



World Food Programme

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Evaluation of Zambia WFP Country Strategic Plan 2019-2024

Terms of reference

December 2021

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy. The Zambia CSP was approved in July 2019 for a period of 5 years until July 2024. However, in order to align with the new United Nations Sustainable Development Partnership Framework (UNSDPF), WFP decided to shorten its CSP with one year until July 2023.

1.2. CONTEXT

General overview

4. Zambia is a landlocked country at the crossroads of Central, Southern and East Africa. Its neighbours are the Democratic Republic of the Congo to the north, Tanzania to the north-east, Malawi to the east, Mozambique to the southeast, Zimbabwe and Botswana to the south, Namibia to the southwest, and Angola to the west. See the map in annex 1.
5. Zambia is a lower middle-income country with a population of 18 million people of which 50% are women. The population is one of the youngest in the world by median age and fast growing with almost 50 percent under the age of 14. The total fertility rate is 4.4 children per women. Adolescent birth rate is 135 per 1000 females aged between 15-19 years making fertility rates among the highest in the region¹ At 64 years, life expectancy is low compared to other lower middle- income countries². There is a high concentration of population in the urban areas (44 percent)³ and there are more than 72 ethnic groups most of them Bantu speaking⁴. More data and its sources can be found in the fact sheet in annex 2.
6. Zambia is in the “medium” human development category, ranking 144th of 189 countries. Despite growth in gross domestic product (GDP) since the mid-1990s, growth is now stalling since 2015, and Zambia’s debt and debt servicing obligations have increased. The country has one of the world’s most unequal societies with an income Gini coefficient of 0.57: while the poorest 50 percent of households hold only 7.3 percent of total income, the richest 10 percent retain 56 percent. More than half of the population live below the poverty line with less than USD1.90 a day. Poverty rates

¹ <https://www.unfpa.org/data/world-population-dashboard>

² <https://databank.worldbank.org/source/world-development-indicators>

³ <http://www.hdr.undp.org/en/countries/profiles/ZMB>

⁴ <https://minorityrights.org/country/zambia/>

are higher among households headed by women (56.7 percent) than those headed by men (53.8 percent) and in rural areas (76.6 percent of households) than urban ones (23.4 percent)⁵.

7. Zambia is a food-surplus country, with domestic production exceeding national food requirements. In 2021 the Maize supplies at national level were above average with the stock monitoring committee reporting stocks of 1.4 million MT with an exportable Maize surplus of 1.5 million MT. However, heavy emphasis on maize and a lack of crop diversification, create challenges for food availability and year-round access to sufficient nutritious food. Access to food is further hampered by high poverty rates and income inequalities, high unemployment rates and food prices in urban areas, and low productivity and revenues from farm activities in rural areas. The Government is addressing these issues through efforts in national social protection for equitable food access and food availability. With higher prevalence of unemployment and poverty among women than men, and inequitable gender roles, women tend to face more challenges in access to adequate food⁶.

National policies and the SDGs

8. The Government of Zambia is committed to achieving the SDGs, and both its medium-term seventh national development plan for 2017–2021 and its long-term Vision 2030 are in line with the 2030 Agenda and it reports progress through the Voluntary National Review process. In the seventh national development plan, the Government articulates an integrated multisector road map for expanding the economy, generating employment and reducing poverty and income inequality. The plan reflects priority given to SDG 2 and recognizes the importance of good health and nutrition in development and prioritizes social protection as a mechanism for targeted poverty reduction⁷.
9. In the food and nutrition policy (2008), the Government outlines a multisector approach to addressing malnutrition through the promotion of appropriate diets, healthy lifestyles, good child-care practices, a healthy environment and accessible and good-quality health services. Social protection is prioritized as a mechanism for targeted poverty reduction in the multisector national social protection policy (2014), in which activities for fostering access to food and nutrition are linked to support for human capital development. The second national agricultural policy and implementation framework for 2016–2020 prioritizes increased private sector engagement along the value chain, strengthened capacities for farmer groups and cooperatives, better coordination among all stakeholders and reduction of post-harvest losses.
10. The national gender policy (2000) is the core instrument for mainstreaming the pursuit of gender equality and women’s empowerment into all policies and programmes in Zambia. The national disability policy (2014) provides a platform for protecting the rights of persons with disabilities and the national policy on climate change (2017) outlines a multisector approach to the fostering of a “prosperous and climate resilient economy by 2030”.

Covid 19 Pandemic

11. In March 2020, Zambia recorded the first cases of COVID-19, when smallholder farmers were just starting to rebuild their livelihoods after the 2018/2019 drought and flash floods that affected 2.3 million people. Despite a favourable farming season in 2019/2020, which led to a 69 percent increase in the production of maize compared to the previous one, the lingering effects of the drought and the impact of COVID-19 on supply chains drove the food prices to above average levels. People in urban districts who rely on markets for food felt the effects more strongly, especially the households with pre-existing vulnerabilities or those working in the informal sector.⁸

⁵ World Bank, World Development Indicators

⁶ WFP, Country Strategic Plan 2019-2024, <https://docs.wfp.org/api/documents/WFP-0000104710>

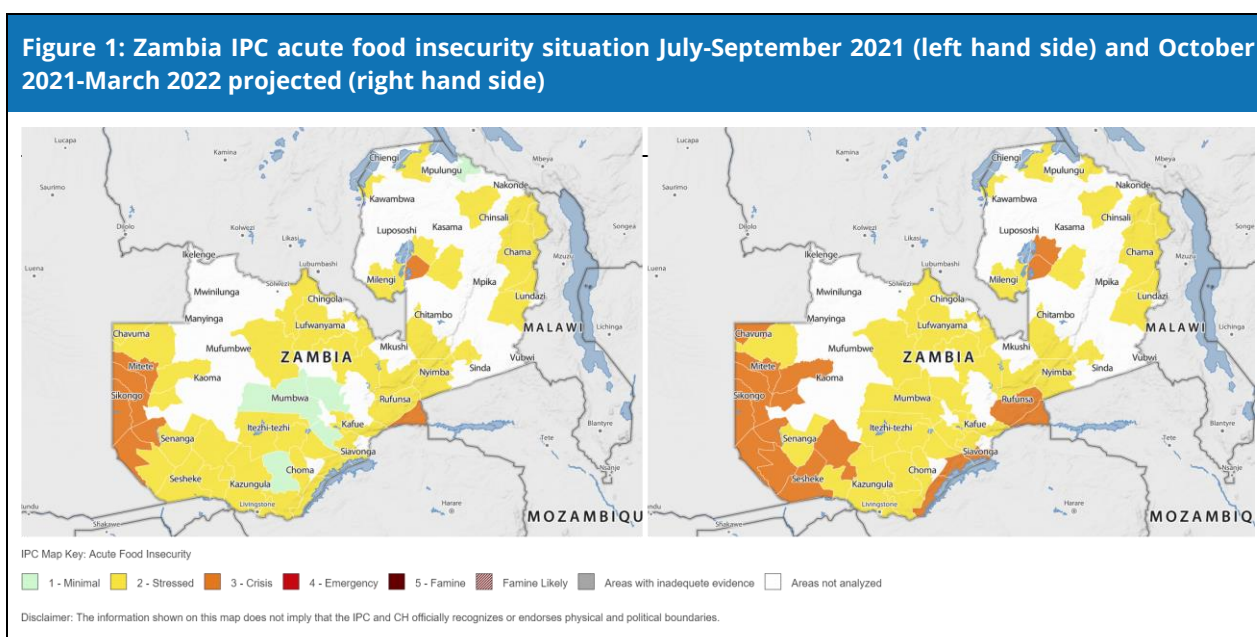
⁷ Government of Zambia, <https://www.sdgphilanthropy.org/The-7th-National-Development-Plan-of-Zambia>

⁸ WFP, Annual Country Report 2020

Food and nutrition security

12. In the 2021 Global Hunger Index, the situation in Zambia is described as “serious”⁹. The prevalence of undernourishment in Zambia is among the highest in the world, with 51 percent of people unable to meet their minimum calorie requirements¹⁰. A stunting rate of 35 percent among children under 5 indicates the chronic nature of hunger in Zambia¹¹. The prevalence of underweight remained at 15 percent for under fives, while the mortality rate dropped from 70 to 45 deaths per 1,000 live births.

Ten percent of girls and women aged 15 to 49 years are underweight and 23 percent are overweight or obese¹². See figure 1 below for the Integrated Food Security Phase Classification (IPC) map for a geographical representation of the food security situation.



Source: IPCinfo.org, accessed 28/10/2021

Agriculture

13. Agriculture constitutes 13 percent of Zambia's GDP and it has an estimated 1.5 million farmers. Some 80 percent of the farmers cultivate 2 hectares or less and produce most of the domestic food supply¹³. Agricultural productivity and revenues are low, principally as a result of overreliance on rainfed agriculture, exposure to climate-induced risks and limited access to high-quality inputs. Women constitute 64 percent of the rural population and approximately 80 percent of food producers¹⁴. While women constitute a large segment of smallholder farmers, they face many barriers, including being less likely than men to own land and, when they own land, having smaller holdings. Women face challenges in graduating from subsistence farming as they have limited access to agricultural inputs and labour and benefit less than men from available resources. Women

⁹ This qualitative description was given in lieu of exact ranking due to lack of data. ([2021 Global Hunger Index](#))

¹⁰ UN DESA

¹¹ Unicef Zambia and Zambia DHS 2018

¹² Ibid

¹³ World Bank, World Development indicators

¹⁴ Ibid.

smallholder farmers have identified limited access to production technology that conserves soil fertility as one of the challenges that lead to lower productivity¹⁵.

Climate change and vulnerability

14. The incidence of natural and climate-related disasters has increased in recent years, disproportionately affecting poor people. Over the last 30 years, the impacts of climate change such as floods and droughts are estimated to have cost Zambia more than USD 13.8 billion in lost GDP¹⁶. Recurring droughts, floods and topsoil erosion exacerbate Zambia's vulnerability to the adverse effects of climate change, reducing the adaptive capacity of vulnerable people living in fragile environments. Unsustainable land use practices, such as "slash and burn" agriculture is seen as one of the root causes¹⁷. The impact of climate-related disasters has a disproportionate effect on women and girls, leading to negative coping strategies that tend to affect woman-headed households in particular¹⁸.

Education

15. Zambia has a literacy rate of 87 percent in the adult population (15 years and older). It has achieved near universal primary school completion levels - national statistics indicate a completion rate of 91.8 per cent at Grade 7. In comparison only 44 percent finish secondary school. Overall, girls continue to be at a disadvantage with a large number dropping out in the upper primary and secondary grades¹⁹.

Gender

16. In 2019, Zambia ranked 137 of 189 countries on the Gender Inequality Index evidencing women to be seriously disadvantaged in Zambian society. In spite of the fact that gender disparity in primary education has almost been eliminated, pregnancies among girls and child marriage continue, with 31.4 percent of girls married before they are 18 years of age. Among more positive trends are that women make up 45 percent of paid workers outside agriculture compared with 35 percent in 1990 and 17 percent of the seats in Parliament is held by women²⁰.

