

Management Response

Zambia CP 200891 Mid-term Evaluation

November 2018

Rec #	Recommendation (as per evaluation report)	Management Response (Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief response)	Actions to be taken (Briefly state what actions will be taken to address the recommendation)	Action By [WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/Complete]
1.	<p>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.</p> <p>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</p> <p>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.</p>	Accepted	Development of 5-year CSP aligned to the 7 th national development plan for Zambia and drawing from the ZHSR in consultation with government and other stakeholders. The CSP will emphasize capacity strengthening and technical assistance at mid-and up-stream elements on gov't home grown school meals programme, social protection, resilience and nutrition. No direct food assistance by WFP	CO management	By June 2019	In progress

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	1.3 Ensure that the CO has the necessary multi-year funding, staffing and monitoring/reporting tools needed to provide effective capacity strengthening / TA		is foreseen apart from the refugee component.			
2.	Strengthen the capacity of the WFP Country Office and cooperating partners in order to effectively implement gender mainstreaming and targeted actions. 2.1 Gender training for key CO staff and Implementing Partner employees, including technical guidance on the design and implementation of actions targeting GEWE; 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; 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. 2.4 Develop targeted actions within the CP components for promoting gender awareness, gender equality and women's and girls' empowerment. At a minimum,	Partially accepted. Rather than conducting specific studies, WFP will conduct gender analysis desk review to be undertaken in all SOs to ensure gender mainstreaming is done in the new CSP, and furthermore draw from existing studies by other specialized agencies. Recommendation 2.4 is beyond the scope of the CSP as WFP will no longer engage with HGSM Tier 1 beneficiaries as has been the case with the CP.	WFP will ensure that gender is mainstreamed across all SOs in the five year CSP as appropriate. RBJ Gender Officer to conduct gender training for key CO staff and other relevant personnel to ensure gender transformative activities are conducted in all SOs.	CO Management CO Programme RBJ Gender Officer	June 2019 June 2019	Ongoing Not started

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	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, and early pregnancies ¹ . R4: understand and address the underlying causes of gender inequality ² 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 ³ to enhance women's financial decision making at household level					
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	Accepted	Develop plan under new CSP that outlines WFP's nutrition smart	CO nutrition unit	June 2019	Ongoing Not started

¹ Although financial difficulty is the principal reason for dropping out overall, pregnancy is the overwhelming reason for girls.

² 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.

³ 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

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	<p>rural areas in line with WFP's Nutrition Policy (2017-2021) and Zambia's National Food and Nutrition Strategic Plan (2017-2021).</p> <p>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.</p> <p>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);</p> <p>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</p> <p>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</p>		<p>strategies for the different SOs</p> <p>Develop and distribute nutrition mainstreaming guide/checklist for the CO</p> <p>Provide training to WFP CO and partners on nutrition sensitive programming</p>	<p>CO nutrition unit</p> <p>RB nutrition</p>	<p>June 2019</p> <p>June 2019</p>	<p>Not started</p>

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	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.					
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. 4.1 Compile the evidence necessary to advocate for support for HGSM; 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;	Partially accepted. WFP has supported the government by providing inputs in the concept note leading to the eventual set up of a directorate on school feeding, which would contribute to the necessary budgetary and political support in pushing the HGSM agenda forward.	WFP approach to supporting social protection will be outlined in the five year CSP Provide technical assistance to government in line with the institutional capacity assessment technical assistance plan.	CO Management CO HGSM and social protection unit	June 2019 As per CSP timelines	Ongoing In progress

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	4.3 Work with the GRZ-UN Joint Programme on Social Protection to generate multi-agency donor and TA; 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; 4.5 Create stronger linkages between the HGSM and the Food Security Pack and FISP and work with government on piloting the synergies					
5.	Work with the Ministry of General Education (MoGE) and other stakeholders to develop, agree and implement a realistic and effective HGSM transitional plan ¹²⁸ with immediate, medium and long-term objectives: 5.1 Work with MoGE to revise existing timescales for the proposed transition; 5.2 Organise lesson learning visits for MoGE to other countries with school feeding fully implemented by government (as for Recommendation 4 above); 5.3 Work with MoGE to develop a realistic transitional implementation plan based on the Institutional Capacity Assessment findings; 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	Partially Accepted. Transition plan will be needs based and activities in line with government plans.	Provide support to MoGE to have transition plan approved with relevant HGSM directorate and/or Food and Nutrition Commission.	CO HGSM and social protection unit MoGE	June 2019	Not started
6.	Strengthen the ownership and capacity of MoGE, inter-sectoral committees and PTAs to effectively manage and monitor the HGSM Programme;	Partially Accepted The government has expressly indicated that there will not be a	Planning on upstream efforts to strengthen the capacity of government will take	CO HGSM and social protection unit MoGE	June 2019	Ongoing

