



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
Table of Contents

1. Introduction	1
2. Reasons for the Evaluation.....	1
2.1. Rationale for the Evaluation	1
2.2. Objectives	2
2.3. Evaluation Stakeholders and Users	3
3. Context and subject of the Evaluation.....	3
3.1. Context	3
3.2. Subject of the evaluation	6
4. Evaluation Approach.....	8
4.1. Scope	8
4.2. Evaluation Criteria and Questions.....	10
4.3. Data Availability and Reliability.....	12
4.4. Methodology.....	12
4.5. Quality Assurance	13
5. Phases and Deliverables	14
6. Organization, Management and conduct of the Evaluation	15
6.1. Evaluation Management.....	15
6.2. Evaluation Conduct	15
6.3. Ethical Considerations.....	15
6.4. Team composition and competencies.....	16
6.5. Security Considerations.....	17
7. Roles and Responsibilities of Stakeholders	17
8. Communication and budget	19
8.1. Communication and Learning	19
Annex 1 WFP Zambia Map.....	20
Annex 2 Activity Description, District Maps and Coverage	20
Annex 3 Preliminary Stakeholder Analysis (Interests, means of engagement)	25
Annex 4 Evaluation Schedule.....	28
Annex 5 Membership of the Internal Evaluation Committee	30
Annex 6 Membership the Evaluation Reference Group	30
Annex 7 Data Sources	31
Annex 8 Summary Logical Frameworks	32
Annex 9 Draft Communication and Learning Plan	39
Acronyms.....	42

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 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

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.*

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.

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

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

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 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

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>.

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).

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 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

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

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.

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 Worldwide 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 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.

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

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

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 Strategic Objectives 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 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

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.

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 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. **Institutional and monitoring arrangements 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 institutional arrangements 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?

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

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?
9. To what extent has the SUN Business Network been able to raise awareness of the private sector around production of nutritious products?
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?
11. Are there unintended effects (positive or negative) on targeted women, men, boys and girls?
12. What are the internal and external factors that influence achievement (or not) of the intended outcomes of the three components?
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.
b) External factors (outside WFP's control): the external operating environment?; the funding climate?; external incentives and pressures?; etc.
Efficiency
13. Is the HGSM implemented in the most efficient way?
14. What has been the role of the multi-sectoral TWG in achieving the objectives of the HGSM?
15. Has the HGSM food ration been adequate to address the food and nutritional needs of beneficiaries?
16. Has the HGSM targeting criteria been sufficient to address national priority areas?
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?
18. Are the DRR and resilience activities implemented in the most efficiency way?
Sustainability
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 ownership ²⁵ ?
20. To what extent have the activities of the three components been integrated into national systems, strategies and budgets?
21. To what extent have capacity development strategies (institutions and individuals) been designed and implemented under the three components?;
22. How ready is the government to fully manage and implement the HGSM programme?
23. What are the key factors that drive sustainability of the national HGSM programme in the Zambia context (including political, economic and social factors)?
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?
25. How sustainable are the operation activities taking into consideration constraints, funding model and the expected transition to government owned activities?

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.

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.

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.

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.

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).

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.

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.

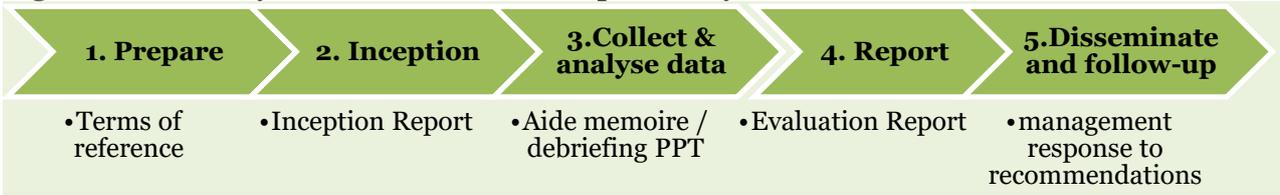
66. The quality assurance processes described above does not interfere with the independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

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.

[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”

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 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 profession](#)²⁷.

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

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

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 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.

