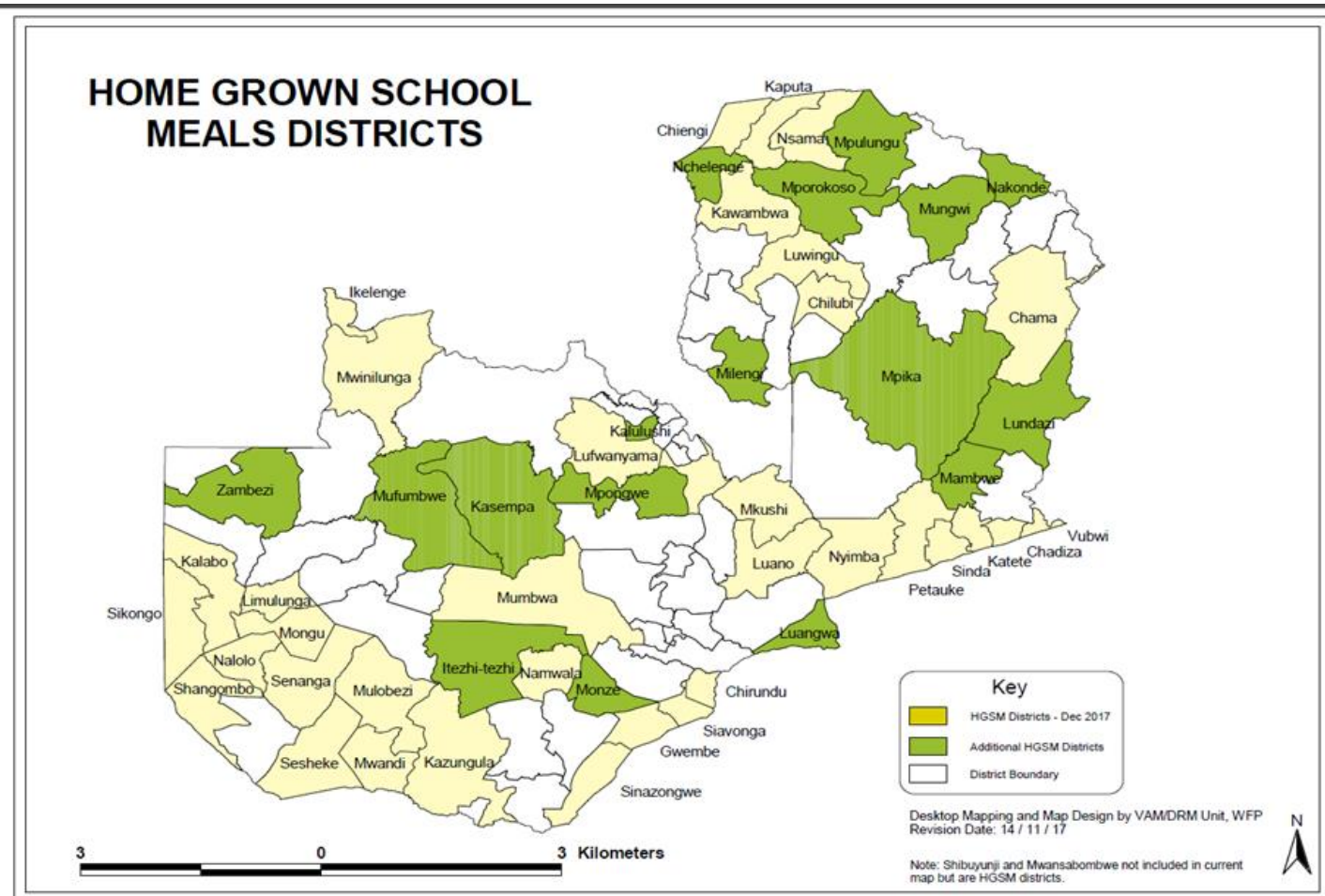
Name	Agency	Position	Location
Robert Munroe	Musika		Lusaka
Lenganji	DMMU		Lusaka
Christine Hakonze	WFP	Project Officer	Mumbwa
Felix Ndopu	GRZ	District Commissioner	Mumbwa
Rhodya Mashu	MoGE	Education Officer	Mumbwa
Mutiti Chipuru	MoGE	HGSM Focal Point	Mumbwa
Hope Kavuka	District Nutrition Coordinating Committee	SUN Coordinator	Mumbwa
Joyce Kunda	Ministry of Health	District Nutritionist	Mumbwa
PTA Executive Committee members	Chiwena School	PTA	Mumbwa District
Selected Girl pupils from different grades	Chiwena School	Pupils	Mumbwa District
Selected Boy pupils from different grades	Chiwena School	Pupils	Mumbwa District
School Cooks	Chiwena School	Cooks	Mumbwa District
Mrs Mevis Mbulo	Chiwena School	SHN Coordinator	Mumbwa District
Hilda Siakacha & Betty Banda	Moono School	SHN Coordinators	Mumbwa District
Samson Sakala & PTA members	Moono School	School Principal & PTA members	Mumbwa District
Farmers	Moono School	Vegetable Suppliers	Mumbwa District
Selected girls from different grades	Moono School	Pupils	Mumbwa District
Selected boys from different grades	Moono School	Pupils	Mumbwa District
Cooks	Moono School	Cooks	Mumbwa District
PTA Chairperson, Secretary and Headmaster	Naluvwi School	PTA	Mumbwa District
Selected Boys and girls from different Grades	Naluvwi School	Pupils	Mumbwa District
Sharon Nyando	Naluvwi School	SHIN Coordinator	Mumbwa District
Cooks	Naluvwi School	Volunteers	Mumbwa District
Farmers	Naluvwi School	Vegetable Suppliers	Mumbwa District
Hachofwe Jones, Mwiya Nyambe, Amos Musunga, Muzoka Noel, Stavile Ndlovo	Naluvwi School	Head Teacher, Teacher and PTA members	Mumbwa District
Nicholas Sakala	Nalubanda School	SHN Coordinator	Mumbwa District
Teachers and PTA Members	Nalubanda School	Chairperson, Deputy Headmaster, and PTA Members	Mumbwa District

Name	Agency	Position	Location
Mr. Mushokabanji, Mrs. Sakala.	Nalubanda School	Vegetable suppliers	Mumbwa District
Both combined Boys & Girls. In different Grades.	Nalubanda School	Pupils	Mumbwa District
Mr. Madropo, Mr. Sylvester, John	VFM Ambassadors	Chairperson and VFM members.	Mumbwa
Gift Madoropo	Chikanda	Maano Ambassador	Mumbwa
Big Mother Association Chairperson and Executive members	Farmer Cooperative	Members and the Chairperson.	Mumbwa
Thomas Chakala and Bernard Ngoma	Chakalala Aggregators	Managing Director and Operations Manager	Mumbwa
Mr Wando	Alliance Ginneries		Mumbwa
Lister Luindi	LisMark Agro Dealer	Aggregator (FtMA)	Mumbwa District
Mwetwa Mubita,	District Agriculture Office	District Agriculture Officer	Mumbwa
Mwanachilenga Emanuel	District Agriculture Office	District Agriculture Officer	Mumbwa
Francis Moonga	District Agriculture Office	District Agriculture Officer	Mumbwa
Dr. Allan Lingambe	MOGE	PEO	Mumbwa
Chisalalila Savings Group	Savings Group	Muzoka Camp	Pemba District
Jamba Solidarity Group	Savings Group	Kanchomba South Camp	Pemba District
Mainer Mudenda	Maano	Ambassador	Pemba District
Moscow Rain Gauge Minder	Muzoka Camp	Raingauge minder	Pemba District
DAPP Management and Field Staff	DAPP	DAPP Management and Field Staff	Monze
Alfred, Alfred, Excilda	Ministry of agriculture	DACO & Planning Officer	Monze
Evelyn Musipa, Dominic Makondo, Lloyd Kachela	Vision Fund	Credit Officers & Branch Manager	Monze
Profound Nzila	Coonde Callumuno	Agro-dealer	Monze
Loveness, Essiah, Mavis, Memira + 12 other female farmers	Jalila Farmers Club	Chairperson and Female Members	Pemba District
5 male farmers	Jalila Farmers Club	Male Members	Pemba District
	Maano farmers	Members	Monze
	Solidarity Group	Members	Monze
	Savings Group	Members	Monze
Armin Scherrer & Eric Nyambe	Moomba Agro Dealer	Managing Director & Employee	Monze

Name	Agency	Position	Location
	Ministry Community Development and Social Services		Monze
	MCDSS SCT	SCT beneficiaries	Monze
Chris Mupushi	DAPP	M &E	Monze
Alex Harare	DAPP	District Coordinator Monze	Monze
Erick	DAPP	Programme Manager	Monze
Mr. B. Banda, Christopher Sakala	Mwajavantu School PTA	PTA Chairperson, Members	Petauke
Mr. Ruben Banda	Mwajavantu School	SHIN Coordinator	Petauke
Grace Sakala, Suzanana Daka, Tisate Mwanza, Delia Njovu, Tembo Rossase	Mwajavantu School	Cooks	Petauke
Combined Boys and Girls students	Mwajavantu School.	Pupils	Petauke
Mr. Phiri, Daniel Kanyinji	RICH	Director and Field Operations Officer.	Petauke
Lindinkosi Mdletshe	WFP RBJ	Monitoring Officer	Skype interview
Trixie-Belle Nicolle	WFP RBJ	School Feeding Officer	Skype interview
Pontsho Sepoloane	WFP RBJ	Nutrition Officer	Skype interview
Allan Mulando	WFP CO	Team Lead/Head: Food Security Analysis and Smallholder Farmer Support Unit	Skype interview
Edna Kalaluka	WFP CO	HGSM Focal Point	Skype interview
Jennifer Sakwiya	WFP CO	M&E Officer	Skype interview
Eddie Kasongo Khan	Share Africa	Managing Director	Skype interview
Miriam Chipulu	Shais Enterprise Limited	Managing Director	Email

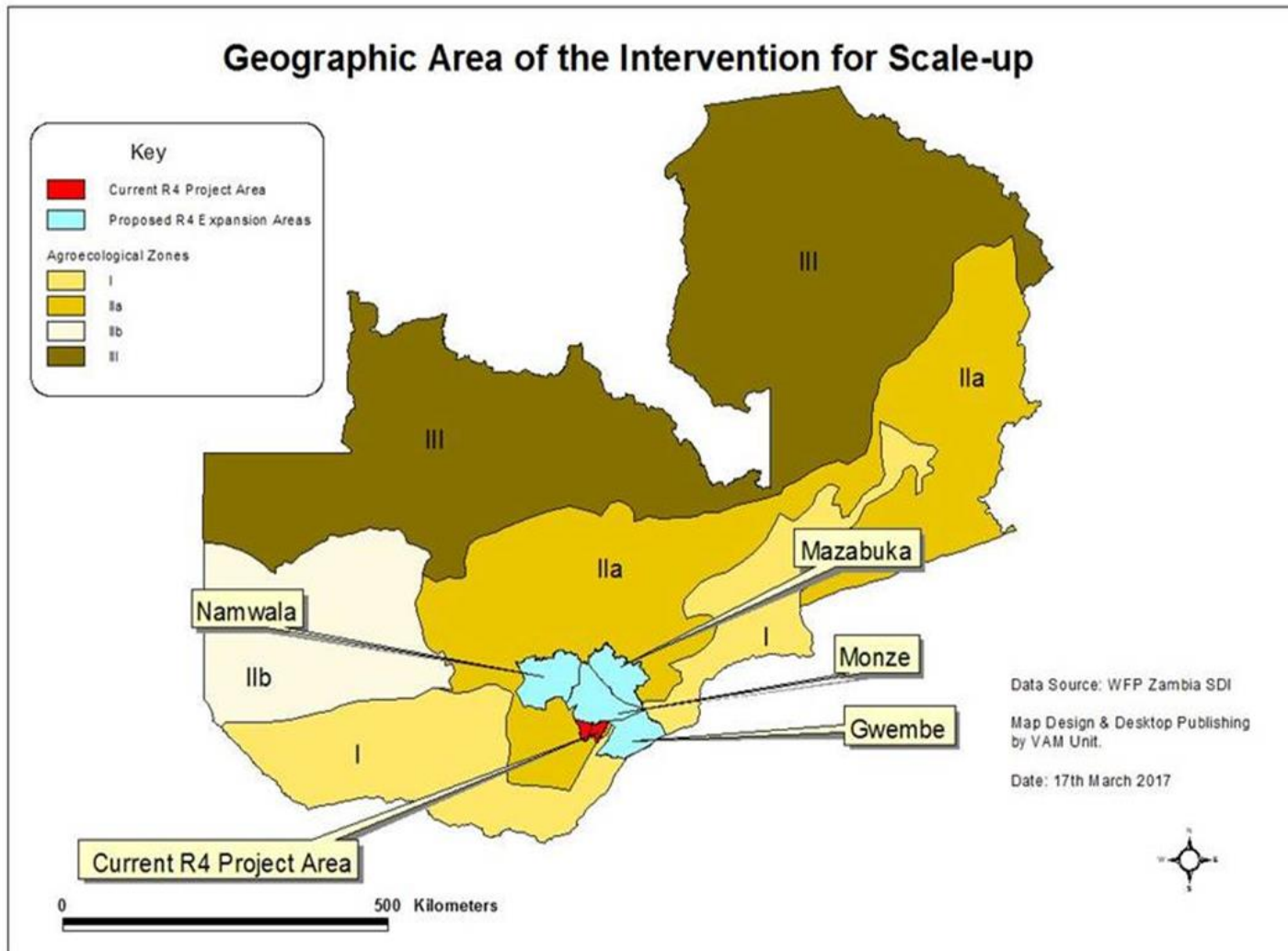
Annex 3 Maps indicating CP components

Figure 5: Map showing HGSM Districts



Note that “Additional HGSM Districts” are those affected by El Niño.