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	<p>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;</p> <p>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;</p> <p>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;</p> <p>6.4 Develop a School Feeding Policy or Strategy⁴ as recommended in SABER findings (2016) to strengthen sustainability and accountability of the HGSM as well as the quality of its implementation.;</p> <p>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;</p> <p>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.</p>	<p>separate HGSM policy as it is already embedded into the social protection policy.</p> <p>TA support for EMIS will be demand-driven as indicated by the MoGE when and as needed.</p> <p>Experience stemming from previous data management systems will be drawn, however a separate TOR explicitly on the Data Winners platform is not envisioned as it was designed without appropriate government buy-in from the initial stages.</p> <p>Secondment of staff is already built in the current intervention.</p>	<p>place in line with the Technical Assistance plan of the institutional capacity assessment (ICA). This is in line with WFP's strategic vision for the CSP to move from localized initiatives to national level impact and thus WFP will engage the Government nationally who will then cascade capacity strengthening efforts to lower levels such as inter-sectoral committees and PTAs.</p>			

⁴ 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

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7.	<p>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.</p> <p>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;</p> <p>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)</p> <p>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).</p> <p>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;</p> <p>7.5 Work with MoGE and the Ministry of Agriculture to scale up the school gardens pilot;</p>	<p>Partially accepted.</p> <p>Agree that HGSM guidelines and manuals are necessary, and action plan built into the new CSP. WFP will also leverage the SBN network on issues such as food fortification. WFP intends to phase out of procurement for schools. MAANO may or may not be an appropriate tool for government use as it was designed for private aggregators – this cannot be committed.</p>	<p>Integrate activities to support government to systematically promote gardening of diversified and nutritious foods in schools in the CSP, including relevant guidelines and manuals</p> <p>Integrate activities to strengthen the capacity of smallholders to produce diversified and nutritious foods that will be available in local markets throughout the year for CSP</p> <p>Revisit SBN TOR to strengthen elements that support the development of and advocate for the national food fortification policy or strategy</p>	<p>CO nutrition and HGSM/SP units, MoGE</p> <p>CO nutrition and resilience units</p> <p>CO nutrition, SBN members</p> <p>CO nutrition</p>	<p>June 2024</p> <p>June 2024</p> <p>March 2019</p> <p>June 2019</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Not started</p>

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	7.6 Support technical and policy discussions around fortification of foods such as cooking oil; such discussions should also involve the SBN.		Initiate survey with SBN partners, consult with potential partners with a wider outreach, and develop a plan to strengthen and scale up the SBN's reach to rural areas where vulnerable communities are located, and also enhance the nutrition value chain, including fortification of food			
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). 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; 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	Accepted	Conceptual pathway has already been developed. Smallholder support under the Interim Country Strategic Plan has incorporated market access and supply chain elements, though more needs to be enhanced. Integrate activities that incorporate market	CO Resilience unit	June 2019	In progress

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	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;		access and supply chain elements with smallholder support in the CSP.			
9.	Expand current and future work on resilience through an enhanced understanding of the positive and negative lessons from the R4 pilot. 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; 9.2 Work with partners to agree on how the lessons should be implemented	Accepted	Global evaluation on the subject for which Zambia was a part has already been conducted in 2018. The smallholder farmers' support component will reflect the recommendations in the CSP.	CO resilience unit	June 2019	In progress

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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. 10.1 Organize a workshop to draw out, share and compare experiences and lessons emerging from the CO's work with private sector partners; 10.2 Document and share the lessons, experiences and case studies captured by the workshop for replication in Zambia and the broader region	Accepted	Undertake a review on private partnerships to enhance work with the private sector as part of the upcoming end-year programme review	CO resilience unit, private sector	Jan 2019	In progress