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/>

- 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 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;

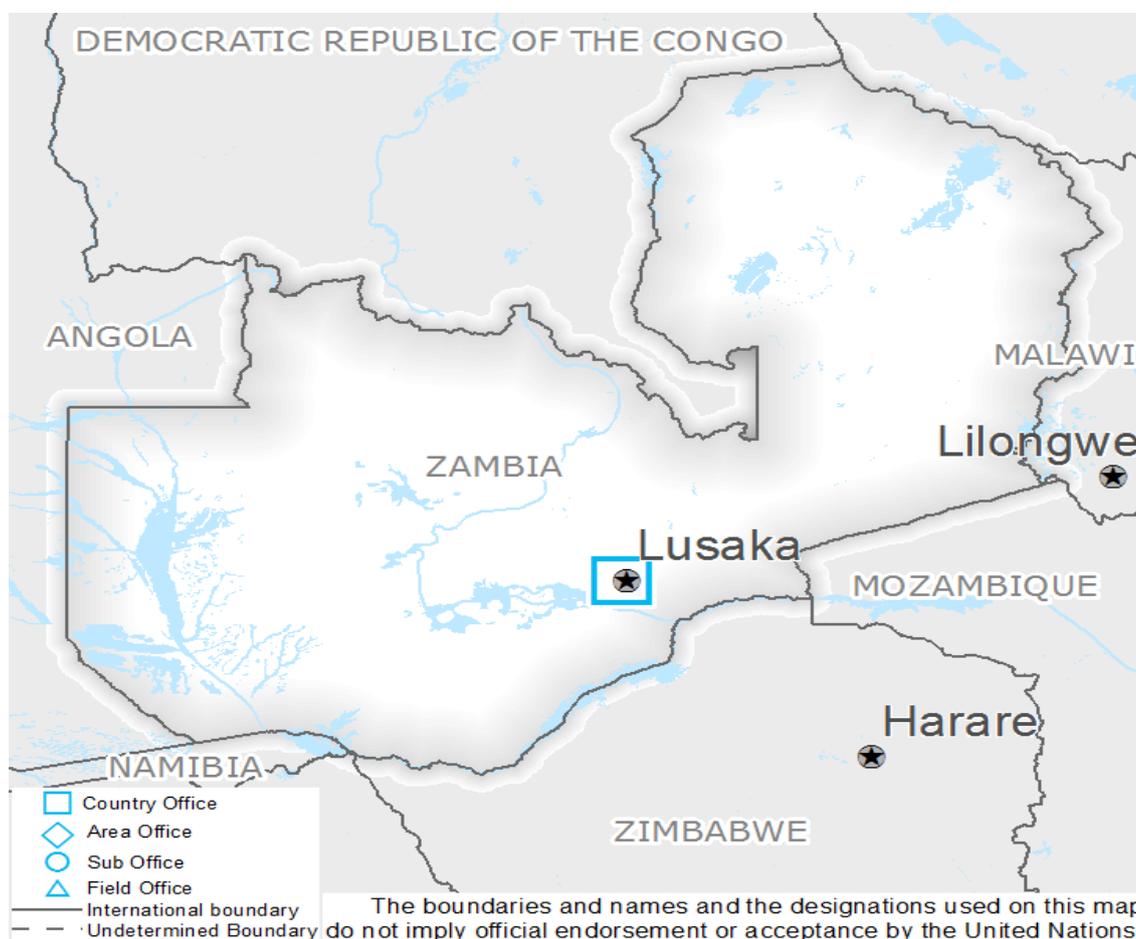
- Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues)³¹; Systematically considering all stakeholder feedback when finalising the evaluation report, and **transparently** provide rationale for feedback not used;

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

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

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

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 HGSF programme,	3.1 Implementing district supported to purchase fresh foods for the HGSF 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	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

	smallholders' food and nutrition security	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.

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.