Figure 6: Map showing districts for current and proposed Resilience Building activities



Annex 4 Details of the Evaluation Subject

1. The **HGSM component** is designed to increase equitable access to and utilization of education by providing meals to 1,000,000 primary school boys and girls (Table 1) in 38 vulnerable districts (Annex 3). The Ministry of General Education (MoGE) is the main implementing partner. Although the CP document states that 'WFP will support HGSM's transition to full government ownership and management' (p.7), this is not elaborated in the logframe. In 2016-17, the Government provided cereals for distribution, and WFP procured pulses and vegetable oil with multilateral funding. Pulses were procured from smallholder aggregation points so as to increase marketing opportunities for farmers. During the evaluation period, there were five pilot activities tested within the HGSM component, four of which were still on-going at the time of the evaluation: (i) the provision of micronutrients powders (9 schools in one district);¹ (ii) the decentralized procurement of fresh vegetables from local farmers² (50 schools in two districts); (iii) the establishment of school gardens and associated nutrition training to school children and community members (7 schools in one district);³ (iv) the use of mobile technology for the collection of attendance and enrolment data (240 schools in three districts); and (v) the use of the Maano app for the local procurement of legumes (2016, 40 schools in four districts).⁴

2. Under the **Nutrition component**, WFP aims to provide policy advice and technical support and to strengthen ownership and capacity for the management of food security, nutrition and school feeding. According to the CP document, it had originally been planned to provide nutrition inputs into HGSM and undertake various research studies,⁵ but the main activities undertaken in 2016-17 were TA to Government and facilitation of the Zambia SUN Business Network (SBN).⁶ The SBN is a coordinating platform of over 70 members that aims to strengthen the private sector's contribution towards improving nutrition for Zambian consumers. (Annex 6) shows the planned and actual outputs and outcomes for the SBN. Beneficiary numbers are not planned or monitored under the Nutrition component; outputs include the number of government staff trained and the number of TA activities provided (Annex 5). Under its TA for **social protection**, WFP provides technical support to the mobile technology and the payment system for the social cash transfer programme.⁷

3. The **Resilience-building component** aims to mitigate the impact of climate change on smallholders' food and nutrition security by strengthening the technical capacity of the Government Disaster Management and Mitigation Unit (DMMU) (see below) and through the implementation of the Rural Resilience (R4) Project (2014-2017). The R4 Project is part of an international initiative funded by the Swiss Agency for Development and Cooperation. In Zambia, R4 was implemented in Pemba district in Southern province in 2016-17 (Figure 6), reaching 2,835 farmers by late 2016 and 3,835 in 2017. Food and cash transfers appear to have been planned in 2016 and 2017, but were not delivered (Table 1, Table 9). R4 provides smallholder farmers with an integrated package of four risk management strategies: disaster risk reduction, risk transfer (weather index insurance), risk reserves (savings) and risk-taking (access to credit). Disaster risk reduction activities include market linkages (through synergies with the FtMA initiative), climate information services, and the promotion of conservation agriculture, supported by the Food and Agriculture Organization's (FAO) Conservation Agriculture Scale Up (CASU) programme. R4 activities are implemented in partnership with the Ministry of Agriculture, Vision Fund, Development Aid from People to People (DAPP), and Mayfair Insurance. A mid-term evaluation of the R4 project was undertaken in late 2016/January 2017.

4. Support to DMMU aims to strengthen the capacity of the DMMU and the Zambia Vulnerability Assessment Committee (ZVAC) for data collection and analysis for the annual vulnerability needs assessments. WFP's support to DMMU also includes support to: i) DMMU's decentralization, by training food security and vulnerability analysts

¹ The MNPs pilot was supported by the private sector, including YUM Brands, Cargill and Friends of Japan.

² The pilot was originally designed to use vouchers for the purchase of fresh vegetables from farmers, but – due to the time needed to undertake the necessary prior assessments - this was subsequently changed to allow schools to use cash for the purchase of food from local farmers.

³ This was supported by the SUN Fund.

⁴ The Maano app falls under the Virtual Farmers' Market (VFM) Project, funded through the WFP Innovation Accelerator.

⁵ One example of such a study is the Lusaka Food Consumption Study undertaken under the SBN.

⁶ The SUN Business Network is one of the types of networks that exist within the global SUN Movement. Since 2013, WFP and the Global Alliance for Improved Nutrition (GAIN) have co-convened the SBN. Within SUN Countries, SBNs are established at national level, usually coordinated by either WFP or GAIN. The Zambia SBN was the first national SBN to become established and played a key role in the development of the guidance that is now provided to other national SBNs.

⁷ For historical reasons, support to the social cash transfer programme falls under the responsibility of the Nutrition component coordinator; the Nutrition component was formerly the Nutrition and Social Protection component.

based in provincial and district offices; ii) the mainstreaming of vulnerability assessment in various line ministries to encourage a holistic response; and iii) community involvement in DMMU in the operationalization of the national disaster risk management framework. German multilateral funds are used to finance the COs support to DMMU.

5. The **Farm to Market Alliance⁸ (FtMA)** is a three-year pilot project (2015-18) implemented in Tanzania, Rwanda and Zambia that aims to create demand-led change along the agricultural value chain through the introduction of innovative aggregation delivery models, transparency tools, and risk-shared funding and financing approaches in liaison with private sector players. In Zambia, the original design was revised after the first year and is currently strengthening the capacity of 47 selected aggregators (including co-ops, out-growers, agro-dealers) to develop contracts with off-takers and access the credit necessary to purchase from smallholder farmers, who are trained in post-harvest handling and storage to improve grain quality. In 2016/17, FtMA exceeded its target to aggregate 4,250 mt of legumes (soybean, groundnut, cowpea) from 11,500 farmers (45 percent women). By focusing on legumes, FtMA supports crop diversification and women farmers⁹ and enhances smallholder commerce in markets outside of WFP. FtMA was formerly known as the Patient Procurement Platform, which was based on lessons learned from WFP's earlier Purchase for Progress (P4P) initiative.¹⁰ It is being implemented with Musika¹¹ in four districts in Southern and Central Provinces.

6. The **Virtual Farmers Market (VFM, aka 'Maano')** is a pilot project in four districts in Southern and Central Zambia aimed at connecting smallholder farmers and traders using technological innovation. Maano is a smartphone app that combines online bidding, an escrow payment system, and group messaging services adapted to the needs of rural Zambian farmers and produce buyers.¹² In 2017, VFM trained 46 of the targeted 50 lead 'Ambassador' farmers (less than 30 percent women, out of 44 percent target) who worked with approximately 1,200 smallholder farmers (29 percent women)¹³ and sold 148 mt (out of 150 mt targeted) of pulses worth US\$49,000 to five buyers and 40 HGSM schools.¹⁴ VFM partners with Airtel and was funded by the Munich-based Innovation Accelerator, together with a contribution from the CP.

⁸ At the global level, the Alliance comprises eight private sector and international organizations: Rabobank, Syngenta, Yara, Bayer, WFP, the International Finance Corporation of the World Bank, the Alliance for a Green Revolution in Africa (AGRA) and the GrowAfrica partnership. It is largely funded by the UK Department for International Development (DFID).

⁹ Cowpea is generally regarded as a women's crop in Zambia.

¹⁰ P4P was initiated in Zambia in 2009 and encouraged farmers to work together in farmers' organizations for improved access to a broad range of services, such as training, equipment and inputs that were provided by partners. A range of products including biofortified maize, protein-rich pulses and dairy products were purchased from P4P-supported smallholder farmers through a network of aggregation centres to supply the HGSM programme. P4P was implemented in six of Zambia's ten provinces.

¹¹ Musika is a non-profit company owned by six key Zambian agriculture-related institutions. Musika contributed US\$100,000 for equipment and staffing in 2017 as part of its contribution to the project (using SIDA funds).

¹² The Ambassador farmer advertises their produce on the app's dashboard that prospective buyers can view. Prospective buyers bid on this produce and the highest bidder makes payment at the end of the bidding period. Farmer chat groups allow farmers to share knowledge (market price information, transport costs, tips on how to grow their crops, etc.) and to organise the bulking of their produce so that they can attract bigger buyers. Under the escrow payment system, payment does not go directly from the buyer to the farmer but goes first to the owner of the system (in this case WFP) until the exchange of goods takes place. Citibank was initially involved in the payment transfers, but could only transfer money to bank accounts, which proved problematic for the buyers.

¹³ The target figure was 2,500 follower farmers, including 50 percent women. The actual number of follower farmers registered by the Ambassador farmers varied greatly, with an average of 26.

¹⁴ *Virtual Farmers' Market: The Maano Experience in Zambia, August 2016 – October 2017*. Unpublished report.

Table 6: Overview of the Country Programme: Summary Activities, Key Outputs and Outcomes

Comp.	Activities	Key Outputs	Key Outcomes
HGSM	7. Providing on-site school meals to school children in selected vulnerable districts	1.1. Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	1.1.1 Increased equitable access to and utilization of education
	8. Provide advice and technical support to the government on the management of school feeding	2.1 Policy advice and technical support provided to enhance management of the home grown school feeding programme	2.1.1 Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels
	9. Provide cash-based transfers to district education authorities to purchase fresh foods for the HGSM programme,	3.1 Implementing district supported to purchase fresh foods for the HGSM programme	3.1.1 Behaviour change communication to primary-school learners about the importance and preparation of diversified meals.
	10. Implement a pilot to explore the use of micronutrients powders (MNPs) in selected districts	4.1 Targeted schoolchildren provided with MNPs	4.1.1 Advocate for the fortification of foods to the Government 4.1.2 Best practices and lessons learned on MNPs documented and shared with stakeholders
	11. Procure commodities from pro-smallholder farmer aggregation points	5.1 Increased WFP food purchase from regional, national and local markets and smallholder farmers	5.1.1 Increase in marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels
	12. Support the establishment of school gardens as a platform for learning for schoolchildren and communities	6.1 Targeted schools establish school gardens	6.1.1 Increase in nutrition knowledge among targeted school children and communities
Nutrition	5. Build strategic partnerships that foster an integrated multi-sectoral response based on the life-cycle approach to achieve the national target of reducing stunting	1.1 Policy advice and technical support provided to enhance management of nutrition programmes in the country	1.1.1 Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels
	6. Design of new district-specific food baskets	2.1 District specific food baskets and menus developed	2.1.1 Schoolchildren have access to improved and diversified food