Migration, refugees and humanitarian protection

17. Zambia hosts close to 80,000 refugees and asylum seekers most of whom (80 percent) are women and children, mainly from the Democratic Republic of the Congo. Zambia has hosted refugees since attaining independence, and the Office of the United Nations High Commissioner for Refugees (UNHCR) estimates that there will be more than 100,000 refugees living in the country by 2022²¹. In an October 2021 Return Intent Survey conducted by UNHCR, around 5,000 refugees from the Democratic Republic of the Congo opted to return to their home country, and repatriation began in December with the support of GRZ and UNHCR.²²
18. The Government of the Republic Zambia (GRZ) provides protection for refugees through the promotion of a settlement approach. The 2017 Refugee Act offers opportunities for further improved asylum space in Zambia, mainly regarding livelihood and self-reliance opportunities. Zambia joined the Comprehensive Refugee Response Framework (CRRF) thus adopting the whole of

¹⁵ <https://www.wfp.org/operations/zm02-zambia-country-strategic-plan-2019-2024>

¹⁶ WFP, Country Strategic Plan 2019-2024, <https://docs.wfp.org/api/documents/WFP-0000104710>

¹⁷ WFP, Country Strategic Plan, <https://www.wfp.org/operations/zm02-zambia-country-strategic-plan-2019-2024>

¹⁸ Ibid

¹⁹ World Bank, World Development Indicators

²⁰ Ibid

²¹ UNHCR, Operational Data Portal October 2021, <https://data2.unhcr.org/en/country/zmb>

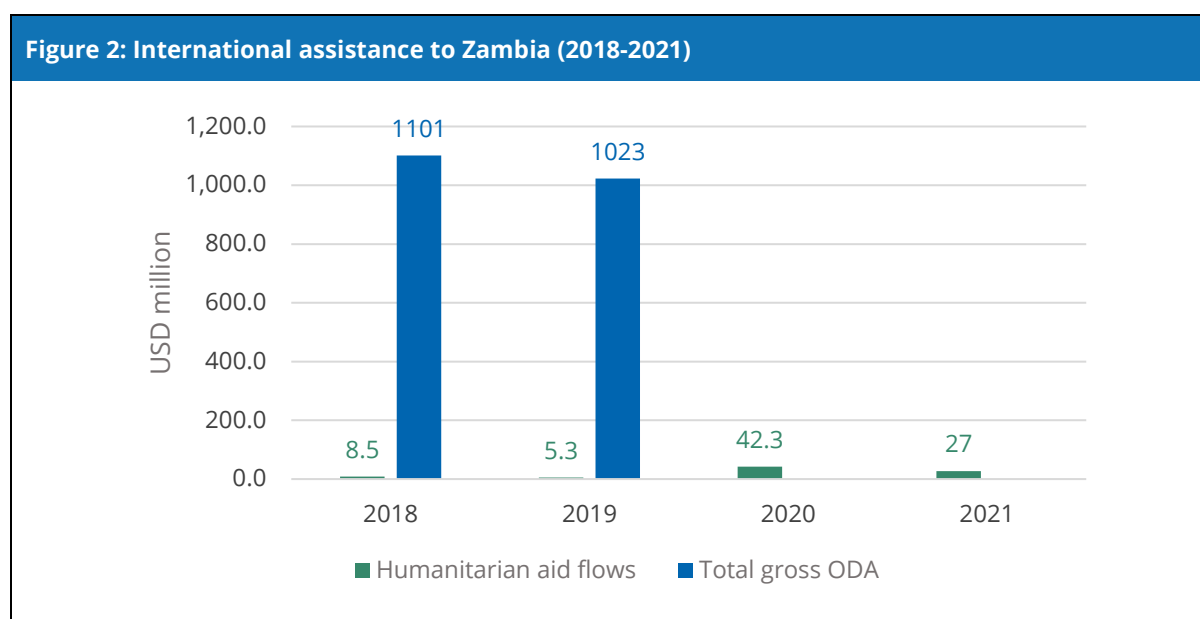
²² UNHCR, "Thousands of DR Congo refugees in Zambia opt to head home." [unhcr.org](https://www.unhcr.org), 21 December 2021

society approach to increase the self-reliance of refugees. The GRZ is finalizing the roadmap of the CRRF.²³

19. To ensure that refugee settlements are being consistently governed with the country rule of law, GRZ has placed them under the leadership of the Commission of Refugees (COR) within the Ministry of Home Affairs. The GRZ allocates a piece of land (for both residential and for farming) to every refugee household living in the settlements making agriculture the main activity²⁴.

International development assistance

20. In 2018 and 2019 Zambia received just above one billion USD net official development assistance (ODA). The proportion of net ODA received as a share of GNI was 4.3 percent in 2019 continuing a relatively stable level since its transition into a lower middle-income country in 2011²⁵. However, in 2020 Zambia's GNI declined sharply, from 25.6 billion to 21.9 billion, pushing the share of the ODA upwards.²⁶
21. The top five average official development assistance funding sources between 2018-2019 were the US, the World Bank, the Global Fund, the EU and the UK (figure 3). The main humanitarian donors were Japan, ECHO, UN CERF, the UK and the US (figure 4)²⁷. As evident from figure 2 below, humanitarian funding to Zambia is very small compared to gross ODA.



Source: OCHA-FTS and OECD-DAC (data extracted on 31/10/2021)

Figure 3: Top five donors of gross official development assistance for Zambia, 2018-2019 average, USD million

Figure 4: Top five donors of humanitarian assistance for Zambia, 2018-2021 average, USD million

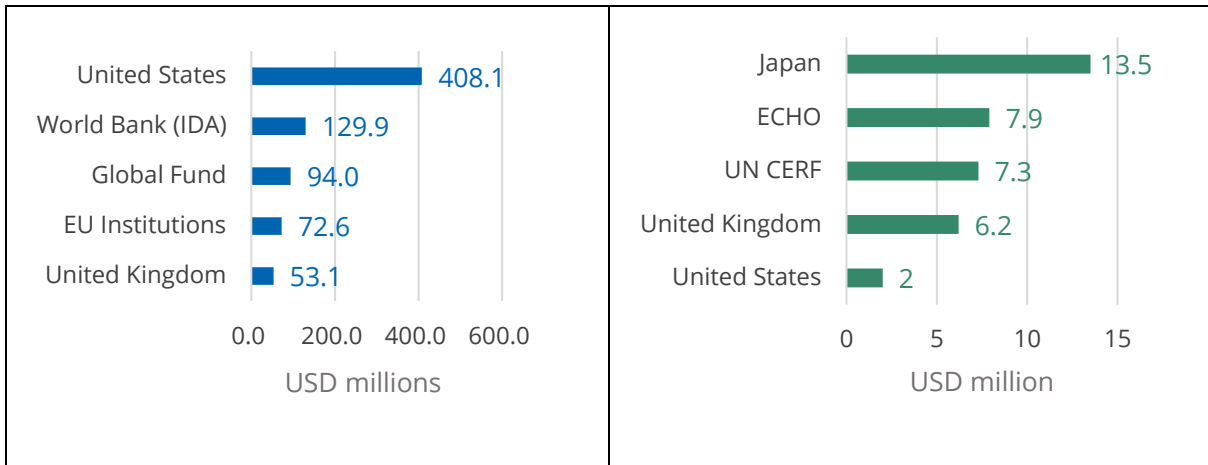
²³<https://reliefweb.int/report/zambia/zambia-refugees-livelihoods-and-economic-inclusion-july-2019>

²⁴ Ibid.

²⁵ World Bank, World Development Indicators

²⁶ World Bank Data. Net ODA received (% of GNI) for 2021 not yet available.

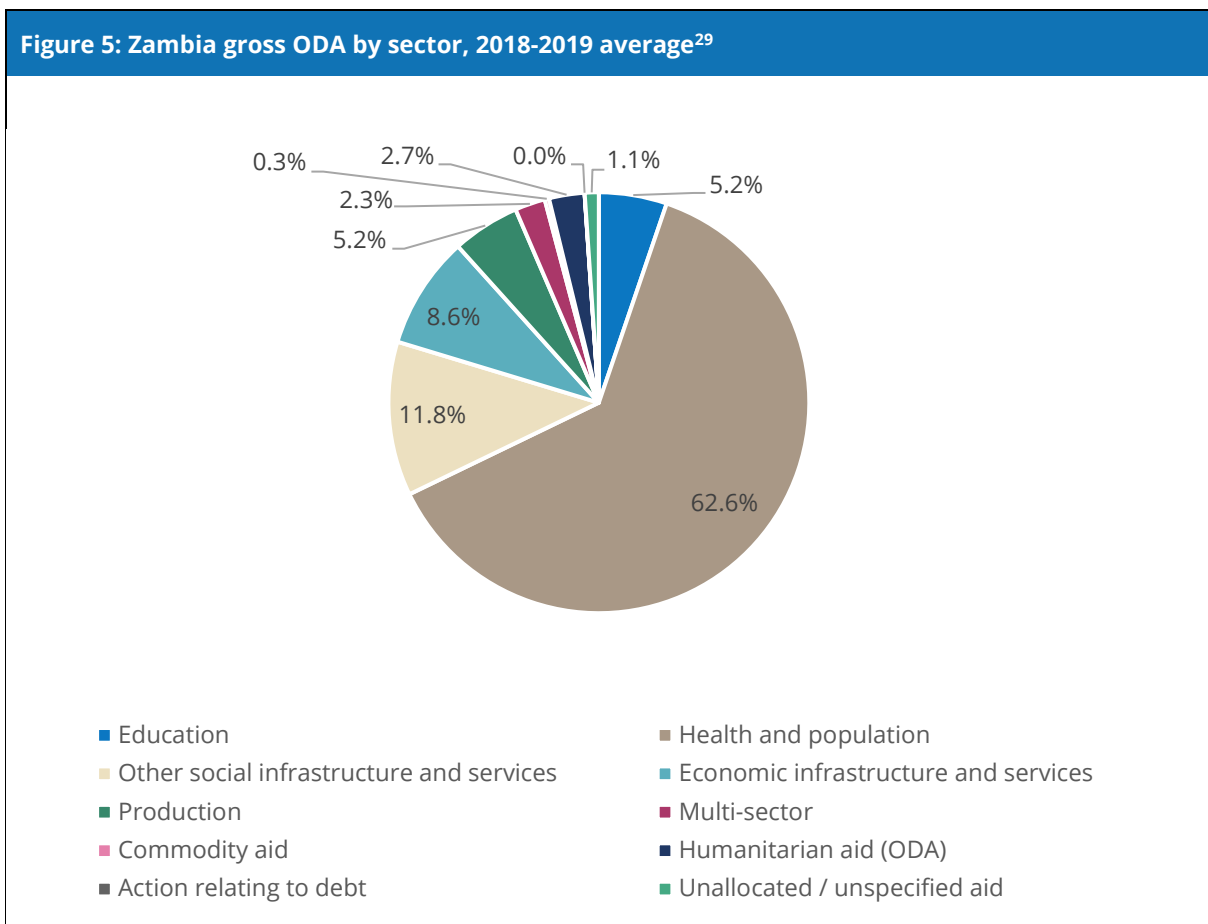
²⁷ OECD-DAC, UN OCHA-FTS (data extracted on 31/10/2021)



Source: OECD-DAC, UN OCHA-FTS (data extracted on 31/10/2021)

22. Figure 5 illustrates that almost 75 percent of gross ODA has been allocated to health, population and social sectors in 2018 and 2019. Only 2.7 percent was humanitarian assistance allocated to the victims of climate related natural disasters and the refugees from neighbouring countries, particularly the DRC²⁸.