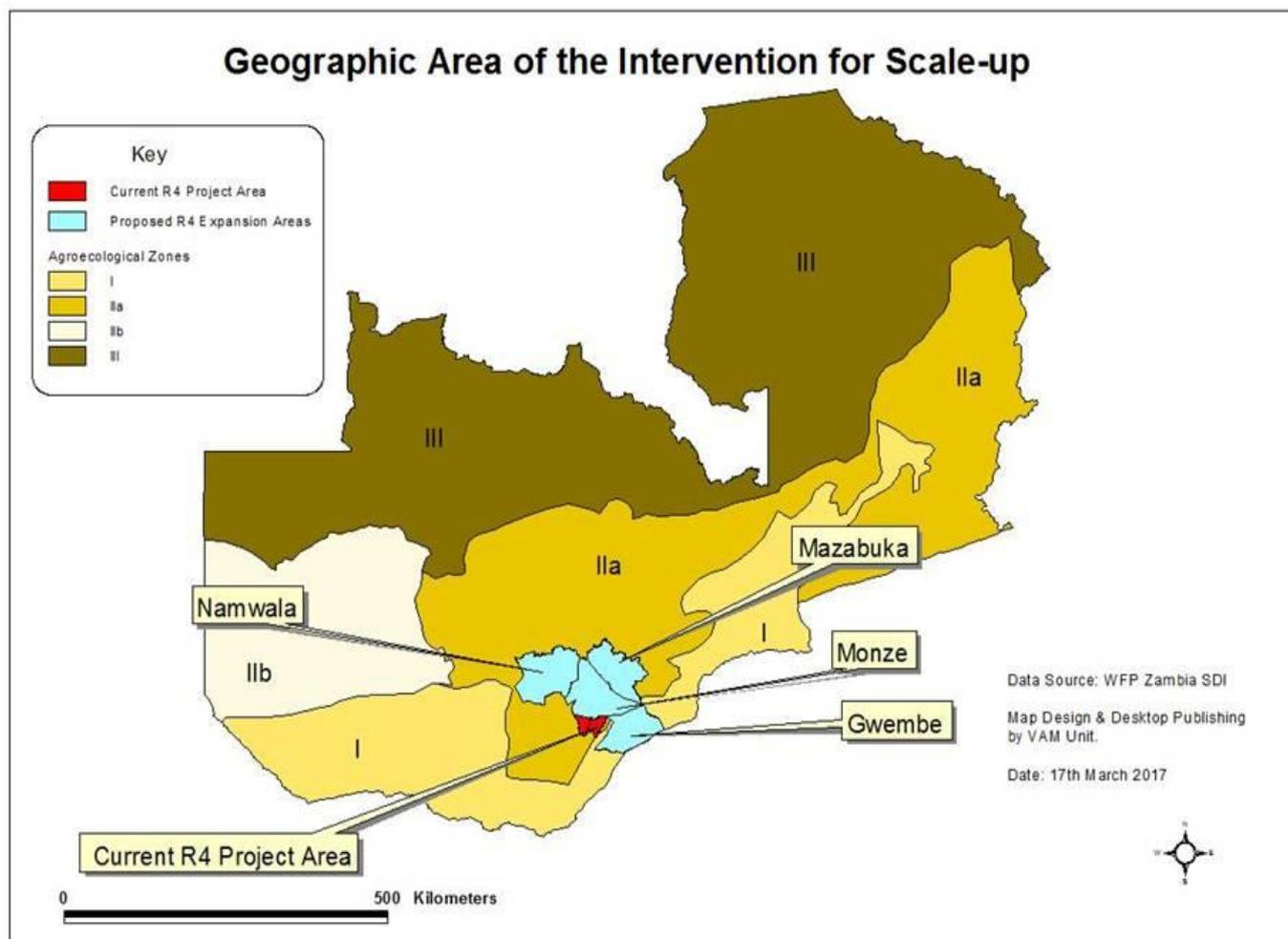
3. The DMMU, with technical assistance from WFP, conducts annual vulnerability needs assessments; WFP will expand the use of innovative technologies for data collection and analysis, including its Consolidated Approach for Reporting Indicators (CARI)³² of Food Security. WFP support to DMMU is through: 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

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

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.



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	<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>

	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.	Staff will also be given an opportunity to comment on the draft evaluation products (inception and evaluation report)
Regional Bureau (RB) Johannesburg	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.	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)
WFP HQ	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.	Interviews to be conducted as necessary to enhance understanding of corporate policy and support provided to country level;
Office of Evaluation (OEV)	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.	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.
WFP Executive Board (EB)	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.	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.
EXTERNAL STAKEHOLDERS		
Beneficiaries	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. Given that direct and indirect beneficiaries have a stake in knowing 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.	HGSM: <i>Sample of schools to be selected by the evaluators, and within each school a sample of the below persons will be interviewed:</i> 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 District Department of Agriculture representatives (linking smallholder farmers to markets including HGSM

		<p><i>Aggregation Centres (where available in the sampled districts) coordinating aggregation of commodities for linkage to markets.</i></p> <p>Individual and group interviews</p> <p>Resilience: <i>Sample of beneficiaries participating in intervention in Pemba district</i></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</p> <p>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 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</p>	<p><i>Team of consultants conducting the ZHSR</i></p> <p>Group discussions. It is expected that the evaluation team will provide the ZHSR team with a sense of preliminary findings from the evaluation in a way that these findings can inform the ZHSR</p>

	security hence the inputs from the proposed CP 200891 Operation Evaluation will be timely and useful to the ZHSR process.	
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	13th Oct 2017	EM
4	Revise the TOR based on feedback from QS	17th 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;	18th Oct 2017	EM
6	Receive comments from Stakeholders	25th Oct 2017	EM
7	Finalize the TOR	27th Oct 2017	EM
8	Final TOR approved by Chair of evaluation committee	31st Oct 2017	EC
9	Apply for the Contingency Evaluation Fund (CEF)	8th Nov 2017	EM
10	Identification and recruitment of evaluation team	Dec 2017	EM
Phase 2 - Inception			
11	Briefing evaluation team (1 day)	8th January 2018	EM
12	Review documents, conduct inception meetings and draft inception report (9 days)	9th – 17th Jan 2018	ET
13	Submit draft inception report to the evaluation manager	18th Jan 2018	TL
14	Check the Draft inception report for completeness	18th Jan 2018	EM
15	Submit the Draft evaluation inception report to the Quality Support (QS) for review	19th Jan 2018	EM
16	Receive feedback from QS	29th Jan 2018	EM
17	Review the feedback from QS and share with evaluation team	30th Jan 2018	EM
18	Revise inception report based on QS feedback to produce draft 2 (1 day)	31st Jan 2018	ET
19	Submit draft 2 of the inception report to the EM	1st 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,	9th Feb 2018	EM