Comp.	Activities	Key Outputs	Key Outcomes
	7. Facilitate the SBNZ for private sector participation in making nutritious foods affordable and available to the vulnerable communities	3.1 Private sector organisations participate in producing nutritious foods	3.1.1 Dialogue between the Government and private sector facilitated to increase consumer knowledge and demand for nutritious products to contribute to reducing stunting levels
	8. Conduct operational research and analysis on malnutrition in Zambia including gender and HIV issues	4.1 Operational research on malnutrition in Zambia conducted	4.1.1 Operation research findings contribute to nutrition decision-making and advocacy
Resilience building	5. Strengthen the technical capacity of the Disaster Mitigation and Management Unit (DMMU) to mitigate the impacts of climate change on smallholders' food and nutrition security	1.1 National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported 1.2 Human capacity to reduce risk of disasters and shocks developed	1.1.1 Risk reduction capacity of countries, communities and institutions strengthened
	6. Expand the use of innovative technologies for data collection and analysis for the annual vulnerability assessments	2.1 Annual vulnerability assessments that use innovative technologies for data collection and analysis	2.1.1 Timely release of VAC reports for decision making by government and stakeholders
	7. Training of food security and vulnerability analysts to be based in provincial and district offices;	3.1 Provincial and district level food security and vulnerability analysts trained	3.1.1 Improved capacity to analyse food security and vulnerability data for input into VAC reports
	8. Train targeted smallholder farmers in conservation agriculture (CA) techniques and risk management services as drought insurance, credit, savings, improved market linkages	4.1 Community or livelihood assets built, restored or maintained by targeted households and communities	4.1.1 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households

Source: TOR

Annex 5 Beneficiaries and Outputs

Table 7: HGSM Beneficiary Data for Evaluation Period by Activity

		Planned			Actual			% Actual vs planned		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
2016	HGSM									
	School Feeding (on site)	495,888	504,112	1,000,000	488,954	488,950	977,904	98.6%	97.0%	97.8%
	School Feeding (activity supporters)	800	1,200	2,000						
	Total Participants	496,688	505,312	1,002,000	488,954	488,950	977,904	98.4%	96.8%	97.6%
	Total Beneficiaries	501,607	510,393	1,012,000	488,954	488,950	977,904	97.5%	95.8%	96.6%
2017	HGSM									
	School Feeding (on site)	528,858	523,902	1,052,760	482,179	490,176	972,355	91.2%	93.6%	92.4%
	School Feeding (activity supporters)	-	-	-	-	-	-	-	-	-
	Total Participants	528,858	523,902	1,052,760	482,179	490,176	972,355	91.2%	93.6%	92.4%
	Total Beneficiaries	528,858	523,902	1,052,760	482,179	490,176	972,355	91.2%	93.6%	92.4%

Source: SPR 2016 and SPR 2017.

Table 8: HGSM Commodity Distributions for Evaluation Period

Food (Mt)	2016			2017		
	Planned	Actual	% of planned	Planned	Actual	% of planned
Beans	3,700	244	6.6%	1,112	556.31	50%
Maize	4,400	5,024	114.2%	13,640	4,875.62	35.75%
Micronutrition powder	1					
Peas		625		2,594	1006.12	38%
Vegetable oil	1,850	361	19.5%	1,852.86	34.898	1.88%
Total	9,951	6,254	62.9%	23,171	6,472.99	27%

Source: SPR 2016 and data provided by the CO.

Table 9: Resilience Beneficiary Data for Evaluation Period (Jan 2016 - Dec 2017)

Food Transfers		Planned			Actual			% Actual vs planned		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
2016	Resilience-C3	6,241	5,999	12,240	-	-	-	-	-	-
2017	Resilience-C3	4,131	3,969	8,100	-	-	-	-	-	-

Source: SPR 2016 and 2017.

Table 10 Output indicators for HGSM, Nutrition and Resilience Building

Output	Unit	2016			2017		
		Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned
Food Transfer-C1-HGSF							
SO3: Local Purchases							
Number of farmer organizations trained in market access and post-harvest handling skills	Farmer org.	11	23	209%	11	13	118%
Number of smallholder farmers supported by WFP	individual	6,000	12,476	208%	11,500	11,735	102%
Quantity of food purchased locally from pro-smallholder aggregation systems	metric ton	7,122	4,690	66%	4,689	2,110	45%
Quantity of food purchased locally through local and regional purchases	metric ton	80,000	90,635	113%	2,000	1,436	72%
SO3: School Feeding (on-site)							
Energy content of food distributed (kcal/person/day)	individual	576	496	86%	-	-	-
SO4: School Feeding (on-site)							
Number of children in WFP-assisted schools who received deworming treatment at least once during the year	individual	247,092	158,239	64%	-	-	-
Number of female district staff/teachers/community members that are trained with support from WFP in home grown school feeding programme design, implementation and other related areas	individual	463	445	96%	1,200	1,081	90%
Number of male district staff/teachers/community members that are trained with support from WFP in home grown school feeding programme design, implementation and other related areas	individual	480	463	97%	1,170	1,064	91%
Number of primary schools assisted by WFP	school	2,543	2,618	103%	2,623	2,657	101%
Number of technical assistance activities provided	activity	4	4	100%	4	4	100%
Food Transfer-C2-Nutrition							
SO4: Capacity Development - Strengthening National Capacities							
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	2	2	100%	-	-	-
Number of technical assistance activities provided	activity	5	10	200%	3	3	100%
Food Transfer-C3-Resilience Building							
SO3: Capacity Development - Emergency Preparedness							
Number of community groups engaging in savings and micro credit activities	individual	-	-	-	3,835	3,835	100%
Number of government / national partner staff receiving technical assistance and training	individual	40	64	160%	-	-	-
Number of technical assistance activities provided	activity	3	3	100%	3	3	100%

Output	Unit	2016			2017		
		Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned
SO3: Food-Assistance-for-Assets							
Number of people trained	individual	2,500	2,835	113%	190	256	135%

Table 11: Gender indicators

Cross Cutting Indicators	Target (Dec, 2020)	Baseline (Dec, 2015)	Previous Follow Up (2016)	Latest Follow Up (2017)
Food Transfer-C1-HGSF				
Proportion of women beneficiaries in leadership positions of project management committees	>60.00	51.00	-	51.00
Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution	>60.00	46.00	-	48.00
Food Transfer-C2-Nutrition				
Proportion of women beneficiaries in leadership positions of project management committees	>60.00	-	-	-
Food Transfer-C3-Resilience Building				
Proportion of women beneficiaries in leadership positions of project management committees	=60.00	48.00	-	45.00
Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution	=60.00	48.00	-	47.00

Table 12: Partnership Indicators

Cross Cutting Indicators	Target (Dec, 2020)	Previous Follow Up (2016)	Latest Follow Up (2017)
Food Transfer-C1-HGSF			
Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	70,000,000.00	2,843,130.00	3,430,012.00
Number of partner organizations that provide complementary inputs and services (local purchases)	25.00	5.00	1.00
Number of partner organizations that provide complementary inputs and services (on site)	5.00	5.00	4.00
Proportion of project activities implemented with the engagement of complementary partners (local purchases)	100.00	100.00	100.00
Proportion of project activities implemented with the engagement of complementary partners (on site)	100.00	100.00	100.00
Food Transfer-C2-Nutrition			

Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	2,000,000.00	61,695.00	1,213,200.00
Number of partner organizations that provide complementary inputs and services	20.00	7.00	20.00
Proportion of project activities implemented with the engagement of complementary partners	100.00	40.00	100.00
Food Transfer-C3-Resilience Building			
Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	200,000.00	172,060.00	234,560.00
Number of partner organizations that provide complementary inputs and services	8.00	8.00	9.00
Proportion of project activities implemented with the engagement of complementary partners	100.00	100.00	100.00

Annex 6 Outcome Indicators for the Evaluation Period

Table 13: Outcome Level Indicators for Component 1 - HGSM

Indicator	Target (Dec, 2020)	Baseline (Dec, 2015) ¹	Previous Follow Up (Dec 2016)	Latest Follow Up (2017)
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs				
Outcome SO3.1: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels				
Food purchased from regional, national and local suppliers, as percent of food distributed by WFP in-country	0%	14%	13%	15%
Food purchased from aggregation systems in which smallholders are participating, as percent of regional, national and local purchases	20%	12.9%	74%	83%
Food contributed by WFP, as percent of food distributed	0%	12%	8%	10%
Increased value of sales of staple crops to the HGSM programme and other structured markets by smallholder farmers through the aggregation centres network in targeted geographic areas	25%	457%	-	29%
SO4: Reduce undernutrition and break the intergenerational cycle of hunger				
Outcome SO4.1: Increased equitable access to and utilization of education				
Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted primary schools	2%	4.1%	10%	10%
Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools	2%	4%	11%	11%
Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools	2%	4.2%	10%	10%
Attendance rate in WFP-assisted primary schools	98%	95%	81%	80.8%
Gender ratio: ratio of girls to boys enrolled in WFP-assisted primary schools	1.10	0.99	0.99	0.98
Drop-out rate (boys) in WFP-assisted primary schools	0.8%	1.18%	1.29%	1.15%
Drop-out rate (girls) in WFP-assisted primary schools	1.20%	1.72%	1.67%	1.15%
Retention rate in WFP-assisted primary schools	95%	89.4%	98.6%	98.82%
Retention rate (boys) in WFP-assisted primary schools	95%	89.3%	98.7%	99.10%
Retention rate (girls) in WFP-assisted primary schools	95%	88.9%	98.3%	98.70%
Outcome SO4.2: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels				
NCI: School Feeding National Capacity Index	3	1.8 ²	-	-
Outcome SO4.3: Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children				
Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	16	0 ³	-	-

¹ Baseline data lies outside of time period under review

² Baseline year is March 2016

³ Baseline year is March 2016

Table 14: Outcome Level Indicators for Component 2 –Nutrition

Indicator	Target (Dec, 2020)	Baseline (Dec, 2015)	Previous Follow Up (2016)	Latest Follow Up (2017)
SO4: Reduce undernutrition and break the intergenerational cycle of hunger				
Outcome SO4.1: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels				
Percentage increase in production of fortified foods including complementary foods and special nutritional products	8%	65% ⁴	-	-
Percentage increase in government's funding for hunger solution tools in national plans of action (based on local currency)	80%	67%	74%	59.9%
NCI: Nutrition programmes National Capacity Index	N/A	No data	-	N/A

Table 15: Outcome Level Indicators for Component 3 - Resilience Building

Indicator	Target (Dec, 2020)	Baseline (June, 2015) ⁵	Previous Follow Up (Dec, 2016)	Latest Follow Up (Dec, 2017)
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs				
Outcome SO3.1: Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households				
CSI (Asset Depletion): Percentage of households with reduced/stabilized Coping Strategy Index	>80%	34%	54.1%	49.3%
CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index	>80%	28%	53.1%	38.5%

⁴ Baseline year is December 2016

⁵ Baseline data lies outside of time period under review

CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index	>80%	40% ⁶	54.2%	51.8%
Diet Diversity Score	No data	No data	-	-
Diet Diversity Score (female-headed households)		No data	-	-
Diet Diversity Score (male-headed households)		No data	-	-
FCS: percentage of households with poor Food Consumption Score	<1%	5%	3.5%	2.0%
FCS: percentage of households with poor Food Consumption Score (female-headed)	<1%	1%	7.7%	4.6%
FCS: percentage of households with poor Food Consumption Score (male-headed)	<1%	6%	2.6%	1.4%
FCS: percentage of households with borderline Food Consumption Score	<8%	37%	36.5%	14.7%
FCS: percentage of households with borderline Food Consumption Score (female-headed)	<7%	35%	53.8%	16.5%
FCS: percentage of households with borderline Food Consumption Score (male-headed)	<7.6%	38%	33%	14.3%
Outcome SO3.2: Improved access to household assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure households				
HAS: Household Asset Score (average)	>20	15	27.5	16.75
Outcome SO3.3: Risk reduction capacity of countries, communities and institutions strengthened				
Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	<80%	52% ⁷	83.5%	80.4%

⁶ Baseline year is June 2016

⁷ Baseline year is June 2015

Table 16: SUN Business Network: Progress against Outputs/Outcomes

Indicators	Target	Achieved by December 2017	% (progress) explanation of variance
# of new locally produced nutritious products available on the market	3	3	100%
Positive member feedback on usefulness of workshops and events held	95%	82%	86%
# of relevant research pieces conducted and disseminated	1	1	100%
# of Private Sector members	30	39	130%
# of nutrition-related partnerships facilitated	5	5	100%
% increase in sales of nutritious products	10%	53% (2016) 88.3% (2017)	Annual measure and reporting. 2016 figures
Nutrition product certification received	75%	70%	On track to be completed in time.
Nutrition product logo developed	100%	95%	