Figure 5: Zambia gross ODA by sector, 2018-2019 average²⁹



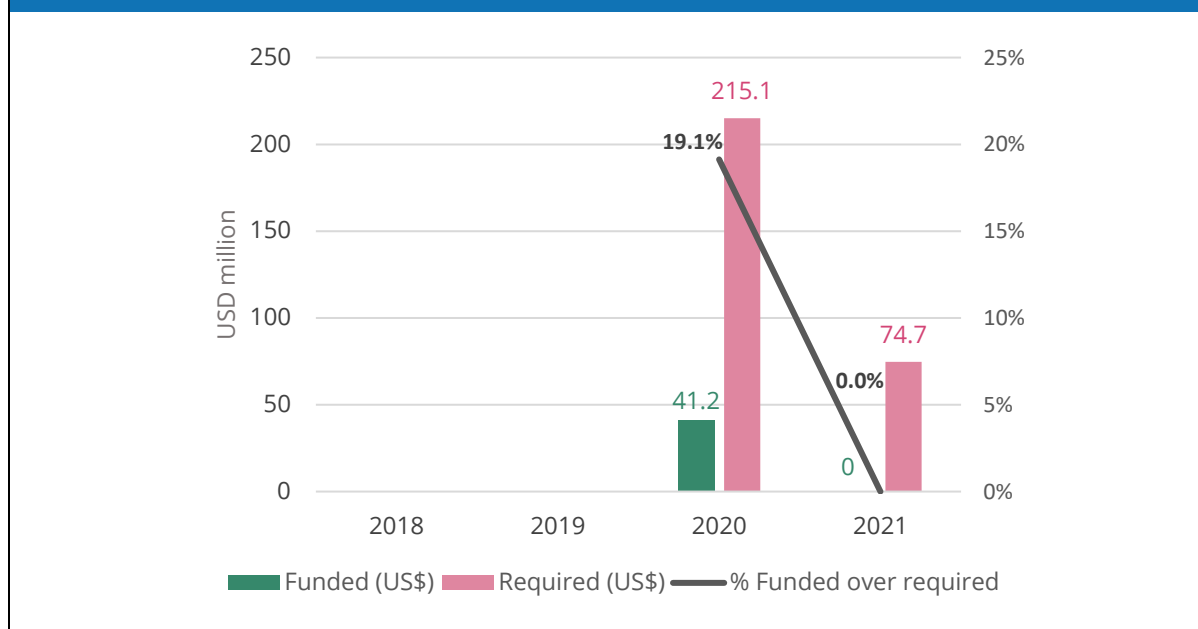
²⁸ Ibid

²⁹ Data on gross ODA disbursements for 2020 is not yet available.

Source: OECD-DAC (data extracted on 31/10/2021)

23. The United Nations Sustainable Development Partnership Framework (UNSDPF) covers the period 2016-2022 and leverages the expertise, capacity and resources of the United Nations to support the Government's priorities. The Partnership Framework represents an agreed partnership between Government of the Republic of Zambia (GRZ) and the United Nations in Zambia, as part of its national development planning process and ensuring progress towards the Government of Zambia's Vision 2030.
24. The UNSDPF is aligned with Government priorities set out in the 2030 vision and has identified three pillars – social development, environmentally sustainable and inclusive economic development, and governance and participation. The total requirement for the period is USD 806,487,670. In 2020, UN Zambia disbursed USD 12.4 million through the framework and mobilized an additional USD 52.6 million from the Government of Zambia and various international donors³⁰.
25. An evaluation of the UNSDPF is currently being undertaken, and its findings are expected to inform this CSPE.
26. In May 2020 the UN launched the consolidated UN COVID-19 Emergency Appeal to respond to the pandemic requesting USD 132.9 million, which was reduced to USD 125.6 million in July. Despite the downward revision, this plan received only about 10 percent of required funding. The other humanitarian appeal active in 2020, covering the period October 2019 to March 2020, received just over 31 percent of requirements. Thus, the two response plans received 19.1 percent of total requirements (figure 6). No humanitarian response plans were launched in 2021 for Zambia specifically, but Zambia formed part of the Democratic Republic of the Congo Regional Refugee Response Plan January-December 2021, including also Angola, Burundi, Republic of the Congo, Rwanda, Uganda, and the United Republic of Tanzania. Although Zambia received some humanitarian funding in 2021 (figure 2), the USD 74.7 million Zambia requirements under this regional response plan are entirely unfunded (figure 6).

Figure 6: Zambia funding against response plans and appeals (2018-2021) (sub-component of total Humanitarian Assistance)



³⁰ <https://zambia.un.org/en/136656-united-nations-sustainable-development..>

2. Reasons for the evaluation

2.1. RATIONALE

27. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equality and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the country office’s new country strategic plan – scheduled for Executive Board consideration at its annual session in June 2023 (EB.A/23). This evaluation was initially planned for 2023, but because the CSP was shortened by one year to align to the UNSDPF, the evaluation has been called forward by one year.

2.2. OBJECTIVES

28. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Zambia and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

29. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the Government of Zambia, WFP Country Office (CO), Regional Bureau (RB) in Johannesburg and headquarters technical divisions, followed by the Executive Board (EB), particularly WFP Zambia’s main donors (see figure 7, section 3), the beneficiaries, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.
30. WFPs mission in Zambia is to support the Government in its efforts to achieve zero hunger (SDG 2). Its main Government partners are the Commission of Refugees (COR) within the Ministry of Home Affairs for outcome 1, the **Ministry of Health (MoH) and the Ministry of General Education (MoGE)** for outcomes 2 and 4 that contribute to improving the nutritional status of vulnerable populations and build institutional capacity to implement social protection programmes, early warning, disaster preparedness and response. In line with WFPs strategic shift to upstream activities under the CSP, WFP supported the Government to generate evidence on sustainable food systems for healthy diets through the **National Food and Nutrition Commission (NFNC)** under the Ministry of Health (MoH). In 2020, WFP worked closely with the **District Nutrition Coordination Committees (DNCCs)** in 12 districts to align stakeholder activities to effectively address malnutrition through a multisectoral approach and assisted the CNCCs in the elaboration of multisectoral district nutrition plans
31. Furthermore, WFP works with the **Ministry of Community Development and Social services (MCDSS)** and the **Disaster Mitigation and Management unit (DMMU)** vested in the Office of the Vice President to deliver assistance to drought,- flood- and Covid 19 affected people under outcomes 1 and 4 (technical assistance). MCDSS, Zambia Meteorological Department (MED), **Ministry of**

Agriculture and Ministry of Livestock and Fisheries are the main Government partners for outcome 3 (access to markets, enhanced resilience to climate shocks and diversified livelihoods for small holder farmers).

32. As a member of the United Nations country team WFP partners with other United Nations agencies present in Zambia. For example, through its participation in the United Nations Joint Programme on Social Protection, WFP works with the Food and Agriculture Organization of the United Nations (**FAO**), the International Labour Organization (**ILO**), United Nations Development Programme (UNDP), United Nations Capital Fund (UNCDF) and **UNICEF**. **UNHCR** is a core partner in refugee support, and in 2020 the Country Team launched the consolidated UN COVID-19 Emergency Appeal to support Government's COVID-19 Multi-sectoral Contingency and Response Plan under which WFP, Unicef, and ILO are providing cash assistance to poor urban populations.
33. Under outcome 3, WFP collaborated with government departments, FAO, and International Fund for Agricultural Development (**IFAD**), NGOs and the private sector to provide technical support to smallholder farmers and to the Ministry of Fisheries and Livestock. WFP is an active member and co-chairs the SUN Network with **UNICEF**.
34. WFP engages with the private sector noticeably through the Scaling Up Nutrition Business Network (SBN) promoting the production and consumption of nutritious foods under outcome 2 and through the local partnership with ABInBev/Zambian Breweries to enhance livelihoods opportunities for 1,000 smallholder farmers under outcome 3. Furthermore, through a partnership with Lusaka Securities Exchange and Zambia Agricultural Market Exchange, WFP is linking smallholder farmers to the Warehouse Receipt System platform, giving them the opportunity to access formal and sustainable national food markets. WFP works with private sector players to drive commercialization of markets for smallholder farmers produce and provision of financial services, these include ,Canon Garth, ZANACO, NATSAV, Zambian Breweries (ZB), Good Nature Agro, Vision Fund, and Mfinance. The list of private sector stakeholders will be completed during inception along with a list of the stakeholders from civil society.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

The strategic framework

35. WFP has been present in Zambia since 1967. Since the last Country Programme (2016-2020) preceding the current CSP, WFP has been making a strategic shift from direct implementation of food assistance to technical assistance to Government implementing the national plans within the areas of nutrition, social protection and disaster resilience. In order to align to WFPs strategic plan (2017-2021) WFP Zambia transitioned into the current CSP (2019-2024) through a Transitional interim Country Strategic Plan (T-ICSP, 2018-2019) that built on the lessons and partnerships from the Country Programme as evidenced by the Mid-term Evaluation³¹ and a Regional Synthesis of Evaluations (2013–2017).³²
36. The recommendations from these evaluations supported the transition to upstream activities such as technical assistance and advocacy within the areas of food and nutrition security. They highlighted the need for strengthening the gender transformative approach, shifting focus to resilience, improving M&E and information management systems and build clear exit plans with the national partners.
37. The T-ICSP inserted WFP operations in Zambia into the Agenda 2030 focusing on SDG 2 and 17 and the Strategic Results 1 (Everyone has access to food), 2 (No one suffers from malnutrition), 3 (Smallholders have improved food security and nutrition through improved productivity and incomes) and 4 (food systems are sustainable) of WFPs Strategic Plan (2017-2021). The T-ICSP was aligned with the 7th National Development Plans of Zambia (2017-2021)³³ and the 2nd National Agricultural Policy (2016–2020)³⁴ and with Zambia's UNSDPF (2016–2021). Based on the Zambia Strategic Review the current CSP was adopted in 2019 further cementing the strategic shift from programme delivery to capacity strengthening and its contribution to the 7th National Development Plan, the UNSDPF and WFPs strategic plan 2017-21 illustrated in the Line of Sight in Annex 7. As follows from the overview in table 1, the 4 outcomes and activities are similar to the T-ICSP except for the SO1 that was placed under the new SO4 social protection umbrella to ensure consistency with national policies and the HGSM being Zambias largest social protection programme. The activities under SO2 in the CSP changed from crisis response to capacity strengthening of the national systems to prevent malnutrition. SO5 support areas shifted to be encompassed under SO 1 in the CSP keeping the focus on response to crisis affected populations including refugees. In 2020 a 5th outcome was added to provide common premises and logistical support to partners.