	Ministry of Gender, SBN, NFNC, DMMU, NFA, ILO, FAO, UNICEF, , World Bank and UNDP)		
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
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

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

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; and

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. UNDSPPF 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 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 	<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

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 	<p>Government funding is sufficient to contribute increasingly to the purchase of pulses and oil required for the home grown school feeding programme</p>
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 	<ol style="list-style-type: none"> Government investment priority on improving school infrastructure is sustained New curriculum improves quality of learning Parallel programmes aimed at incentivizing education among girls will attract girls into schools

	<p>Baseline: 4.2%(12.2015) Target: 2% (12.2020)</p> <ul style="list-style-type: none"> 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) 	
<p>Outcome SO4.2 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"> Continued government commitment including financial and food procurement to expand and reinforce its national HGSM programme Within Ministry of General Education, restructuring process prioritize School Health and Nutrition Unit Communities, including Parent Teachers Associations, civil society, NGOs and others, advocate with government to continue to prioritize and action the HGSM 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"> MNPs are acceptable to schoolchildren and parents MNPs pilot is adequately funded
<p>Output SO4.1</p>		<ol style="list-style-type: none"> Programme funding form government will be sustained

Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	<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"> 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
Output SO4.2 Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	<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"> 1. Project management committees created with participation of women in leadership positions prioritized 2. Men and women stand for positions 3. 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"> 1. Systems for public information dissemination established 2. 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	<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) 	<ol style="list-style-type: none"> 1. Continued political stability and sustained economic growth 2. Appropriate allocation of funds to relevant sector 3. Mobilization of necessary resources and local availability of research teams

partnerships developed and maintained	<p>Target: US\$2,000,000 (12.2020)</p> <ul style="list-style-type: none"> 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) 	<p>4. Partnerships continue at the current or an increased level with government agencies, UN agencies, national and international NGOs and local communities</p> <p>5. Partners share the same programmatic vision as WFP</p>
SO4: Reduce undernutrition and break the intergenerational cycle of hunger		
<p>Outcome SO4.1 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"> Percentage increase in production of fortified foods including complementary foods and special nutritional products Baseline: 65% (12.2016) Target: 8% (12.2020) 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 	<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 Government will continue to prioritize nutrition
<p>Output SO4.1 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 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		
<p>Cross-cutting result 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: 48% (12.2016) 	<ol style="list-style-type: none"> Project management committees created with participation of women in leadership positions prioritized Men and women stand for positions

	<p>Target: 60% (12.2020)</p> <ul style="list-style-type: none"> Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution <p>Baseline: 48% (12.2016) Target: 60% (12.2020)</p>	3. Committees are functional, operational and responsive to project needs
<p>Cross-cutting result 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) <p>Baseline: 98% (12.2016) Target: 90% (12.2020)</p>	<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
<p>Cross-cutting result 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) <p>Baseline: US\$172,060 (12.2016) Target: US\$200,000 (12.2020)</p> <ul style="list-style-type: none"> Number of partner organizations that provide complementary inputs and services <p>Baseline: 8 (12.2016) Target: 8 (12.2020)</p> <ul style="list-style-type: none"> Proportion of project activities implemented with the engagement of complementary partners <p>Baseline: 100% (12.2016) Target: 100% (12.2020)</p>	<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 <p>Baseline: 34% (11.2015) Target: >80% (12.2020)</p> <ul style="list-style-type: none"> CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index <p>Baseline: 28% (11.2015) Target: >80% (12.2020)</p> <ul style="list-style-type: none"> CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index <p>Baseline: 40% (06.2016) Target: >80% (12.2020)</p>	<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

	<ul style="list-style-type: none"> • 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 Target: • 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</p>		

Risk reduction capacity of countries, communities and institutions strengthened	<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) Target: <80% (12.2020) 	<ol style="list-style-type: none"> 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 Skilled human resource from partners (government and NGOs) are attached to the programme to facilitate and lead programme monitoring 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 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
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 Inception 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
Reporting (Mar/Apr 2018)	Draft evaluation report	ERG members	Operational level	EM	Email with reports attached (+ matrix of comments)	for review and written comments;
	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