Annex 7 Financial Resources

Table 17: Planned budget and actual amounts received (2016-2017)

COUNTRY PROGRAMME 200891: 2016			
Total Planned 2016		Total Received 2016	Remarks
Component 1 School Feeding	\$ 7,790,663	\$ 3,819,000	Donors: Liechtenstein \$ 96,000 Multilaterals \$ 1,200,000, P4P \$500,000, YUM Brands \$500,000, Govt of Zambia \$ 1,288,000, Friends of Japan \$ 235,000
Component 2 Nutrition	\$ 2,397,127	\$ 799,000	Funded under Social Protection
Component 3 Disaster Response	\$ 1,797,845	\$ -	
TOTAL	\$ 11,985,635.00	\$ 4,618,000.00	
OTHER PROJECTS OUTSIDE OF THE CP: 2016			
	Planned	Received	Remarks
Sun Business Network (SBN)	\$ 297,651	\$ 297,651	Funding provided under the SUN Pool Fund by DFID, Sweden, and Irish Aid and implemented by CARE International in Zambia
R4	\$ 866,666	\$ 866,666	Funded by SDC from 2015 to 2017
PPP / FtMA	\$ 488,104	\$ 488,104	PPP is now called FtMA
SUN Mumbwa	\$ 196,605	\$ 196,605	Funded by SUN Fund from 2016 to 2017
TOTALS	\$ 1,849,026	\$ 1,849,026	

COUNTRY PROGRAMME 200891: 2017			
Total Planned 2017		Total Received 2017	Remarks
Component 1 School Feeding	\$ 9,711,928	\$ 3,046,500	Donors: German \$ 2,000,000, Govt of Zambia \$ 1,046,500
Component 2 Nutrition	\$ 2,988,286	\$ 799,000	Funded under Social Protection
Component 3 Disaster Response	\$ 2,241,214	\$ -	
TOTAL	\$ 14,941,428.00	\$ 3,845,500.00	

OTHER PROJECTS OUTSIDE OF THE CP: 2017			
	Planned	Received	Remarks
Sun Business Network (SBN)	\$ 297,651	\$ 297,651	Funding provided under the SUN Pool Fund by DFID, Sweden, and Irish Aid and implemented by CARE International in Zambia
R4	\$ 866,666	\$ 866,666	Funded by SDC from 2015 to 2017
Mosquito Nets Distribution	\$ 2,500,000	\$ 2,500,000	Funded by the Ministry of Health
Immediate Response Account Prep	\$ 115,184	\$ 115,184	Preparedness for influx of refugees was funded internally by WFP at a cost of \$ 115,184 from September to December 2017
Emergency Operation (EMOP)	\$ 803,939	\$ 803,939	This started on the 10th of Dec 2017 to respond to the influx of Congolese Refugee into Zambia and funded by WFP
Maano	\$ 250,000	\$ 250,000	Funded by Germany through the innovation hub
DMMU	\$ 30,000	\$ 79,749	Funded by DFID through the Regional Bureau
FtMA	\$ 684,891	\$ 684,891	Funded from HQ Level
SUN Mumbwa	\$ 196,605	\$ 196,605	Funded by SUN Fund from 2016 to 2017
TOTALS	\$ 5,744,936	\$ 5,794,685	

Annex 8 Evaluation Matrix

No	TOR Questions	Evaluation Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
Overarching question: What have been the results achieved through the implementation of the CP so far, what factors have affected achievement or not of planned results and what key lessons can be drawn from the implementation of the CP to inform the development and implementation of the WFP country strategic plan?						
Relevance /Appropriateness						
1	To what extent is the CP aligned with national development goals and objectives on food security, nutrition and social protection, as well as with WFP strategies, policies and normative guidance?	1.1 Alignment of CP with national development goals on FSN and social protection (PS) 1.2 Alignment of CP activities and transfer modalities with WFP country-level strategic plan (2014-2017), Gender Strategy, Strategy for Accountability to Affected Populations (AAP), and other key WFP documents (PS)	CP design documents; Vision 2030; 7NDP; relevant WFP strategy, policy and guidance documents Data from key informant interviews on Stakeholder perceptions regarding alignment	Review of relevant policy and strategic documentation KIs with CO WFP staff KIs with government officials and other non-state actors	Narrative / thematic analysis of secondary data Triangulation of information gathered between sources	Relevant documents and appropriate Key Informants are both available and strongly reliable
2	Are CP activities, including social protection and the complementary activities with smallholder farmers, appropriate to the needs of the food insecure population? ²	2.1 Clear evidence for the basis of the intervention including gender and age considerations. (PS) 2.2 Relevance of the CP, including social protection and complementary activities and transfer modalities (cash, food, vouchers), to the context and needs identified. (PS)	CP design documents; assessment reports, incl gender needs; monitoring reports, incl use of Gender Marker (if appropriate). Food security and vulnerability statistics	Review of information and national (ZVAC reports, Central Statistics Zambia reports on social and economic statistics), available.	Narrative / thematic analysis of secondary data Triangulation of available information and data gathered between sources (primary qualitative data,	Relevant documents and appropriate Key Informants / FGD participants are both available and reliable

¹ Indicators measured primarily through primary data (whether qualitative or quantitative) are noted by 'P', indicators to be measured with secondary data are noted by 'S', those indicators including both are noted by 'PS'.

² Supporting questions that will be explored will include: What priority food security and social protection needs does the response meet? On what basis or evidence were the CP activities planned? What criteria were used for the targeting of beneficiaries (both in terms of location and beneficiary selection)? How involved were communities (men and women) themselves in analysing and designing the range of interventions decided upon? Were the most vulnerable HHs /communities selected for support? How are CP activities addressing the underlying causes of gender-based malnutrition and food insecurity? How are GEWE objectives and mainstreaming principles included in the intervention design? Are the activities and inputs provided in line with beneficiary needs, market needs and project objectives? Are there any priority food security needs that the CP activities are not addressing that it should be? To what extent did the programme adapt to changes in the context and needs; was it flexible and did it react adequately to changes? How was the priority-setting conducted?

No	TOR Evaluation Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
		<p>2.3 Appropriateness of geographical and beneficiary targeting criteria (PS)</p> <p>2.4 Community, men's and women's involvement in programme design and the targeting process (PS)</p> <p>2.5 Presence of specific objectives and/or activities to address GEWE-related needs (S)</p> <p>2.6 Presence of appropriate complaints and accountability measures (S)</p>	<p>disaggregated by gender and maps.</p> <p>Qualitative data from key informant interviews and beneficiary FGDs</p>	<p>Interviews with CO WFP staff. Interviews with beneficiaries, other external stakeholders</p> <p>Focus Group Discussions (FGDs) with beneficiaries, ensuring that the voices of women, men, girls and boys are heard, used and triangulated.</p>	<p>secondary documentation, etc), locations, activity and beneficiary status (i.e. gender and age)</p>	
3	To what extent does the HGSM programme as currently designed and implemented complement other social protection instruments in Zambia?	<p>3.1 Coherence of HGSM objectives, activities, target groups and areas with social protection instruments implemented/supported by government, UN agencies and others (PS)</p> <p>3.2 Timing of establishment of partnerships (to assess extent to which synergies with other relevant partners was intentionally sought at design stage) (PS)</p>	<p>HGSM documentation; other relevant social protection programme documents</p> <p>Quantitative data from other social protection documents in Zambia</p> <p>Qualitative data from key informant interviews on Stakeholder perceptions regarding coherence</p>	<p>Review of relevant documentation.</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government, civil society and UN officers</p>	<p>Narrative / thematic analysis of secondary data</p> <p>Triangulation of information gathered between sources</p>	<p>Relevant documents and appropriate Key Informants are both available and reliable</p>
4	To what extent does the Nutrition and Resilience building as currently designed and implemented complement other food and nutrition security	<p>4.1 Coherence of Nutrition and Resilience objectives, activities, target groups and areas with other FNS policies and strategies implemented/supported by government, UN agencies and others (PS)</p>	<p>Nutrition and Resilience documentation; other relevant FNS policy & programme documents</p> <p>Quantitative data from resilience building and nutrition documents in</p>	<p>Review of relevant documentation.</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government and UN officers</p>	<p>Narrative / thematic analysis of secondary data</p> <p>Triangulation of information gathered between sources</p>	<p>Relevant documents and appropriate Key Informants are both available and reliable</p>

No	TOR Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
	policies and strategies in Zambia?	4.2 Timing of establishment of partnerships (to assess extent to which synergies with other relevant partners was intentionally sought at design stage) (PS)	Zambia disaggregated by gender Qualitative data from key informant interviews on Stakeholder perceptions regarding coherence			
5	To what extent do the Farm to Market Alliance (FtMA) and Virtual Farmers Market ('Maano'), as currently designed and implemented, link with the three components of the Country Programme? What are some potential linkages for the future?	5.1 Coherence of FtMA and Maano objectives, activities, target groups and sites with the three CP components (PS) 5.2 Timing of establishment of partnerships (to assess extent to which synergies with other relevant partners was intentionally sought at design stage) (PS) 5.3 Number and types of potential future linkages identified by stakeholders and the ET	CP, FtMA and Maano documentation Quantitative data from WFP documents disaggregated by gender Qualitative data from key informant interviews on Stakeholder perceptions regarding linkages	Review of relevant documentation KIs with CO WFP staff KIs with relevant partners and stakeholders	Narrative / thematic analysis of secondary data Triangulation of information gathered between sources	Relevant documents and appropriate Key Informants are both available and reliable
Effectiveness						
6	Is the HGSM programme implementation achieving the outputs and outcomes as outlined in the design phase, for targeted women, men, boys and girls? ³	6.1 Comparison of latest sex-disaggregated output / outcome monitoring data with baseline and targets (for all indicators for which data are available, as per logframe) (S) 6.2 Comparison of existing monitoring data with GEWE-relevant	HGSM monitoring data and reports Relevant secondary data provided by cooperating partners and other key informants (e.g. District Education Officers, UNICEF)	Review of available HGSM documentation and data KIs with CO WFP staff KIs with relevant government and UN officers	Comparison of actual data with baselines and targets Triangulation of data available from different sources	HGSM monitoring data are not available for attendance (see Qu.13) National Capacity Index data are

³ Sub-questions to be addressed here include: Are there unintended effects (positive or negative) on targeted women, men, boys and girls in relation to HGSM activities? (Qu. 11) What are the internal and external factors that influence achievement (or not) of the intended outcomes of the three components?(Qu.12) Internal factors (within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting?; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ)?; the partnership and coordination arrangements?; etc. (Qu. 12a) External factors (outside WFP's control): the external operating environment?; the funding climate?; external incentives and pressures?; environmental factors (e.g. climate change, drought, insect infestations),

No	TOR Questions	Evaluation Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
		information and sex-disaggregated qualitative data collected by ET (PS) 6.3 Extent to which vulnerable women (e.g. producers and/or traders) and/or girls report being empowered in their communities by the HGSM programme and why (P)	Qualitative data from key informant interviews and FGDs on Stakeholder perceptions on underlying reasons for achievements or lack thereof	FGDs (school children, supportive staff, parent bodies etc)		available; from 2018, this will be called the Zero Hunger Capacity Index Reliability of existing monitoring data to be determined through comparison with qualitative data to be collected.
7	Is implementation of the Nutrition activities achieving outcomes as outlined in the design phase?	7.1 Comparison of latest sex-disaggregated output / outcome monitoring data with baseline and targets (for all indicators for which data are available, as per logframe) (S) 7.2 Comparison of existing monitoring data with GEWE-relevant information and sex-disaggregated qualitative data collected by ET (PS) 7.3 Extent to which GEWE-sensitive strategies/activities are incorporated into government nutrition strategies, guidelines and frameworks (PS)	Nutrition monitoring data and reports Relevant secondary data provided by cooperating partners and other key informants Qualitative data from key informant interviews on Stakeholder perceptions on underlying reasons for achievements or lack thereof	Review of available Nutrition documentation and data KIIs with CO WFP staff KIIs with relevant government officers and other stakeholders	Comparison of actual data with baselines and targets Triangulation of data available from different sources	Limited data availability: Official data come from the Demographic Health Survey (2014); not much programme-level data with the exception of Mumbwa District. No National Capacity Index (NCI) data.

infrastructure/transport issues that limit accessibility, etc. (Qu. 12b). What levels of absenteeism (due to illness) have been recorded by the on-going monitoring processes? What were the results / impact of the de-worming initiative?