Table 1: Zambia T-ICSP and CSP , Overview of Strategic Outcomes and Activities			
T-ICSP (2018-2019)		CSP (2019-2023)	
Strategic Outcomes	Activities	Strategic Outcomes	Activities
SO 1: Vulnerable schoolchildren in prioritized food insecure districts have access to	Activity 1: Develop and strengthen the capacity of the government bodies responsible for the national home grown school meals	SO 1: Crisis-affected people in Zambia, including refugees, can	Activity 1: Provide food and nutrition support to crisis-affected populations <i>(Unconditional resource transfers to support access to food)</i>

³¹ <https://www.wfp.org/publications/zambia-country-programme-200891-mid-term-evaluation>

³² <https://docs.wfp.org/api/documents/WFP-0000023731/download/>

³³ <https://zambia.un.org/en/93848-zambia-7th-national-development-plan>

³⁴ <http://cbz.org.zm/public/downloads/SECOND-NATIONAL-AGRICULTURAL-POLICY-2016.pdf>

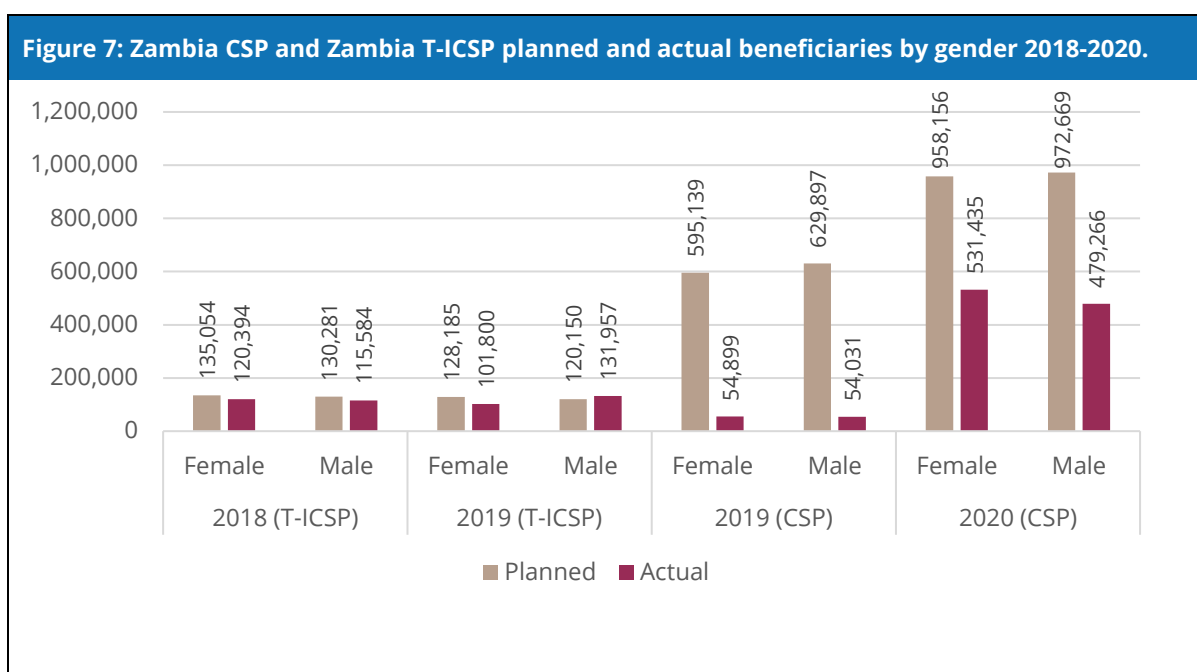
adequate and nutritious food throughout the year	programme (<i>School meal activities</i>)	meet their basic food and nutrition needs all year round	
SO 2: Communities in food insecure areas have improved nutritional status in line with national targets by 2020	Activity 2: Provide technical expertise to government and private sector entities involved in the production and marketing of nutritious products (<i>Malnutrition prevention activities</i>)	SO 2: Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024.	Activity 2: Provide technical support to government institutions and the private sector to reduce malnutrition and scale up high impact nutrition interventions (<i>Institutional capacity strengthening activities</i>)
SO 3: Targeted smallholders have increased livelihood resilience in the face of natural, social and economic related shocks by 2030	Activity 3: Promote climate-smart agriculture, crop diversification and post-harvest management amongst smallholder farmers (<i>Smallholder agricultural market support activities</i>)	SO 3: Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030	Activity 3: Promote climate-smart agriculture, crop diversification and post-harvest management among smallholder farmers and through government systems (<i>Climate adaptation and risk management activities</i>)
	Activity 4: Provide enhanced access to markets, financial, insurance and aggregation services to smallholder farmers (<i>Smallholder agricultural market support activities</i>)		Activity 4: Provide smallholder farmers with enhanced access to markets and financial and aggregation services (<i>Smallholder agricultural market support activities</i>)
SO 4: Disaster management, social protection and economic systems in Zambia reliably address the basic food and nutrition needs of the vulnerable populations throughout the year, including in times of crisis	Activity 5: Provide coordination capacity to government entities responsible for social protection and other food-security related sectors (<i>Institutional capacity strengthening activities</i>)	SO 4: Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2	Activity 5: Provide technical expertise and other services to strengthen systems and capacities of government institutions and other partners to implement social protection programmes, early warning, disaster preparedness and response (<i>Institutional capacity strengthening activities</i>)
	Activity 6: Provide capacity strengthening to government entities responsible for disaster preparedness and response (<i>Emergency preparedness activities</i>)		Activity 6: Provide technical support to the government in strengthening systems and capacities of the structures responsible for the home grown school meals programme (<i>Institutional capacity strengthening activities</i>)
SO 5: Refugees and other people affected by crisis in Zambia are able to	Activity 7: Provide cash and/or food based transfers to refugees living in official camps (<i>URT:</i>	SO 5: Service provision to the	Activity 7: Provide on-demand services, including through logistical support for food and non-food movement and

meet their basic food and nutrition requirements all year long	<i>Unconditional resource transfers to support access to food)</i>	Government, private sector, development partners and United Nations agencies.	common facilities service provision (<i>Service provision and platform activities</i>)
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Source: T-ICSP Zambia (2018-2019) Budget Revision 02 logframe and CSP Zambia (2019-2024) Budget Revision 03 Line of Sight 14/07/2021

The beneficiaries:

38. The T-ICSP (2018-2019) and CSP (2019-24) were originally planned to reach only 175,000 direct beneficiaries reflecting the shift from direct implementation of food assistance to technical assistance to Government and other partners. However, the beneficiary numbers were revised upwards 3 times in the period 2019-2020 mainly to accommodate assistance to victims of climate related shocks such as droughts and floods and support to the National Covid 19 contingency Plan. As of November 2021 the number of planned beneficiaries is more than 2 million annually. The vast majority of the beneficiaries are victims of drought, floods, and Covid 19 and are receiving direct transfers of resources being food or cash. As illustrated below, there are important discrepancies between planned and actual people reached. Further break down of beneficiaries by age, residence status and programme category can be found in annex 8.



Source: COMET CM-R001b (accessed 10/11/2021)

Response to Covid 19:

39. The COVID-19 pandemic containment measures disrupted supply chains, and contributed to increases in food prices with a significant impact on food access, particularly for urban low-income households that mainly depend on markets. WFP was part of the UN COVID-19 emergency appeal, requesting 43.5 million through the appeal to address food security. WFP was represented in the national coordination mechanism as co-chair of the food security sector. WFP conducted the Rapid vulnerability assessment in Lusaka and Kafue districts (published June 2020).

40. To mitigate the impact of COVID-19 among the urban poor, WFP, in coordination with the Government and other UN agencies, launched a cash assistance programme, targeting 322,000 people in six urban districts. To facilitate the response, WFP revised its budget from USD 112.2 million to USD 142 million with 45 percent of needs funded in 2020.

Financial overview:

41. The T-ICSP was approved in November 2017 for a period of 18 months (January 2018-June 2019). It was revised upwards twice from 14.6 million USD to 22.4 million USD to accommodate crisis response to increasing numbers of refugees from the Democratic Republic of Congo. As per table 2 below the T-ICSP was 70 percent funded against the needs-based plan (USD 22.4 million). Outcomes 2 (technical expertise to government and private sector involved in the production and marketing of nutritious products) and 3 (smallholders have increased livelihood resilience) had more funds allocated than what was planned, whereas the Home-Grown School Feeding programme under Strategic Outcome 1 faced funding challenges, and so did the capacity-strengthening activities under the disaster management and social protection components under Strategic Outcome 4. Outcome 5 (Crisis response to refugees and other vulnerable populations was only allocated 39% of the needs based plan.)
42. The CSP was approved in June 2019 at 76 million USD and revised upwards three times to 142 million USD by September 2020. As of November 2021, almost at half point of CSP implementation, the CSP is approximately 38 percent funded. Table 3 illustrates how the funding was planned to be distributed across the outcomes (at CSP approval and after the latest budget revision in September 2020) and how the funding was actually allocated across the outcomes.
43. Strategic outcome 1 of the CSP (crisis response to affected populations, SO5 in the T-ICSP) accounts for the largest share of the needs-based plan, constituting 65.6 percent of total direct operational cost (DOC). However, only 26.8 percent of the needs based plan was allocated to outcome 1 resulting in reducing its share of the total needs based plan to 45.6 percent. Strategic outcome 2 (technical support to Government institutions and private sector, SO1 and SO2 in the T-ICSP) accounts for 8.8 percent of the needs based plan and has been allocated only 43.5 percent of the planned resources, but still maintaining 10 percent of total CSP resources as planned. Strategic outcome 3 (support to small holder farmers) accounts for 18 percent of planned needs, and 81.8 percent of the plan was allocated to that outcome increasing its share of total CSP allocation from 18 per cent to 38 percent. Outcome 4 (institutional capacity strengthening to GRZ in the area of social protection and HGSM) accounts for 7.1 percent of the needs-based plan. 33 percent of the planned resources were allocated to that outcome almost maintaining the planned proportion of the CSP.
44. With the budget revision of September 2020, a new fifth strategic outcome was added to the CSP in 2020 to provide on-demand service provision to the Government, private sector, development partners and United Nations agencies. This strategic outcome accommodates common premises support to the International Fund for Agricultural Development (IFAD) at an approximate annual cost of USD 65,000. In addition, the WFP provided service provision to UNFPA for storage and handling of non-food items at a cost of USD 6,750. Resources account for a negligible share of requirements, 0.6 percent, with 0.2 percent of resources allocated to this outcome SO 5 resources currently cover 0.1 percent of SO 5 needs.