No	TOR Evaluation Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
						Reliability of existing monitoring data to be determined through comparison with qualitative data to be collected.
8	To what extent has the SUN Business Network been able to raise awareness (of government, the development community, and the private sector itself) of on the role of the private sector in the production of nutritious products?	<p>8.1 Number of new locally produced nutritious products available on the market (PS)</p> <p>8.2 Increase in the number of Private Sector SBN members, and the gender balance of their employees (incl overall numbers and positions) (PS)</p> <p>8.3 Number and range of recent nutrition policy, strategy and programme documents that recognize the role of the private sector (PS)</p> <p>8.4 Number and types of female and male stakeholders who are able to articulate the role of the private sector in the production of nutritious products (P)</p>	SBN monitoring data and reports Nutrition policy, strategy and programme documents. Relevant secondary information provided by key informants Qualitative data from key informant interviews	Review of available SBN documentation and data KIIs with CO WFP staff KIIs with relevant stakeholders	Narrative / thematic analysis of secondary data Triangulation of information gathered between sources	Indicators 8.1 and 8.2 are in the SBN logframe and data are available.
9	Is implementation of the Resilience building activities achieving outputs and outcomes as outlined in the design phase, for targeted women, men, boys and	9.1 Comparison of latest sex-disaggregated output / outcome monitoring data with baseline and targets (for all indicators for which data are available, as per logframe) (S)	Resilience building monitoring data and reports Relevant secondary data provided by cooperating	Review of available Resilience building documentation and data KIIs with CO WFP staff KIIs with relevant government officers,	Comparison of actual data with baselines and targets Triangulation of data available from different sources	Resilience building monitoring data are not available for some indicators, i.e.

No	TOR Questions	Evaluation Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
	girls? ⁴ What is the extent to which the outputs and outcomes lead to or likely to lead to the realization of the operational objectives of the CP? ⁵	<p>9.2 Comparison of existing monitoring data with GEWE-relevant information and sex-disaggregated qualitative data collected by ET (PS)</p> <p>9.3 Extent to which vulnerable women farmers report being empowered in their communities by the Resilience-building programme and why (e.g. increased food security, income, access to savings and credit, asset ownership, leadership role, decision-making power, etc.) (P)</p>	<p>partners and other key informants</p> <p>Qualitative data from key informant interviews on Stakeholder perceptions on underlying reasons for achievements or lack thereof</p>	cooperating partners and other stakeholders		<p>Dietary Diversity Score, Community Assets Score</p> <p>Reliability of existing monitoring data to be determined through comparison with qualitative data to be collected.</p>
10	In what ways do FtMA and Maano activities have the potential to contribute towards the achievement of the outputs and outcomes of the three CP components? What are the lessons learned from the current and former marketing activities with smallholder farmers that	<p>10.1 Number and range of ways in which FtMA/Maano activities link with or have the potential to link with the three CP components (PS)</p> <p>10.2 Extent to which vulnerable women farmers and/or traders report being empowered in their communities by the marketing activities and why (e.g. increased food security, income, access to credit, asset ownership, leadership</p>	<p>Relevant project documentation and reports</p> <p>Qualitative data from key informants, beneficiaries and stakeholders</p>	<p>Review of available documentation and data</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers, cooperating partners and other stakeholders</p> <p>FGDs with beneficiaries, ensuring that the voices of</p>	<p>Narrative / thematic analysis of secondary data</p> <p>Triangulation of available information and data gathered between sources (primary qualitative data, secondary documentation, etc), locations, activity and</p>	<p>Relevant documents are available for FtMA.</p> <p>Key Informants are both available and reliable</p>

⁴ Sub-questions to be addressed here include: Are there unintended effects (positive or negative) on targeted women, men, boys and girls in relation to Resilience activities? (Qu. 11) What are the internal and external factors that influence achievement (or not) of the intended outcomes of the three components?(Qu.12) Internal factors (within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting?; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ)?; the partnership and coordination arrangements?; etc. (Qu. 12a) External factors (outside WFP's control): the external operating environment?; the funding climate?; external incentives and pressures?; environmental factors (e.g. climate change, drought, insect infestations), infrastructure/transport issues that limit accessibility, etc. (Qu. 12b).

⁵ Another way of asking this question is: Are outcomes a consequence of the outputs obtained through the WFP assistance?

No	TOR Questions	Evaluation Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
	are relevant to the HGSM and Resilience components?	role, decision-making power, etc.) (P) 10.3 Number of range of lessons from produce marketing activities that can be applied to the HGSM and Resilience components (PS)		women and men are heard, used and triangulated.	beneficiary status (i.e. gender and age)	
Efficiency						
11	Is the HGSM implemented in the most efficient way? How can current reporting systems be improved to ensure that there are no data gaps in future?	11.1 Timeliness of HGSM activities (PS) 11.2 Relative costs of chosen modalities and their effectiveness compared to alternatives (pilots) (PS) 11.3 Quality of HGSM services provided (PS) 11.4 Number of alternative implementation approaches identified by stakeholders as more cost efficient than present approaches (P) 11.5 Comparison of monitoring data from mobile technology reporting activities with existing secondary data collected (S) 11.6 Number and range of challenges reported by female and male stakeholders on use of mobile technology reporting systems (P)	Project data, monitoring reports, SPR, IP reports Existing quantitative data on cost benefit analysis of HGSM activities Qualitative data from key informant interviews and FGDs for Stakeholder perceptions on efficiency of process disaggregated by activity	Review of relevant documentation KIs with CO WFP staff KIs with relevant government officers, cooperating partners and other stakeholders FGDs with beneficiaries, incl. school children, supportive staff, parent bodies, smallholder vegetable farmers, etc (for timeliness and quality). FGDs will be undertaken in such a way so as to ensure that the voices of women, men, girls and boys are heard, used and triangulated.	Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type of stakeholder and gender, location, and component Quantitative comparisons of data reported and data collected by ET Triangulation of available information and data gathered between sources (primary qualitative data, secondary documentation, etc), locations, activity and beneficiary status (i.e. gender and age)	Reliability of pilot monitoring data compiled by mobile technology to be determined through qualitative information to be collected.
12	What has been the role of the multi-sectoral TWG in	12.1 Number and range of roles identified for the TWG (PS)	Qualitative data from documentation and key informant interviews	Review of relevant documentation, e.g.	Thematic analysis of qualitative results through frequency of	TWG meeting minutes and

No	TOR Evaluation Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
	achieving the objectives of the HGSM?			TWG meeting minutes and TOR (if available) KIIs with CO WFP staff KIIs with TWG members	emergent themes, disaggregated (as possible) by type of stakeholder and gender	TOR are available TWG members available and reliable
13	Has the HGSM food ration been adequate to address the food and nutritional needs of beneficiaries?	<p>13.1 Comparison of planned ration with actual rations over locations and time (S)</p> <p>13.2 Nutritional quality of actual rations in relation to food and nutritional needs identified for women, men, girls and boys (S)</p> <p>13.3 Range of stakeholder and beneficiary perceptions regarding rations for women, men, girls and boys (P)</p>	<p>Project data, monitoring reports, SPR, IP reports</p> <p>Qualitative data from key informant interviews and FGDs</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers, cooperating partners and other stakeholders</p> <p>FGDs with beneficiaries, incl. school children, supportive staff, parent bodies, etc. FGDs will be undertaken in such way so as to ensure that the voices of women and men are heard, used and triangulated.</p>	<p>Descriptive analysis of quantitative data</p> <p>Triangulation of available information and data gathered between sources (primary qualitative data, secondary documentation, etc), locations, activity and beneficiary status (i.e. gender and age)</p> <p>Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type of stakeholder, gender and location</p>	<p>Secondary data on actual rations to be verified with qualitative data collected by ET</p> <p>Beneficiary perceptions will need to be triangulated with other data</p>
14	Has the HGSM targeting criteria been sufficient to address national priority areas?	<p>14.1 Alignment of targeting criteria with national priority areas</p> <p>14.2 Alignment of targeting criteria with key vulnerability indicators (food insecurity, poverty, stunting rates, frequency of disasters and epidemics)</p>	<p>Project design documents and maps, government strategy documents and maps</p> <p>Qualitative data from key informant interviews</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers,</p>	<p>Map comparisons</p> <p>Triangulation of data available from different sources</p>	<p>Relevant documents, maps and appropriate Key Informants are both available and reliable</p>

No	TOR Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
				cooperating partners and other stakeholders		
15	Is the Nutrition component implemented in the most efficient way compared to alternatives? Is there potential for learnings from Zambia for other WFP countries?	<p>15.1 Timeliness of Nutrition activities (PS)</p> <p>15.2 Relative costs of chosen modalities and their effectiveness compared to alternatives (PS)</p> <p>15.3 Usefulness / relevance of support provided (PS)</p> <p>15.4 Number of alternative implementation approaches identified by stakeholders as more cost efficient than present approaches (P)</p> <p>15.5 Number and types of lessons from Zambia for other countries (PS)</p>	<p>Project data, monitoring reports, SPR, IP reports</p> <p>Qualitative data from key informant interviews and FGDs for Stakeholder perceptions on efficiency of process disaggregated by activity</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers, cooperating partners and other stakeholders</p>	<p>Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type of stakeholder and gender, location, and component</p> <p>Quantitative comparisons of data reported and data collected by ET</p> <p>Triangulation of data available from different sources</p>	Information from reports to be verified with qualitative information to be collected by ET
16	Are the DRR and resilience activities implemented in the most efficient way?	<p>16.1 Timeliness of DRR and Resilience activities (PS)</p> <p>16.2 Relative costs of chosen modalities and their effectiveness compared to alternatives (PS)</p> <p>16.3 Quality of services provided (PS)</p> <p>16.4 Number of alternative implementation approaches identified by stakeholders as more cost efficient than present approaches (P)</p>	<p>Project data, monitoring reports, SPR, IP reports</p> <p>Quantitative data on CBA of DRR resilience activities</p> <p>Qualitative data from key informant interviews and FGDs for Stakeholder perceptions on efficiency of process disaggregated by activity</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers, cooperating partners and other stakeholders</p> <p>FGDs with beneficiaries, ensuring that the voices of women and men are heard, used and triangulated.</p>	<p>Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type of stakeholder and gender, location, and component</p> <p>Quantitative comparisons of data reported and data collected by ET</p> <p>Triangulation of available information and data gathered between</p>	Information from reports to be verified with qualitative data to be collected by ET

No	TOR Evaluation Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
					sources (primary qualitative data, secondary documentation, etc), locations, activity and beneficiary status (i.e. gender and age)	
	Sustainability					
17	To what extent has the CP promoted and generated community ownership through the HGSM and Resilience components? What is the level of community ownership?	<p>17.1 Number and range of ways in which CP has promoted community ownership (PS)</p> <p>17.2 Types and extent of community, women's and men's investments in the two components (e.g. community stores, land, financial contribution, etc) (PS)</p> <p>17.3 Types and extent of decision-making by communities, women and men in component activities (PS)</p>	<p>Project documentation</p> <p>Quantitative data on government contribution towards the two CP components</p> <p>Qualitative data from key informant interviews and FGDs for Beneficiary and stakeholder perceptions relating to community ownership</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers, cooperating partners and other stakeholders</p> <p>FGDs with beneficiaries, ensuring that the voices of women and men are heard, used and triangulated.</p>	<p>Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type of stakeholder and gender, location, and component</p> <p>Quantitative comparisons of data reported and data collected by ET</p> <p>Triangulation of available information and data gathered between sources (primary qualitative data, secondary documentation, etc), locations, activity and beneficiary status (i.e. gender and age)</p>	Information from reports to be verified with qualitative data to be collected by ET

No	TOR Evaluation Questions	Measure/Indicator ¹	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Availability and Reliability of Evidence
18	How ready and willing is the government to fully manage and implement the HGSM programme? ⁶ What are the constraints and challenges that need to be overcome to achieve the expected transition to government implementation of the HGSM? How can WFP best support the government in this respect? ⁷	<p>18.1 Types and extent of government investments in the HGSM programme (as for 17.2 above) (PS)</p> <p>18.2 Types and extent of decision-making by government in the HGSM programme (as for 17.3 above) (PS)</p> <p>18.3 Types and extent of relevant capacity for HGSM programme management and implementation in the government (at all levels) (PS)</p>	<p>Project documents and government documents.</p> <p>Qualitative data from key informant interviews</p>	<p>Review of relevant documentation</p> <p>KIIs with CO WFP staff</p> <p>KIIs with relevant government officers</p>	<p>Thematic analysis of qualitative results through frequency of emergent themes, disaggregated (as possible) by type and gender of stakeholder</p> <p>Triangulation of data available from different sources</p>	

⁶ Sub-questions will include: To what extent have the activities of the HGSM component been integrated into national systems, strategies and budgets? (Qu. 20)

To what extent have capacity development strategies (institutions and individuals) been designed and implemented under the HGSM component? (Qu. 21)

⁷ What have been the lessons learned from the technical assistance for social protection that can be applied to HGSM and other CP components?

Annex 9 Documents Reviewed

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
Orienting Documents		
WFP Orientation Guide and related documents	Corporate Evaluation Strategy (2016-2021)	Y
	Decentralised Evaluation Quality Assurance System DEQAS Process Guide_April 2017	Y
	Evaluation Inception Report Template1	Y
	Handbook_Integrating Human Rights and Gender Equality in Evaluation-towards UNEG Guidance	Y
	Orientation Guide for Evaluation Companies Key facts about WFP & its operations	Y
	Tech Note_Integrating Gender in Decentralized Evaluations	Y
	TN_Communication	Y
	TN_Evaluation Matrix	Y
	TN_Evaluation Methodology and Methods	Y
	TN_Evaluation Questions and Criteria	Y
	TN_Norms and Standards for Decentralized Evaluations	Y
	TN_Stakeholder analysis	Y
	TN_Using Logical Models in Evaluation	Y
	UNEG Code of Conduct for Evaluation in the UN System to be signed by Evaluators	Y
	UNEG Norms & Standards for Evaluation_English-2017	Y
UNEG_FN_COC_2008_CodeOfConduct	Y	
WFP Evaluation Policy	Y	
Information on the CO structure, location, sub-offices, organigram		Y
Indicator Definitions		

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received – Y/N (N/A)
Detailed indicator descriptions for each beneficiary category relevant to the evaluation including specification of: counting methodology, beneficiary multiplier effects applied, gender ratios applied, assumptions regarding overlap with other categories. ¹	No programme-specific indicator definitions provided.	Y
Technical guidance regarding beneficiary counting and ration counting pertaining to the evaluation subject.	2014-2017 SRF Indicator Compendium	Y
	CRF Outcome and Output Indicator Compendium_April 2017 version	Y
	Food Consumption Score_FCS-N_Nutritional Quality Analysis_ Tech Guidance Note	Y
	WFP Nutrition_Measuring nutrition indicators_SRF 2014-2017	Y
Project documents		
Appraisal mission report		N
Project document (including Logical Framework in Annex)	Zambia+CP+200891_Project+Narrative_EB+Approved	Y
	Annex+II+-+Zambia+CP+200891_summary+logframe	Y
	Zambia+CP+200891_Approved+LTSH+matrix_15+Sept+2015	Y
Revised logframe (if different from Project Document)		N
Activity Summaries		N
Budget Revisions	Zambia+CP+200891+BR01_Project+Narrative_+Final+_+28Dec16	Y
	Zambia+CP+200891+BR01_Project+Narrative_CD+signed_5Jan17	Y
	ZMCO BR01 CP 200891 28 December 2016	Y
	Approved+LTSH+matrix+Zambia+200891	Y
	Zambia+CP+200891+BR02_Budget_3May17	Y
	Zambia+CP+200891+BR02_Project+Narrative_RD+signed_3May17	Y
	Zambia+CP+200891+BR02_Project+Narrative+_+3May17	Y
	Zambia+CP+200891+BR03_Approved+LTSH+Matrix	Y

¹ According to WFP Guidance for Accurate and Consistent Beneficiary Counting (Learning Activity 1.4 – Handout 1, received from Liberia CO), “The CO should document whatever methods are used to calculate beneficiary figures for their own institutional knowledge.”

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	Zambia+CP+200891+BR03_Budget_14July17	Y
	Zambia+CP+200891+BR03_Project+narrative_14July17	Y
	Zambia+CP+200891+BR03_Project+narrative_RD+signed_14July17	Y
	Zambia CP 200891 BR04 Project Narrative _7Nov17	Y
	Zambia CP 200891 BR04_Project Narrative_CD signed_7Nov17	Y
Note for the record (NFR) from Programme Review Committee meeting (for original operation and budget revisions if any)		N
Approved Excel budget (for original operation)	Zambia+CP+200891_Budget_FINAL_15+Sept+2015	Y
Operational Plan (breakdown of beneficiary figures and food requirements by region/activity/month and partners)	Zambia+CP+200891+PPIF+resubmitted+08+Sept+2015	Y
Other relevant operations ongoing (PDs, SPRs)		N
Country Programme Action Planning (CPAP) and other MOUs/LOUs		N
Country Office Strategic Documents		
Country Strategy Document (if any)	TS+Zambia+T-ICSP+(Jan+2018+-+Jun+2019)	Y
	Zambia_TICSP_narrative_9Oct2017_CLEAN	Y
	Zambia+T-ICSP+line+of+sight	Y
	Zambia+T-ICSP+logframe	Y
	Zambia+T-ICSP+SC+matrix	Y
	Zambia+T-ICSP+Summary+Logframe_CM-L006	Y
	ZMCO+CPB+Explanation_29+June+2017	Y
NFR from Strategic Review Committee meeting (if any)		N
Other CO planning documents (if any)		N
Assessment Reports		
Crop and Food Security Assessments (FAO/WFP)		N
Emergency Food Security Assessments		N

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
Food Security Monitoring System Bulletins		N
Market Assessments and Bulletins	Zambia_8_Jan_Feb (2)	Y
	Zambia_9_March	Y
	Zambia_10_April	Y
	mVAM_Zambia12_June2017	Y
	Zambia_mVAM bulletin 2_July 2016_2	Y
	Zambia_13_Sept 2017	Y
Joint Assessment Missions (UNHCR/WFP)		N
Inter-Agency Assessments		N
Rapid needs assessments		N
Cash and voucher feasibility studies		N
Integrated Phase Classification (IPC) reports		N
Other assessment reports		N
Monitoring & Reporting Documents		
M&E Plan	2016 ME Plan and Budget_ Zambia CO_RB approved_17.03.2016_with updated baselines and targets for NCI	Y
	Copy of Copy of 2016 ME Plan and Budget_ Zambia CO_revised_Final rev_04.11.16	Y
	R4 Zambia ME Plan	Y
COMET logframes	CP 200891.C1_HGSM COMET logframe	Y
	CP 200891.C2_Nutrion_COMET logframe	Y
	CP 200891.C2_Resilience building_COMET logframe	Y
Country Situation Report (SITREP)		N
Field Visits mission report	FIELD MISSION REPORT- District Visits for May report-July 2017	Y
	FIELD MISSION REPORT-MNPs-petauke-december-2017	Y
	FIELD VISIT REPORT, Senanga, Mongu and Kalabo August 2017	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	HGSF Mission Report to Eastern Province - March 2017	Y
	HGSF Mission Report to Petauke - March 2017	Y
	Mission report_ Petauke	Y
	Mission Report_CHIRUNDU DISTRICT	Y
	Mission Report_Gerald_JAR	Y
	Mission Report_Mumbwa District (002)	Y
	MNPs Field Mission Report-Petauke-2017	Y
Country Executive Brief	Cleared February 2016 Executive Brief	Y
	Cleared zambia executive brief _ march 2016	Y
	CB_Zambia _ April 2016	Y
	Cleared Zambia Executive Brief June 2016	Y
	Cleared Zambia Country Brief _ 2016	Y
	Zambia CB January 2017 _ HQ Cleared	Y
	Zambia CB February 2017 _ Cleared	Y
	March 2017 country brief _ hq cleared	Y
	March 2017 executive brief _ hq cleared	Y
	Zambia CB April 2017	Y
	Zambia CB August 2017	Y
	Zambia CB August _ FINAL	Y
	Zambia CB July 2017	Y
	Zambia CB JULY	Y
	Zambia CB June 2017	Y
	Zambia CB November 2016	Y
Zambia CB September 2016	Y	
	Zambia Cleared CB May 2017	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	Zambia Cleared EB May 2017	Y
	ZAMBIA Country Brief - MARCH 2016	Y
	Zambia Country Brief October 2017 _ HQ Cleared	Y
	Zambia EB April 2017	Y
	Zambia EB August 2017	Y
	Zambia EB August _ FINAL	Y
	Zambia EB February 2017 - Cleared	Y
	Zambia EB January 2017 _ HQ Cleared	Y
	Zambia EB July 2017	Y
	Zambia EB JULY	Y
	Zambia EB June 2017	Y
	Zambia EB November 2016	Y
	Zambia EB September 2016	Y
	Zambia Executive Brief October 2017 _ HQ Cleared	Y
	ZAMBIA EXECUTIVE BRIEF _ APRIL 2016 _ Cleared	Y
ZAMBIA EXECUTIVE BRIEF _ MAY _ DRAFT	Y	
Food Distribution and Post-Distribution Monitoring Reports		N
Monthly Monitoring Reports	Report_R4 Zambia Crop Monitoring	Y
	R4 AR 2014_WEB	Y
	R4 Zambia Quarterly Progress Report Oct-Dec 15	Y
	R4 Zambia Q4 Progress Report-2015_update	Y
	R4 M&E Process Monitoring Mission Report	Y
	R4 Global Retreat- Report Final	Y
	Monthly report- January	Y
	Monthly Report -Feb 2016-final	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	R4_QR1_10juneLayout Jan March 2016	Y
	R4 Monthly Report - June doc-Crissy	Y
	July Monthly Report-Final	Y
	R4 Quarterly report Aug Oct 2016 .docx	Y
	Quarterly Report Oct to Dec 2016	Y
	R4 -Nov 2016 monthly report	Y
	R4 December 2016 Monthly report	Y
	R4 Zambia Q1 Progress Report-2016 Report	Y
	Quarterly Report 2015 July Sept	Y
	Quarterly Report Oct to Dec 2016	Y
	R4 Zambia Outcome Report 2016_Round1	Y
Beneficiary Verification Reports		N
Donor specific reports	SBN 2016 CARE Quarter 1 Report_Final	Y
	SBN 2016 CARE Quarter 2 Report_v2 01 07 2016_Final	Y
	SBN 2016 CARE Quarter 3 Reportv2_Final	Y
	SBN 2016 CARE Quarter 4 Report_Final 5.1.2017	Y
	SBN 2017 CARE Quarter 1 Progress Report_F v07 04 2017	Y
	SBN 2017 CARE Quarter 2 Progress Report_F	Y
	SBN 2017 CARE Quarter 3 Progress Report_05.10.2017_await Case Study	Y
Standard Project Reports (SPRs)	CP 200891- Narrative report - SPR 2016_publicised	Y
Other (as specified in project documents)	P4P story Zambia-final _December 2013	Y
	Presentation on Data Winners Pilot to the HGSM TWG	Y
	R4 Zambia Outcome Report_Round1_Final.pdf	Y
	R4 Zambia Outcome Report_Round2_final.pdf	Y
	R4 Zambia Baseline Report_New_Camps_Update.pdf	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	R4 Zambia Baseline Report Nov 15. FD.pdf	Y
Output Monitoring Data (database-generated data)²		
Actual and Planned beneficiaries by activity and district/ location by year and by month (SCOPE data)		N
Male vs. Female beneficiaries by activity and district/ location by year and month (SCOPE data)		N
Beneficiaries by age group (SCOPE data)		N
Actual and Planned tonnage distributed by activity by year and month (COMPAS and LESS data)		N
Number of rations distributed by year and month per activity and type of beneficiary (CO databases, partner monitoring data)	2016 tonnage distributed and beneficiaries reached	Y
Commodity type by activity		N
Actual and Planned cash/voucher requirements (US\$) by activity by year and month		N
Outcome monitoring reports/data	2016 SPR_Outcome data_except Attendance rate_all HGSM districts	Y
Other output monitoring related documents/data	2016 Component 1 Change in Enrolment data_10.03.2017	Y
	2017 Drop Out Rates and Retention Rates revised_HGSM Districts	Y
	COMET_Actuals_-_Commodities_2016	Y
Operational documents		
Organigram for main office and sub-offices	(Folder is empty)	Y
Activity Guidelines		N
Mission Reports	Musika Annual Report FtMA 2016-2017.pdf	Y
Pipeline overview for the period covered by the evaluation		N
Logistics capacity assessment		Y

² For sources in this category, the CO will likely have to run fresh queries and compile/analyze data at a deeper level than what it typically required to meet standard reporting requirements. It is important to specify a focal point for interfacing with the CO information management systems throughout the evaluation.