Table 2: T-ICSP Zambia cumulative financial overview (USD)

Focus area	Strategic outcome	Activity	Needs-based plan as per original T-ICSP (2018-2019) (USD million)	Share of total DOC (%)	Needs-based plan as per latest BR (2018-2019) (USD million)	Share of total DOC (%)	Allocated resources (USD million)	Share of total DOC (%)	Allocation/ Needs based plan (%)
	SO 1	Act. 1	6.1	52.2	6	32.0	4.6	34.0	76.3
Ro	Sub-total SO 1		6.1	52.2	6	32.0	4.6	34.0	76.3

	SO 2	Act. 2	1.4	11.8	1.3	7.1	1.1	8.0	81.6
		Non-activity specific		0.0	0	0.0	0.6	4.6	
	Sub-total SO 2		1.4	11.8	1.3	7.1	1.7	12.6	128.7
Resilience building	SO 3	Act. 3	0.7	6.1	0.7	3.6	1.3	9.2	183.5
		Act. 4	1.9	16.2	1.7	8.9	0.8	5.9	47.2
		Non-activity specific		0.0	0	0.0	0.6	4.3	
	Sub-total SO 3		2.6	22.2	2.4	12.5	2.7	19.4	111.2
	SO 4	Act. 5	1	8.3	0.8	4.4	0.7	5.2	86.0
		Act. 6	0.6	5.5	0.6	3.4	0	0.0	0.0
Sub-total SO 4		1.6	13.8	1.5	7.8	0.7	5.2	48.4	
Crisis response	SO 5	Act. 7			7.2	38.1	3.0	22.0	41.5
		Act. 8			0.5	2.6	0.01	0.1	2.2
		Non-activity specific			0	0.0	3	0.0	
	Sub-total SO 5				7.7	40.7	3.0	22.0	39.0
	Non-SO specific	Non-activity specific			0	0.0	0.9	6.8	
Direct operational cost (DOC)			11.8	100.0	19.0	100.0	13.7	100.0	71.9
Direct support cost (DSC)			1.8		2.1		1.3		64.0
Total direct costs			13.6		21.1		15		71.2
Indirect support cost (ISC)			1		1.4		0.9		64.5
Grand total cost			14.6		22.4		15.9		70.8

Source: IRM Analytics (ACR1 – Cumulative Financial Overview as at 30 June 2019, accessed 14/12/2021) and SPA Archive (Zambia T-ICSP original needs-based plan)

Table 3: CSP Zambia cumulative financial overview (USD)

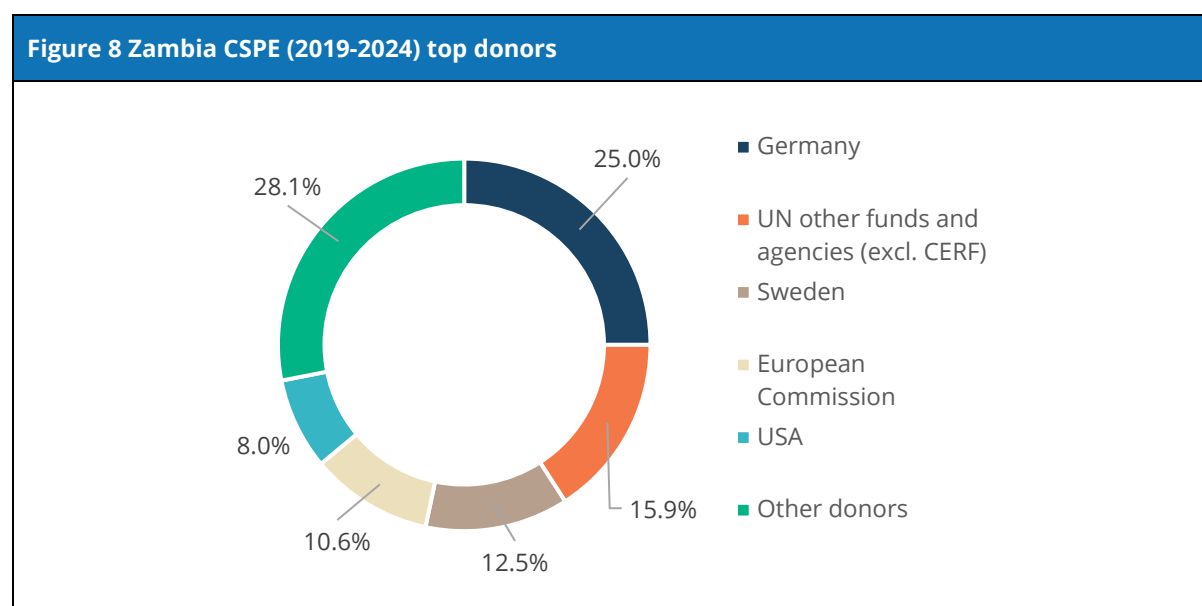
Focus area	Strategic outcome	Activity	Needs-based plan as per original CSP (2019-2024) USD million	% on total DOC	Needs-based plan as per last BR (2019-2024) USD million	% of total DOC	Allocated resources USD million	% of total DOC	Allocation /Needs based plan (%)
Crisis response	SO 1	Act.1	27.3	43.2	80.3	65.6	21.5	45.6	26.8
	Sub-total SO 1		27.3	43.2	80.3	65.6	21.5	45.6	26.8
Root causes	SO 2	Act. 2	10.8	17.1	10.8	8.8	4.8	10.1	44.4
	Sub-total SO 2		10.8	17.1	10.8	8.8	4.7*	10*	43.5
	SO 3	Act. 3	8.2	13	14.1	11.5	12.1	15.6	85.8
		Act. 4	8.3	13.1	7.9	6.5	5.9	12.4	74.7
	Sub-total SO 3		16.5	26.1	22	18	18	38.1	81.8
Resilience building	SO 4	Act. 5	3.5	5.5	3.6	2.9	0.5	1	13.9
		Act. 6	5.1	8.1	5.1	4.2	2.4	5.1	47

	Sub-total SO 4		8.6	13.5	8.7	7.1	2.9	6.1	33.3
Crisis response	SO 5	Act. 7			0.8	0.6	0.08	0.2	10
	Sub-total SO 5				0.8	0.6	0.08	0.2	10
Direct operational cost (DOC)			63.2	100	122.6	100	47.1	100	38.4
Total direct support costs			8.3	-	10.8	-	4.6	-	
Indirect support costs			4.6	-	8.6	-	3.1	-	
Grand total cost			76.2	-	142	-	54.8	-	

Source: IRM Analytics (CPB Revision Tracking Report, accessed 16/11/2021 and ACR1 – Cumulative Financial Overview, accessed 16/11/2021)

Donors

45. WFPs Zambia’s main donors are European Commission, Germany, Green Climate Fund (GCF), Ireland, Sweden, Switzerland, and the United States of America. Figure 7 below shows the proportion funded by each donor. For the duration of the T-ICSP (2018-2019), the main source of funding (34.8%) were undirected multilateral contributions (flexible funding), followed by the Republic of Korea (20.6%), other UN funds and agencies (9%), the Republic of Zambia (7.8%) and UN CERF (7.4%).³⁵

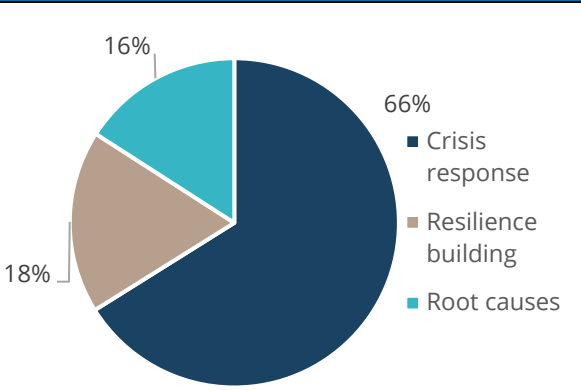


Source: CSP Zambia (2019-2024) Resource situation, FACTory (data extracted 09/11/2021)

46. As illustrated in figure 9, 45 percent of the contributions were earmarked at outcome level, 44 percent at activity level, 10 percent at country level, and just 1 percent at strategic result level.

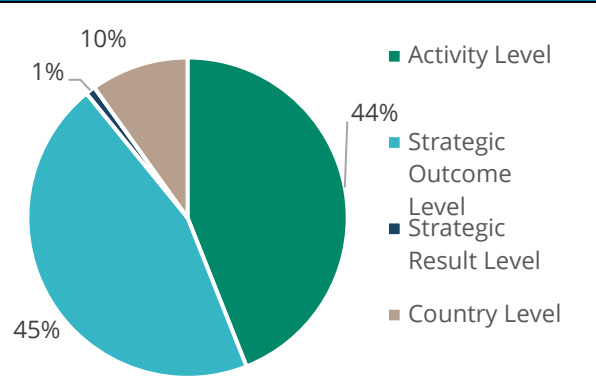
³⁵ T-ICSP Zambia 2018-2019 Resource Situation as of 29 July 2019, WFP Operations Database

Figure 9: Zambia CPB (2019-2024): breakdown of needs-based (direct operating costs) plan by focus area



Source: IRM analytics, data extracted on 02/11/2021

Figure 10: Zambia CPB (2019-2024): directed multilateral contributions³⁶ by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 01/11/2021

Staffing

47. As of 17 November 2021, the Country office had 148 staff of which 47 percent are female and 53 percent are male. 21 percent of staff are hired under long term contract and 79 percent under short term contracts, 9 percent are international staff and 91 percent are national staff. In addition to the Country Office in Lusaka, WFP operates with 4 Sub-Offices; Mazabuka, Mumbwa, Nchelenge and Petauke districts.

3.2. SCOPE OF THE EVALUATION

48. The evaluation will cover all of WFPs activities (including cross-cutting results) for the period of the CSP until the end of the data collection phase in July 2022. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Ex. Board, as well as any subsequent approved budget revisions. Although the CSP cycle starts in 2019, the evaluation will also look at the T-ICSP (January 2018-June 2019) to assess key changes in the approach from Country Programme over T-ICSP to the current CSP, and if the envisaged strategic shift from direct food assistance to capacity strengthening has taken place and, if so, what the consequences were. In cases where indicators have remained the same across the T-ICSP and the CSP, a trend analysis will be conducted. This will be verified during inception.

49. Connected to this, the evaluation will focus on assessing WFP contributions to strategic outcomes of the CSP, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

50. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected

³⁶ Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

other interventions planned under the country strategic plan. The evaluation scope will be further detailed during inception.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

51. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the subquestions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Country X?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?

3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

52. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage for the activities of the crisis response (*Unconditional resource transfers to support access to food* to refugees, and victims of flood, drought and Covid). Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
53. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions. One key theme of interest is the approach to shifting from programme delivery to capacity strengthening, what helped and hindered results including the coherence of the work throughout the food systems. Another key theme is the rationale behind the budget revisions that increased the number of direct beneficiaries and the budgetary need significantly and how that may have affected the strategic direction of the CSP as described in the original document, and the achievement of outcomes. Related to this is how the insufficient funding was allocated across the outcomes considering earmarking and/or internal funding mechanisms and how that affected the achievement of each of the outcomes. Furthermore, the evaluation will examine the level of earmarking to learn about the readiness of WFP's partners (Government and donors) to accept the strategic shift from direct food assistance to technical advice. Seeing that the approved documents describe an important strategic shift from the Country Programme over the T-ICSP and to the CSP away from direct food assistance to capacity strengthening of the partners within the areas of nutrition, social protection, climate change and risk reduction, particular attention will be given to identifying the changes made, results achieved and barriers encountered within these areas (outcomes 2,3,4).