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
Other operational documents	FtMA_PP-Lessons Learnt final.pptx	Y
	FtMA_2017_End of Season Presentation_FINAL2	Y
	Consolidation Hub Model - Description.pdf	Y
	Consumer Preferences Workshop presentation.pdf	Y
	Draft SBN Strategy on a Page _ 2018- 2020.pdf	Y
	Food Quality Compliance_How To Guide.pdf	Y
	Food & Drug Compliance_How To Guide.pdf	Y
	Fortification_How To Guide_v11.pdf	Y
	Good Food Logo Overview 22.6.2017.pdf	Y
	Good Nutrition Logo Overview.pdf	Y
	NUTRI TOOL.pdf	Y
	NUTRI TOOL.pdf	Y
	RBJ Country Guide to SBN.pdf	Y
	SBN 2016 Quarterly Event Presentation_vF.pdf	Y
	SBN Full Strategy ZAMBIA_v.Share.pdf	Y
	SBN Membership Form.pdf	Y
	SBN Newsletter_August 2015.pdf	Y
	SBN Newsletter_February 2016.pdf	Y
	SBN Overview vJune 17.pdf	Y
	SBN Overview.pdf	Y
	SBN Overview & Strategy_vOct 16.pdf	Y
	SBN Strategy on a Page _ 2015 - 2017.pdf	Y
	SBN Strategy on a Page _ 2018 - 2020.pdf	Y
	SBN Strategy on a Page.pdf	Y
	SBN STRUCTURE.pdf	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	SUN Business Network Launch - As It Happened.pdf	Y
	SUN Business Network Narrative one-pager v 1 21 3 2017.pdf	Y
	SUN Business Network_Logo Project Launch Event_...appened_v3.pdf	Y
	Price Determination Committee minutes_2016 signed copy.pdf	Y
Partners		
Annual reports from cooperating partners	(Folder is empty)	N
List of partners (Government, NGOs, UN agencies) by location/ activity/ role/ tonnage handled		N
Field level agreements (FLAs), Memorandum of Understanding (MOUs)	CUTS_FL A 2017	Y
	Java_FL A 2017	Y
	PEPZ_FL A 2016	Y
	TNS_FL A Part 1	Y
	TNS_FL A Part 2	Y
	DAPP FL A	Y
	Signed DAPP FL A July 2016 to June 2017	Y
	MoU WFP and DAPP	Y
	MoU Vision Fund Zambia	Y
	MOU -WFP -VFZ R 4 Phase II	Y
	DAPP agreement- implementation stage 2015 to 2016	Y
	Mayfair Contract	Y
Mayfair insurance company letter of extension of WII for 2016-2017	Y	
Partnership assessment/evaluation/review reports		N
Other partnership related documents	Technical Agreement final and signed-HGSM	Y
	Java_Addendum 2017	Y
	PEPZ_Addendum 2017	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	TNS_Addendum 1	Y
	TNS_Addendum 2	Y
	TNS_Addendum 3	Y
Cluster/ Coordination meetings		
Logistics/Food Security/Nutrition cluster documents	Report-Good Nutrition Logo Workshop 2	Y
NFRs of coordination meetings	Food Security Sector Meeting_NFR_02112017	Y
	FW NFR ME WG Dec meeting and Draft Zero 7NDP Implementation Plan	Y
	NFR - HGSM MEETING HELD AT MOGE ON 20TH SEPTEMBER 2017 (00000002) FINAL	Y
	NFR - MOGE 13.12.2017 (00000004)	Y
	NFR M&E work-stream meeting	Y
	NFR_Task team on Quality Assurance of UNDSPP Result Groups MOT and 2016 Workplans_2Feb2016	Y
	UN_Programme Advisory Meeting_NFR_04082017	Y
Relevant cluster monitoring plans and/or reports	Final_Report_Good-Nutrition-Logo-Workshop 1_20161026	Y
Other interagency related documents	Advisory Board Meeting Minutes - 11 03 2016	Y
	Good Food Logo Steering Committee TOR_F	Y
	HGSM meeting held at MoGE on 20th September, 2017	Y
	Minutes 9.11.2017 AT MoGE	Y
	Minutes of Stakeholder meeting 17 Oct 2017	Y
	Minutes of the Good Food Logo Steering committee briefing_19 07 2017_tm	Y
	Minutes of the Good Food Logo Steering committee briefing_19.07.2017	Y
	Minutes of the technical working group held at MoGE on 12th September	Y
	minutes-adHocMeeting-20170224	Y
	SBN Advisory Board Meeting Agenda	Y
	SBN Structure	Y
	Steering Committee Contact List	Y

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
	Steering Committee Nominees	Y
	Terms of Reference- SBN Advisory Group	Y
	Logo Steering committee_TOR	Y
United Nations and Government related documents		
National development planning documents	Final 7NDP_Vol 1_ 07-06-17.pdf	Y
	7NDP (2017-2021) Vol 1.pdf	Y
Relevant National policy and strategy documents	National Gender Policy_2014.pdf	Y
	National-Policy-on-Climate-Change.pdf	Y
	Social Protection Policy Brief.pdf	Y
	NSPPolicy MASTER COPY-14042014.pdf	Y
United Nations Assistance Framework/Plan (UNDAF/P)	ZMB 2016 UNSDPF.pdf	Y
UNDAF/P results framework (if not in main document)		N
Strategic Response Plan/Crisis Response Plan (if applicable)		N
Donors Joint Assistance Strategy (JAS)		N
Joint programme documents (if applicable)		N
Other UN/Government related documents	Zambia Disaster Management Act_2010.pdf	Y
Resource mobilisation		
Resource Situation updates	(empty)	N
Contribution statistics by month		N
Resource mobilization strategy	Zambia+CP+200891_Resource+Mobilisation+Strategy	Y
NFRs Donor meetings		N
Donor proposals (if applicable)		N
Other resourcing and donor related documents		N
Evaluations/ Reviews		

Data Source Type (added categories)	Comment / Titles & dates of documents received (add rows as needed)	Received - Y/N (N/A)
Centralized Evaluations/ reviews of past or on-going operation	PPP Evaluation Report-FINAL (2).docx	Y
	WFP 2008-2013 Purchase for Progress Initiative-A St...m)_Oct 2011.pdf	Y
	Zambia CP 200157_2011-2015_Mid-term Evaluation ...Sept 2014.pdf	Y
Decentralized Evaluations/ reviews of past or on-going operation	School Feeding NCI _March 2016 baseline value.xlsx	Y
	Final Evaluation Report of the Direct Response in Zambia.pdf	Y
Review reports of past or current operations	ANNEX2 OF R4.MTE REPORT.pdf	Y
	ANNEX2 OF R4.MTE REPORT.pdf	Y
	R4 ZAMBIA OUTCOME 3_Final Report.pdf	Y
	R4 ZAMBIA OUTCOME 4_Final Report.pdf	Y
	World food Program Scaling Up Nutrition Mumbwa Report.docx	Y
	PPP Evaluation Report-FINAL (2).docx	Y
Other performance assessment/review related documents		N
Studies by the CO and its partners		
Maps		
Updated Operational Map	ICSP Operational Map	Y
Logistics Map	Logistics Map	Y
Food/Cash/voucher Distribution Location Map	HGSM Map	Y
	HGSM Map2	Y
Food Security Map	R4 MAP	Y
Other documents collected by the team (including external ones)		
Specify		
Specify		
Specify		

Annex 10 Methodology and Field Schedule

(copied and updated from Inception Report)

Methods: The evaluation matrix attached in Annex 8 details the data sources and data collection methods for each of the questions, according to the indicators identified. The matrix provides an overview and framework that guided the ET throughout the process of data collection and data analysis and shows linkages between the questions, sources of data, indicators and methods of analysis that the team used. A mix of qualitative and quantitative data and methods allowed for different perspectives to be compiled from different stakeholders, allowing for deeper explanation of quantitative results on gender issues. The three main types of information collected during the evaluation were document review, quantitative data and qualitative data. Each type of information came from different sources and addressed different components of the evaluation criteria.

Much of the **quantitative data** related to logframe indicators was available in the secondary documentation, and other data (e.g. financial information, monitoring data) was obtained from the CO and cooperating partners. Gaps in the quantitative data are highlighted in the evaluation matrix.

The **qualitative data** were obtained through a mix of KIIs, FGDs with a broad range of stakeholders during the field visit phase, as shown in Annex 2. A list of potential key informants was developed in collaboration with the CO based on the stakeholder analysis undertaken at the inception phase. The KIIs used a semi-structured questionnaire based on the questions outlined the evaluation matrix, and each questionnaire was adapted appropriately according to the expertise and relevance of the key stakeholders. The KII guide incorporated GEEW-sensitive questions including who (women, men, girls, boys) is most affected by food and nutrition insecurity and why; the participation of women and men in the design of the interventions; positive and negative effects on women, men, girls, boys, among others. FGD checklists were also developed in a similar manner, incorporating GEWE-sensitive questions to capture not only gender-based differences but also the underlying factors that help to explain these differences. The guides and checklists were reviewed and then tested (and revised where necessary) collectively by all members of the evaluation team and the Field Assistants during a preliminary set of interviews in the field mission. Informal team debriefings included periodic evaluation of data instrument quality.

In almost all cases, FGDs with women/girl beneficiaries took place separately from men/boy beneficiaries and were facilitated by a female evaluation team member and/or Field Assistant. Separate groups based on gender and age ensured that the voices of women, men, girls and boys were heard, used and triangulated. FGDs at community level were facilitated in the language of the participants. The use of female facilitators with the women's groups allowed the women to provide feedback freely. As with the KII guides, the FGDs guides. Other FGD guides suitable for farmer beneficiaries and traders will be developed, as necessary.

Data quality assurance during the fieldwork phase involved multiple facets. The evaluation team and Field Assistants worked in pairs as far as possible, changing the pairing combinations between interviews to mitigate possible interviewer bias, yet also allowing for continuity at different levels (national, district). To ensure consistency in understanding the objectives of the evaluation, a preliminary orientation for the Field Assistants was facilitated by the national researcher to promote a shared understanding of the use of the tools. The notes taken by the Field Assistants were compiled into a standardized notes template for each of the FGDs and labelled by stakeholder and activity and location. The notes taken by the Field Assistants were reviewed for data quality and improvements were made during the course of the fieldwork.

Selection of sites: The site mapping exercise involved considerable inputs from the CO during the Inception Phase in order to develop a sample frame that incorporated all CP and complementary activities included in the evaluation. A table of districts was drawn up to indicate the number of sites and activity type per district, highlighting districts in which there was more than one activity type. To ensure impartiality of the site selection process, the key selection parameters for the selection of districts and sites included:

- i. Diversity of activities within districts – to be able to visit different activity sites within a district and explore potential linkages of the marketing activities;
- ii. Coverage of all activities across selected districts;

- iii. Geographic representation across different provinces; and
- iv. Sites that are feasible to reach within the logistical and timing constraints of the evaluation process

Based on these parameters, the following four districts each contained the most diverse range of activities: Mumbwa (6 activities); Pemba (4 activities); Luwingu (3 activities); Petauke (3 activities). Given that the activities in Luwingu (HGSM, Mobile Technology, P4P) also occurred in Mumbwa (HGSM, Mobile Technology) and Petauke (HGSM, P4P), Luwingu was not selected, leaving the following three sites: Mumbwa (Central Province), Pemba (Southern Province), and Petauke (Eastern Province). This selection was discussed and agreed with members of the CO. Between these three sites, all activities to be assessed by the ET were covered. Regarding gender analysis in site selection weighting, all activities already included elements related to gender equality and women's empowerment (GEWE) as a cross-cutting theme. The ET was aware of no distinctive GEWE dimensions that distinguished the sites. Beneficiary selection from within the sites for interviewing was based on gender balance and included households that were involved in multiple activities as well as households that received support from only one activity.

Fieldwork schedule: The evaluation team arrived in Lusaka on 12th March 2018 and departed on 27th/28th March 2018. The mission schedule is presented in the table below. The mission prioritized the collection of in-depth qualitative data from a few number of sites and was not intended to be in any way statistically representative. Districts were selected based on the locations of the different components of the CP, and the districts in which pilot HGSM activities were being implemented. To reduce traveling time and allow for linkages between activities to be assessed, preference was given to districts in which there are multiple overlapping activities.

Table 18: Summarized mission schedule

Days/dates	Team member	Locations/sites	Stakeholders
Mon 12 Mar	All Team members	ET arrival in Lusaka	
Tues 13 Mar	All Team members	Lusaka	WFP management and programme staff
Weds 14 Mar	All Team members	Travel to Mumbwa (am)	District-level partners (pm)
Thurs 15 Mar	All Team members	Mumbwa District	School-level stakeholders
Fri 16 Mar	All Team members	Mumbwa District	School-level stakeholders; FtMA & VFM stakeholders
Sat 17 Mar	All Team members	Mumbwa District	FtMA & VFM stakeholders
Sun 18 Mar	All Team members	Team debrief & travel to Lusaka	
Mon 19 Mar	Abraham & Field Assistant (FA)	Travel to Chipata	Provincial-level stakeholders
	Kate & Sithabiso & FAs	Lusaka	Representatives of Govt Ministries and Departments, UN agencies, donors, NGOs and private sector partners
Tues 20 Mar	Abraham & FA	Petauke	District-level partners (am); school-level stakeholders (pm)
	Kate & Sithabiso & FAs	Lusaka	Representatives of Ministries and Departments, UN agencies, donors, NGOs and private sector partners
Weds 21 Mar	Abraham & FA	Petauke	School-level stakeholders
	Kate & Sithabiso & FAs	Travel to Pemba (am)	District-level partners (pm)
Thurs 22 Mar	Abraham & FA	Petauke	School-level stakeholders
	Kate & Sithabiso & FAs	Pemba	FtMA/VFM stakeholders
Fri 23 Mar	Abraham & FA	Travel to Lusaka	
	Kate & Sithabiso & FAs	Pemba (am); Travel to Lusaka (pm)	FtMA/VFM stakeholders (am)
Sat 24 Mar	All Team members	Lusaka	ET only – debrief / analysis
Sun 25 Mar	All Team members	Lusaka	ET only – debrief / analysis
Mon 26 Mar	All Team members	Lusaka	WFP management and programme staff

Days/dates	Team member	Locations/sites	Stakeholders
Tues 27 Mar (morning)	All Team members	Lusaka	WFP and stakeholders
Tues 27 Mar (afternoon)	All Team members	Lusaka	Zero Hunger Strategic Review Team
Week beginning 9 th April	Kate & Sithabiso	Skype calls	Key RB staff

Analysis: All three data sources had their particular modes of analysis. The quantitative data was based largely on a descriptive analysis of trends and movements, disaggregated by gender where relevant. Efforts were made to explain gender differences in terms of the contributing underlying factors, including power dynamics. The documentary review was based on highlighting key themes identified in the documents connected to each point in the evaluation matrix. The qualitative data were analysed by the evaluators looking for trends and themes arising from KII interviews and focus group discussions. The comparison of information collected from women, men, girls and boys respectively allowed for gender-based differences to be highlighted and explained.

Qualitative data analysis was based on an iterative process of identifying key thought units related to each evaluation question, organizing these thought units into clusters and identifying the key themes within each cluster. These were then clustered into categories and emergent themes from each category for further analysis and re-categorization to identify key patterns. Evidence for conclusions was built via triangulation analysis. Themes or patterns were examined to determine if they were coming from multiple stakeholder levels and multiple stakeholder categories. Observations or comments that only came from a single source or a single category of stakeholder were given less weight during the building of the analysis. Where GEWE-relevant findings emerged, efforts were made to verify and explain these through beneficiary interviews and discussions. Findings highlighted in the report were those emerging from multiple actors and across multiple stakeholder categories.

Triangulation of findings from different sources formed part of the analysis to substantiate the findings and develop conclusions. Triangulation involved comparing different sources (i.e. primary qualitative data, secondary documentation, etc), collected by different team members and through different methods (i.e. KII, FGD). For primary qualitative data collected through a single method focused on a single activity (e.g. FGDs relating to HGSM activities), triangulation involved comparing locations / sites and beneficiary status (i.e. women, men, girls, boys). In this way, GEWE-sensitive triangulation was undertaken.

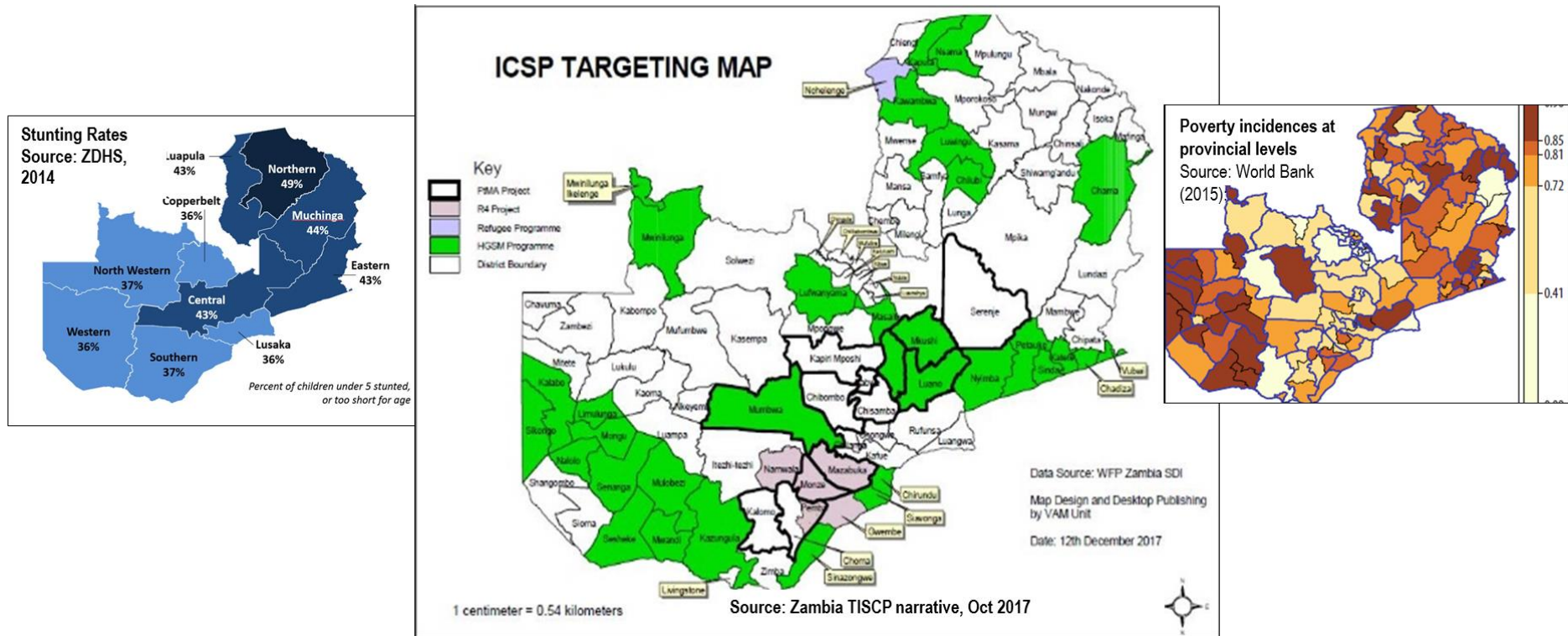
At the end of the field data collection period, the Evaluation Team and the Field Assistants participated in an internal analysis workshop to discuss and develop the emerging findings, lessons and conclusions. GEWE aspects were considered and addressed by this workshop to highlight any specific GEWE-related findings and/or conclusions. Initial findings and conclusions were shared with the CO at a debriefing meeting at the end of the mission for discussion to elicit feedback, verification and correction of facts.

Limitations: Language and cultural barriers were moderate constraints for the international team members who both had previous experience in Zambia. These constraints were partially ameliorated by the presence of the national team member and the additional use of Field Assistants. The evaluation team reviewed the evaluation FGD and (where necessary) KII guides with the Field Assistants in advance to ensure that key concepts were understood during any facilitation, translation and/or note-taking.

There were some limitations to the availability of quantitative data, as highlighted in the Evaluation Matrix (Annex 8). The main limitations to the qualitative data were the limited time and limited number of sites for its collection. The geographical breadth of the activities presented some difficulties in generalizability from a limited number of field site visits, but triangulation with key informant interviews at different levels provided reliable evidence for the targeted evaluation criteria.

Quality assurance: The evaluation team ensured the quality of data (validity, reliability, consistency, and accuracy) throughout the inception, fieldwork, analytical and reporting phases by following UNEG standards and DEQAS processes, guidelines and checklists. The quality of the evaluation report was also ensured by KonTerra's Quality Assurance expert by critically reviewing the drafts of the Evaluation Report. An outsourced Quality Support (QS) service directly managed by WFP's Office of Evaluation in Headquarter also reviewed the draft Evaluation Report and provided: a) systematic feedback from an evaluation perspective, on the quality of the draft evaluation report; and b) recommendations on how to improve the quality of the final evaluation report. The team leader used this feedback and recommendations to finalise the evaluation report.

Annex 11 Maps to illustrate CP targeting



Note: The ICSP Targeting Map provides an accurate reflection of the CP at the end of 2017.

Annex 12 HGSM costings supplied by CO

Table 19: HGSM budget requirements for 2018 (based on 1.5 million children)

Commodities/services	MT in 2018	Amount in ZMK for 1.5m children in 2018	Amount in USD	%age of total
Cereals	34,020	61,236,000	6,445,895	40.9
Pulses (Cowpeas/beans)	5,670	24,239,250	2,551,500	16.2
Fresh vegetables	0	6,130,000	645,263	4.1
Fortified Cooking Oil	2,835	32,319,000	3,402,000	21.6
Transport/Warehousing	0	15,109,133	1,590,435	10.1
District Admin costs	0	1,248,705	131,433	0.8
Programme management	0	9,500,000	1,000,000	6.3
Total Budget	42,525	149,782,088	15,766,526	100.0

Source: Country Office HGSM Team

Note that the figures above give a cost of US\$10.51 per child per year with vegetables and US\$10.08 without vegetables.

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Zambia Vulnerability Assessment Committee Results 2016.

List of Acronyms

BMI	Body Mass Index
BR	Budget Revision
CA	Conservation Agriculture
CASU	Conservation Agriculture Scaling Up
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CP	Country Programme
CSP	Country Strategic Plan
DAPP	Development Aid from People to People
DEBS	District Education Board Secretary
DEQAS	Decentralised Evaluation Quality Assurance System
DMMU	Disaster Management and Mitigation Unit
DNCC	District Nutrition Coordination Committee
EB	Executive Board
EM	Evaluation Manager
EQ	Evaluation Question
ET	Evaluation Team
FA	Field Assistant
FAO	Food and Agriculture Organization of the United Nations
FCS	Food Consumption Score
FFA	Food for Assets
FGD	Focus Group Discussion
FISP	Farmer Input Support Programme
FRA	Food Reserve Agency
FtMA	Farm to Market Alliance
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GRZ	Government of the Republic of Zambia
HGSM	Home Grown School Meals
HHFs	Households headed by women
HHMs	Households headed by men
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
KII	Key Informant Interview
LCMS	Living Conditions Monitoring Survey
MCDSS	Ministry of Community Development and Social Services
MNPs	Micronutrients Powders
MoA	Ministry of Agriculture
MoGE	Ministry of General Education
MoH	Ministry of Health
Mt	Metric tonnes
NFNC	National Food and Nutrition Commission
NGO	Non-Governmental Organization
NSPP	National Social Protection Policy
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
P4P	Purchase for Progress
PICS	Purdue Improved Crop Storage
PTA	Parent Teacher Association
QA	Quality Assurance
QS	Quality Support
R4	Rural Resilience Initiative Project
RB	Regional Bureau
RICH	Rural Initiative for Children's Hope

SABER	Systems Approach for Better Education Results
SBN	SUN Business Network
SDG	Sustainable Development Goal
SPR	Standard Project Report
SUN	Scaling Up Nutrition
T-ICSP	Transitional Interim Country Strategic Plan
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDPF	United Nations Sustainable Development Partnership Framework
VFM	Virtual Farmers Market
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

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