4.2. EVALUATION APPROACH AND METHODOLOGY

54. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
55. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
56. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
57. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
58. In view of the COVID 19 Pandemic, it may be necessary to adopt a remote evaluation approach, whereby primary data collection will be done through remote interviews and focus groups and, eventually, through an electronic survey. The evaluation will then draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and available monitoring data. Depending on how the country and global contexts evolve, the remote approach might be revised, and primary data might be collected through in-country missions, as it would normally be the case. Therefore, the technical and financial offers for this evaluation should consider two scenarios: a) full remote evaluation approach with inception and main mission conducted virtually and the learning workshop in country; b) a mixed approach, where the inception mission is conducted virtually but the main data collection mission and learning workshop would be in country.
59. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
60. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the

relevant evaluation subquestions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

61. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the country strategic plan was designed
- Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

62. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

63. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

Baselines, indicators and monitoring data

64. Both the T-ICSP and the CSP has a result framework with a complete set of indicators. A line of sight was developed for the CSP and it was included in the budget revision from September 2020. The Corporate Result Framework was altered in 2019, so the indicators changed between the T-ICSP and the CSP making it difficult to assess results based on the same indicators across T-ICSP and CSP. However, seeing that the outcomes and some outputs and activities are relatively similar, the evaluation team will assess whether trends can usefully be identified across the two periods during inception.

65. There are baseline and follow up values for most outcome and output indicators in both periods, but in the T-ICSP they are not disaggregated by gender for the capacity strengthening activities under outcome 2. For the CSP, baselines have been reported for most outcome indicators in 2019, and both annual and end-of-CSP targets exist. However, the Food Consumption Score – Nutrition (under SO 3) was not reported in 2019, but was subsequently reported in 2020, and SABER School Feeding National Capacity Index under SO 4 has not been reported either in 2019 or 2020. The main source for monitoring data is the Annual Country Report (ACR), and the 2021 data will be available in March 2022. Please see annex 5 for the logframes and detailed overview of data availability by outcome and output indicators.

66. Monitoring and reporting on the outcome indicators is generally available. Of 28 current outcome indicators, 22 have two annual follow-up values and 25 have at least one annual follow-up value

reported in the 2019-2020 ACRs. From a qualitative point of view, the validity of some indicators might be an issue. Generally, difficulties are related to the capacity strengthening indicators. For example, one of the outcome indicators under SO3 (support to small holders) refers to the “proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks”. However, it may be difficult to ascertain how these capacities are operationally defined or how to measure the progress. Seeing that capacity strengthening is an important element in the CSP, the evaluation team will be expected to elaborate on the best method to measure change in this field.

67. Following Budget Revision 02, the number of output indicators in the logical framework increased from 32 to 42. However, only 11 output indicators have planned and actual values reported in 2019 and 22 in 2020. Most notably, no output indicator values were reported for SO 1 in 2019. This may present a challenge and a more detailed evaluability assessment will have to be carried out during inception. It remains to be seen whether this situation is improved in the 2021 ACR. 9 cross-cutting indicators are included in all versions of the logframe, of which 8 have reported targets and baseline/follow-up values in both 2019 and 2020.
68. At the time of writing, the Government of Zambia has not issued any travel restrictions due to Covid 19, but this could change given the new variant of the virus, Omicron. The situation will be closely monitored and access will be determined at the time of inception. Should travel not be possible interviews will have to be carried out remotely and/or by local consultants.

The time frame

69. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. In order to meet the deadlines for providing data for the design process of the new CSP, data collection is happening up to two years before the end of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes, particularly as WFP Zambia is shortening its CSP cycle by one year.
70. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

National Statistics available

71. The Zambia Statistics Agency (ZSA) publishes a wide variety of statistics on the population, economy, and other areas. The last census of population and households was undertaken in 2010, with 2011-2035 projections for some indicators available; the 2020 planned Census of Population and Housing was delayed to 2021, and then to 2022.³⁷ Among the regular statistical publications are the Labour Force Survey (published at least annually since 2017), and a monthly statistical bulletin with data on national accounts, Consumer Price Index, international trade, and other data. ZSA makes a number of statistics multiply disaggregated (including at sub-national level) available in open data format as part of Open Data for Africa initiative.
72. The last Demographic and Health Survey was conducted in 2018, while the Multiple Indicator Cluster Survey has not been done since 1999. ZSA has occasionally published additional survey results that may be informative, such as the 2018 Child Labour Report or the 2015 National Disability Survey. Most recently, ZSA published the Socio-Economic Impact Assessment of COVID-19 on Households in Zambia. Zambian Ministry of National Development Planning submitted a Voluntary National Review at the High-Level Political Forum in June 2020, reporting on 54 indicators across 14 sustainable development goals.

WFP, interagency and UN data sources

73. A Midterm evaluation of The WFP Country Programme (CP) is available from 2018. As the CP was phased out that year to be replaced by the T-ICSP it reflects data at end point of the CP. A Strategic

³⁷ Republic of Zambia, Ministry of Finance and National Planning. “Postponement of Sixth (6th) Census of Population and Housing.” 3rd November, 2021. Zambia Statistics Agency.

Review of the food security situation in Zambia was carried out to inform the design of the CSP in 2018. A Strategic Evaluation of WFP Support for Enhanced Resilience was carried out in 2019 and includes a country mission to Zambia. The UNSDPF is being evaluated at the time of writing, and a draft should be available early 2022 in time for the inception mission.

74. The Regional Bureau in Johannesburg developed a Vulnerability and Food Security Strategy in 2019 covering the period until 2021. Regular VAM updates such as food security bulletins and seasonal overviews are available at regional and national level. The Global Network Against Food Crisis (GNAFC) and Food Security Information Network (FSIN) and FEWSnet reports and updates are also available.

Ethical Considerations

75. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
76. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Zambia CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

77. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
78. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation. If this is not complied with, WFP cannot keep the agreed time plan and delays in the evaluation process may occur.
79. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

80. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1.Preparation	January End of February 2022	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	February 2022 April 2022 May 2022	HQ briefing Inception mission Inception report
3. Data collection	July 2022	Evaluation mission, data collection and exit debriefing
4. Reporting	September 2022 October 2022 November 2022 January 2023	Report drafting Comments process Stakeholders workshop Final evaluation report Summary evaluation report editing
5. Dissemination	February-March 2023	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

Elaborate on the text below as relevant to the evaluation.

81. The CSPE will be conducted by a gender balanced team of three international and two national consultant (male and female preferably conversant in main local languages) with relevant expertise and one researcher. The selected evaluation firm is responsible for proposing a mix of evaluators with English language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<ul style="list-style-type: none"> - Team leadership, coordination, planning and management. - Solid experience in the development and application of evaluation methodology - Solid understanding of the aid architecture in a MIC country - Proven analytical, synthesis, report writing, and presentation skills - Relevant knowledge and experience from Zambia or similar country settings. - Experience with evaluation of complex multilateral country level programmes. Experience with food security programmes in emergency and development programmes is an asset. - Expertise in one or more of the technical areas below
Agriculture / Food Security/Livelihoods and resilience	<ul style="list-style-type: none"> - Strong technical expertise in resilience, value chains and social protection. - Proven track record of evaluation of food assistance activities and technical assistance to Government in the context of development and humanitarian interventions
Nutrition and Health	<ul style="list-style-type: none"> - Strong technical expertise in evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. - Experience with HGSM programmes and capacity strengthening for government institutions to implement food security interventions in general, and HGSM, nutrition and resilience in particular.
Emergency preparedness and response	<ul style="list-style-type: none"> - Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts.
Research Assistance	<ul style="list-style-type: none"> - Solid understanding of qualitative and quantitative social science research methods; data cleaning and synthesis; experience in evaluation and familiarity with WFP systems would be a plus.
Other technical expertise needed by the team	<ul style="list-style-type: none"> - Other areas of expertise that the selected team should include are: - Cash-Based Transfer programmes - Programme efficiency calculations - Gender - Humanitarian Principles and Protection - Accountability to Affected Populations - Capacity strengthening as cross cutting issue

5.3. ROLES AND RESPONSIBILITIES

82. This evaluation is managed by the WFP Office of Evaluation. Pernille Hougesen has been appointed as evaluation manager (EM) and Sanela Muharemovic as research analyst (RA) The evaluation manager has not worked on issues associated with the subject of evaluation. He/She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sanela Muharemovic will assist with the management and analysis of the data collected, and Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration at EB.A/23.
83. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Country Zambia provide logistic support during the fieldwork and organize an in-country stakeholders workshop. Emmanuel Kilio has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

84. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

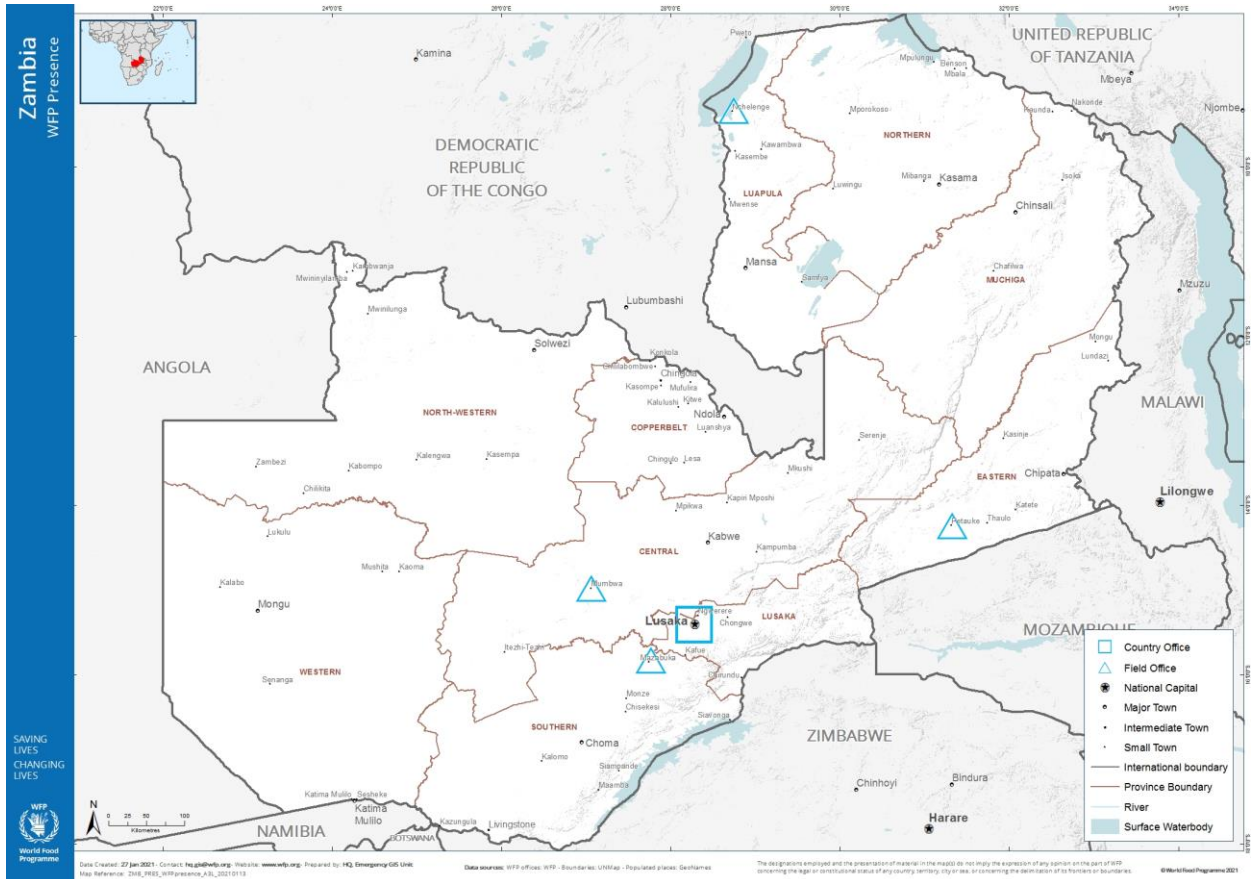
85. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in DATE. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. THE PROPOSAL

1. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: Zambia, Map with WFP Offices in 2021



Source: HQ Emergency GIS unit, November 2021

Annex 2: Zambia Fact Sheet

Parameter/(source)	Last reported	Reference period
General		
Human Development Index (1)	0.584	2019
Asylum-seekers (pending cases) (5)	4,293	2020
Refugees (incl. refugee-like situations) (5)	66,075	2020
Returned refugees (5)	Not reported	
Internally displaced persons (IDPs) (5)	0	2020
Others of concern (5)	24,203	2020
Demography		
Population, total (millions) (2)	18	2020
Population, female (% of total population) (2)	50.48	2020
% of urban population (1)	44.1	2019
Total population by age (0-4) (thousands) (6a/6b)	2,253 (2,946)	2010 (2020 est.)
Total population by age (5-9) (thousands) (6a/6b)	1,916 (2,717)	2010 (2020 est.)
Total population by age (10-14) (thousands) (6a/6b)	1,774 (2,429)	2010 (2020 est.)
Total Fertility rate, per women (10)	4.4	2020
Adolescent birth rate (per 1000 females aged between 15-19 years) (9)	135	2015-2017
Economy		
GDP per capita (current USD) (2)	1,051	2020
Income Gini Coefficient (2)	57.1	2015
Foreign direct investment net inflows (% of GDP) (2)	2.35	2019
Net official development assistance received (% of GNI) (4)	4.3	2019
SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	0.4	2018
Agriculture, forestry, and fishing, value added (% of GDP) (2)	2.73	2020
Poverty		
Population vulnerable to/near multidimensional poverty (%) (1)	23.9	2020
Population in severe multidimensional poverty (%) (1)	21	2020
Health		
Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in X) (3)	1 in 93	2017
Healthy life expectancy at birth (total years) (2)	63.89	2019

Prevalence of HIV, total (% of population ages 15-49) (2)	11.10	2020
Current health expenditure (% of GDP) (2)	4.93	2018
Gender		
Gender Inequality Index (rank) (1)	137	2019
Proportion of seats held by women in national parliaments (%) (2)	16.77	2020
Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2)	70.40	2019
Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	54.66	2019
Nutrition		
Prevalence of moderate or severe food insecurity in the total population (%) (7)	51.40	2018-2020
Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%) (11)	4.2	2018
Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (%) (11)	34.6	2018
Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (%) (11)	5.2	2018
Mortality rate, under-5 (per 1,000 live births) (2)	61.70	2019
Education		
Adult literacy rate (% ages 15 and older) (1)	86.7	2018
Population with at least secondary education (% ages 25 and older) (1)	44.2	2019
Adjusted primary school enrolment, net percent of primary school-age children (2)	85.00	2017
Secondary school enrolment, net percent of secondary school-age children (2)	Not reported	

Sources: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6a) UNSD; (6b) UN DESA (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA; (11) Zambia DHS 2018

Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	20 December
	Comments on draft ToR received	CO	17 January 2022
	Proposal deadline based on the draft ToR	LTA	1 February
	LTA proposal review	EM	2-28 February
	Final revised ToR sent to WFP stakeholders	EM	14 March
	Contracting evaluation team/firm	EM	14 March
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	16-18 March
	HQ & RB inception briefing (Virtual)	EM & Team	21-March- 1 April
	Inception mission to CO (or virtual)	EM + TL	4-9 April
	Submit draft inception report (IR)	TL	6 May
	OEV quality assurance and feedback	EM	13 May
	Submit revised IR	TL	20 May
	IR review	EM	27 May
	IR clearance to share with CO	DoE/DDoE	3 June
	EM circulates draft IR to CO for comments	EM	6-20 June
	Submit revised IR	TL	24 June
	IR review	EM	27 June
	Seek final approval by QA2	EM	4 July
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	4 July
Phase 3 - Data collection, including fieldwork ¹			
	In country / remote data collection	Team	4-25 July

	Exit debrief (ppt)	TL	29 July
	Preliminary findings debrief	Team	12 August
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	19 September
	OEV quality feedback sent to TL	EM	26 September
Draft 1	Submit revised draft ER to OEV	TL	3 October
	OEV quality check	EM	10 October
	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	17 October
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	24 October
	Stakeholder workshop (in country or remote)		2 November
	Consolidate WFP comments and share with team	EM	9 November
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	18 November
Draft 2	Review D2	EM	25 November
	Submit final draft ER to OEV	TL	2 December
Draft 3	Review D3	EM	9 December
	Seek final approval by DoE/DDoE	DoE/DDoE	16 December
SER	Draft summary evaluation report	EM	23 January 2023
	Seek SER validation by TL	EM	27 January
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	3 February
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	10 February
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2023

	Tail end actions, OEV websites posting, EB round table etc.	EM	March-June
	Presentation of summary evaluation report to the EB	DoE/DDoE	June 2023
	Presentation of management response to the EB	D/ CPP	June 2023

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, programme officers, logistics, etc.
Regional Bureau	WFP Senior Management and the Regional Bureau in Johannesburg (RBJ) have an interest in learning lessons from the evaluation that can help improve the effectiveness of the next CSP in Zambia and in other COs in the region.	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Reports and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE	<i>RB management and relevant technical advisors (nutrition, resilience, livelihoods, social protection, gender, disaster response)</i>
WFP senior management HQ divisions	Learning and Accountability as relevant	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of	<i>Technical units on nutrition, resilience, livelihoods, social protection, gender, disaster response. (check unit names)</i>

		the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review, learn from and comment on the draft ER, and management response to the CSPE	
Executive board	Learning and accountability	Presentation of the evaluation results at the session to inform Board members about the performance and results of WFP activities in the Zambia.	EB members
External stakeholders			
Affected communities	<p>The ultimate recipients of food/ cash and other types of assistance, including training and technical assistance in crisis response, resilience buildings or addressing root causes, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.</p>	will be interviewed and consulted during the field missions.	Representatives of affected communities

<p>Government at central level</p>	<p>As key partners of WFP and as recipients of technical assistance, training and other type of assistance aiming at strengthening their capacity to design and implement policies, strategies and programmes in the framework of the Agenda 2030, they have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.</p>	<p>They will be interviewed during the inception and main mission as applicable and will be invited to the learning workshop.</p>	<ul style="list-style-type: none"> -Ministry of Health (MoH) -Ministry of General Education (MoGE) - National Food and Nutrition Commission (NFNC) -Ministry of Agriculture -Ministry of Livestock and Fisheries -Ministry of Community Development and Social services (MCDSS) -Disaster Mitigation and Management unit (DMMU) - Commission of Refugees (COR) within the Ministry of Home Affairs
<p>Government at decentralized level</p>	<p>As above</p>	<p>As above</p>	<p>(NFNC) District Nutrition Coordination Committees (DNCCs)</p>
<p>UN country team & IFIs</p>	<p>UN agencies, particularly Rome based Agencies and other partners in Zambia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with UNSDPF</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition, resilience, livelihoods, social protection, etc. The CO will keep UN partners informed of the evaluation's progress.</p>	<p>UNDP, FAO, Ifad, ILO, IOM, UNICEF, UNHCR UNFPA, World Bank, ADB, AU</p>

	and increase synergies within the UN system and its partners.		
Civil society, private sector	As partners of WFP and as recipients of technical assistance, training and other type of assistance aiming at strengthening their capacity they have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	The evaluation team will seek key informant interviews with its partners in civil society and private sector such as Canon Garth, ZANACO, NATSAV, Zambian Breweries (ZB), Good Nature Agro, Vision Fund, and Mfinance.	Will be determined during inception
Donors	Learning and accountability	The evaluation team will seek key informant interviews with its major donors	China, European Commission, Germany, Green Climate Fund (GCF), Ireland, Sweden, Switzerland, and the United States of America.

Annex 5: Evaluability assessment

*(Please note that most data gaps are due to time of TOR drafting/reporting cycles, and will be filled by the time of inception)

Table 1: Country Strategic Plan Zambia 2019-2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 2.0 03/10/2019	Total nr. of indicators	27	9	32
v 3.0 18/12/2020	New indicators	1	-	10
	Discontinued indicators	-	-	-
	Total nr. of indicators	28	9	42
v 4.0 08/03/2021	New indicators	-	-	3
	Discontinued indicators	-	-	-
	Total nr. of indicators	28	9	45
Total number of indicators that were included across all logframe versions		27	9	32

Source: COMET report CM-L010 (accessed 2/11/2021)

Table 2: Analysis of results reporting in Zambia Annual Country Reports 2019-2020			
		2019	2020
Outcome indicators			
Total number of indicators in applicable logframe		27	28
Baselines	Nr. of indicators with any baselines reported	25	6
Year-end targets	Nr. of indicators with any year-end targets reported	25	26
CSP-end targets	Nr. of indicators with any CSP-end targets reported	25	26
Follow-up	Nr. of indicators with any follow-up values reported	23	26
Cross-cutting indicators			
Total number of indicators in applicable logframe		9	9

Baselines	Nr. of indicators with any baselines reported	8	8
Year-end targets	Nr. of indicators with any year-end targets reported	8	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	8
Follow-up	Nr. of indicators with any follow-up values reported	8	8
Output indicators			
Total number of indicators in applicable logframe		32	42
Targets	Nr. of indicators with any targets reported	11	22
Actual values	Nr. of indicators with any actual values reported	11	22

Source: COMET report CM-L010 (accessed 2/11/2021), COMET Logframe Outcome Indicator Checklist (accessed 3/11/2021, ACR Zambia 2019-2020)

Table 3: Country Strategic Plan Zambia 2019-2024 outcome indicators in logframes and reporting													
Outcome indicator	Logframe version (HQ Approved date)				ACR 2019				ACR 2020				
	v 1.0 03/07/2019	v 2.0 03/10/2019	v 3.0 18/12/2020	v 4.0 08/03/2021	Baseline	Target	Follow-up	End-CSP target	Baseline	Target	Follow-up	End-CSP target	
Strategic Outcome 01: Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round													
Consumption-based Coping Strategy Index (Average)		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Food Consumption Score		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Food Consumption Score - Nutrition	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Food expenditure share		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Minimum Dietary Diversity - Women		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Proportion of children 6-23 months of age who receive a minimum acceptable diet	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Strategic Outcome 02: Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024.													
Minimum Dietary Diversity - Women	X												
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Percentage increase in production of high-quality and nutrition-dense foods	X												
Proportion of children 6-23 months of age who receive a minimum acceptable diet	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Strategic Outcome 03: Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030													
Consumption-based Coping Strategy Index (Average)		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes	

Dietary Diversity Score		X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Food Consumption Score	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Food Consumption Score - Nutrition	X	X	X	X	No	No	No	No	Yes	Yes	Yes	Yes
Food expenditure share	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Minimum Dietary Diversity - Women	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	X	X	X	X	Yes	Yes	No	Yes	N.a.	Yes	Yes	Yes
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Percentage of WFP food procured from smallholder farmer aggregation systems	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	X	X	X	X	Yes	Yes	No	Yes	N.a.	Yes	Yes	Yes
Rate of smallholder post-harvest losses	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Value and volume of smallholder sales through WFP-supported aggregation systems	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
Strategic Outcome 04: Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2												
Effectiveness, coherence and results of partnerships (as per qualitative review)	X											
Emergency Preparedness Capacity Index	X											
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	X	X	X	X	Yes	Yes	Yes	Yes	N.a.	Yes	Yes	Yes
SABER School Feeding National Capacity (new)	X	X	X	X	No	No	No	No	No	No	No	No
Strategic Outcome 05: Government institutions in Zambia and their partners have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2.												
User satisfaction rate			X	X					No	No	No	No

Table 4: Country Strategic Plan Zambia 2019-2024 cross-cutting indicators in logframes and reporting												
Cross-cutting indicator	Logframe version				ACR 2019				ACR 2020			
	v 1.0 03/07/2019	v 2.0 03/10/2019	v 3.0 18/12/2020	v 4.0 08/03/2021	Baseline	Target	Follow-up	End-CSP target	Baseline	Target	Follow-up	End-CSP target
C.1: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences												
C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.2: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity												
C.2.1: Proportion of targeted people accessing assistance without protection challenges												
C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.3: Improved gender equality and women's empowerment among WFP-assisted population												
C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	X	X	X	X	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C.4: Targeted communities benefit from WFP programmes in a manner that does not harm the environment												

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	X	X	X	X	No	No	No	No	No	No	No	No
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Table 5: Country Strategic Plan Zambia 2019-2024 output indicators in logframes and reporting											
Output	Output indicator	Logframe version				ACR 2019		ACR 2020			
		v 1.0 03/07/2019	v 2.0 03/10/2019	v 3.0 18/12/2020	v 4.0 08/03/2021	Planned	Actual	Planned	Actual		
Strategic Outcome 01: Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round											
Activity 01: Provide food and nutrition support to crisis-affected populations (URT)											
Crisis-affected children under 5 and PLW/G receive specialized nutritious foods that improve their nutrition status.	Quantity of fortified food provided	X	X	X	X	Yes	Yes	Yes	Yes		
	Quantity of specialized nutritious foods provided	X	X	X	X	Yes	Yes	Yes	Yes		
Crisis-affected people receive cash and/or food-based transfers that meet their basic food and nutrition needs	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	X	X	X	X	Yes	Yes	Yes	Yes		
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		X	X	X	No	No	No	No		
	Quantity of food provided	X	X	X	X	Yes	Yes	Yes	Yes		
	Total amount of cash transferred to targeted beneficiaries	X	X	X	X	Yes	No	Yes	Yes		
Strategic Outcome 02: Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024.											
Activity 02: Provide technical support to government institutions and the private sector to reduce malnutrition and scale up high impact nutrition interventions (NPA)											
Food-insecure people benefit from strengthened government and partner capacity to deliver nutrition	Number of capacity development activities provided	X									
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes		

interventions that increase their access to and consumption of nutritious foods									
Targeted communities benefit from increased access to nutrition products through strengthened private sector value chains for nutritious foods	Number of partners supported	X	X	X	X	No	No	No	No
	Number of policy engagement strategies developed/implemented	X							
Targeted communities, including PLW/G, caregivers of children, and adolescents access knowledge and adopt practices that will improve nutritional status and reduce malnutrition	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of capacity development activities provided	X							
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of national coordination mechanisms supported	X	X	X	X	No	No	No	No
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of people reached through interpersonal SBCC approaches		X	X	X	Yes	Yes	Yes	Yes
	Number of people reached through SBCC approaches using media			X	X			No	No
	Number of technical support activities provided	X							

Strategic Outcome 03: Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030

Activity 03: Promote climate-smart agriculture, crop diversification and post-harvest management among smallholder farmers and through government systems (CAR)

Smallholder farmers benefit from enhanced government systems, knowledge generation and research, service delivery and programmes	Number of capacity development activities provided	X							
	Number of national coordination mechanisms supported	X	X	X	X	No	No	Yes	Yes
	Number of people trained	X							
	Number of technical support activities provided	X							
Smallholder farmers benefit from enhanced knowledge and skills in diversified production, including with regard to nutritious crops, that increases their consumption of nutritious foods, and their marketable surplus	Number of capacity development activities provided	X							
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of people trained	X							
	Number of technical support activities provided	X							
Smallholder farmers benefit from knowledge and technology in post-harvest management to	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of people trained	X							

enhance their resilience to shocks and increase their incomes	Number of retailers participating in cash-based transfer programmes				X			
	Number of technical support activities provided	X	X	X	X	No	No	
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers				X			
	Total value of vouchers (expressed in food/cash) distributed to targeted beneficiaries				X			
Smallholder farmers benefit from strengthened technology and information in climate-smart agricultural practices to improve their resilience to shocks.	Number of people trained	X						
	Number of technical support activities provided	X						
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes Yes
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes Yes
Activity 04: Provide smallholder farmers with enhanced access to markets and financial and aggregation services (SMS)								
Smallholder farmers benefit from enhanced access to markets, agribusiness and financial services to increase their incomes and resilience.	Amount of loans accessed by participants of financial inclusion initiatives promoted by WFP			X	X			Yes Yes
	Amount of savings made by participants of financial inclusion initiatives promoted by WFP			X	X			Yes Yes
	Number of commercially viable financial products and services developed	X						
	Number of participants of financial inclusion initiatives promoted by WFP			X	X			Yes Yes

	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities			X	X			Yes	Yes
	Number of people benefiting from insurance payouts of risk transfer mechanisms supported by WFP			X	X			Yes	Yes
	Number of people covered by an insurance product through risk transfer mechanisms supported by WFP	X		X	X			Yes	Yes
	Number of people insured through risk management interventions	X	X	X	X	No	No	No	No
	Number of people provided with direct access to information on climate and weather risks	X	X	X	X	Yes	Yes	Yes	Yes
	Total premiums paid, by access modality (insurance for assets or cash)	X							
	Total sum insured through risk management interventions	X	X	X	X	No	No	No	No
	Total USD value disbursed as payouts of risk transfer mechanisms supported by WFP			X	X			Yes	Yes
	Total USD value of premiums paid under risk transfer mechanisms supported by WFP			X	X			Yes	Yes
Strategic Outcome 04: Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2									
Activity 05: Provide technical expertise and other services to strengthen systems and capacities of government institutions and other partners to implement social protection programmes, early warning, disaster preparedness and response (CSI)									
Shock-prone people benefit	Number of national coordination mechanisms supported	X	X	X	X	No	No	No	No




from access to food through enhanced government capacity in vulnerability analysis and need assessment, early warning, disaster preparedness and response	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		X	X	X	Yes	Yes	No	No
Vulnerable people benefit from nutrition-sensitive government safety net programme	Number of policy engagement strategies developed/implemented	X							
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		X	X	X	Yes	Yes	Yes	Yes
Activity 06: Provide technical support to the government in strengthening systems and capacities of the structures responsible for the home grown school meals programme (CSI)									
Schoolchildren benefit from strengthened government capacity to implement a nutrition-sensitive home-grown school meals programme	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of national coordination mechanisms supported	X	X	X	X	No	No	No	No
	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of people trained	X							
	Number of policy engagement strategies developed/implemented	X							

	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		X	X	X	Yes	Yes	Yes	Yes
Zambians benefit from supply chain services provided to the Government as necessary	Number of capacity development activities provided	X							
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		X	X	X	Yes	Yes	Yes	Yes
	Number of national coordination mechanisms supported	X	X	X	X	No	No	No	No
	Number of technical support activities provided	X							
Strategic Outcome 05: Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2									
Activity 07: Provide on-demand services, including through logistical support for food and non-food movement and common facilities service provision (CPA)									
Zambians benefit from on-demand supply chain services provided for transport of essential food and non-food items	Number of shared services provided, by type			X	X				

* In the 2019 ACR, output indicators were not reported by output, whereas in 2020 each output indicator was linked to one output only. The cells highlighted above indicate those instances that are likely duplications of the same reported value due to the ACR layout. Due to overlapping nature of some of the output indicators, some indicator values may be used interchangeably with others following the advice of the country office.

Annex 6: WFP Zambia presence in years pre-Country Strategic Plan

		2016	2017	2018
Zambia relevant events		- El Nino 2015/2016 - Presidential/parliamentary elections	- Increasing number of refugees fleeing from DRC	- Drought in southern provinces, affecting 1.42 million people
WFP interventions	Zambia CP 200891 2016-2020 (shortened to end in June 2019)	- Home-Grown School Meals - Nutrition - Resilience - Capacity Strengthening Total requirements: 26,927,064 USD Confirmed resources: 10,737,550 USD		
	EMOP 200908 Regional IR-PREP Nov 2015-Feb 2016	- Trade and prices monitoring - Regional supply chain capacity assessments Total requirements: 285,288 USD Total contributions: NA		
	EMOP 200911 IR-PREP Nov 2015-Feb 2016	- Food Security monitoring Total requirements: 210,255 USD Total contributions received: NA		
	EMOP 200979 (regional) May-July 2016	- Support to El Nino logistics and coordination centre Total requirements: 145,762 USD		
	EMOP Regional IR-PREP 201093 Aug-Oct 2017		- Emergency preparedness for cross-border displacements (capacity assessments) Total requirements: 272,699 USD Total contributions received: NA	
	IR-EMOP 201114 Nov 2017 – Jan 2018		- Emergency general food assistance to displaced persons Total requirements: 803,936 USD Total contributions received: NA	
	Zambia T-ICSP Jan 2018-Jun 2019			- Home-Grown School Meals (TA) - Nutrition (TA) - Resilience - Capacity strengthening

				Total requirements (2018-2019): 14,944,069 USD Allocated resources (2018-2019): 13,394,921 USD
Outputs at country office level	Food distributed (MT) 	CP: 6,255 MT	CP: 6,550	T-ICSP: 5,129 MT EMOP 201114: 466 MT
	Cash distributed (USD) 	CP: 0 USD	CP: 0 USD	T-ICSP: 130,677 USD
	Actual beneficiaries (nr.) 	CP: 977,904	CP: 984,770	T-ICSP: 235,978 EMOP 201114: 14,986

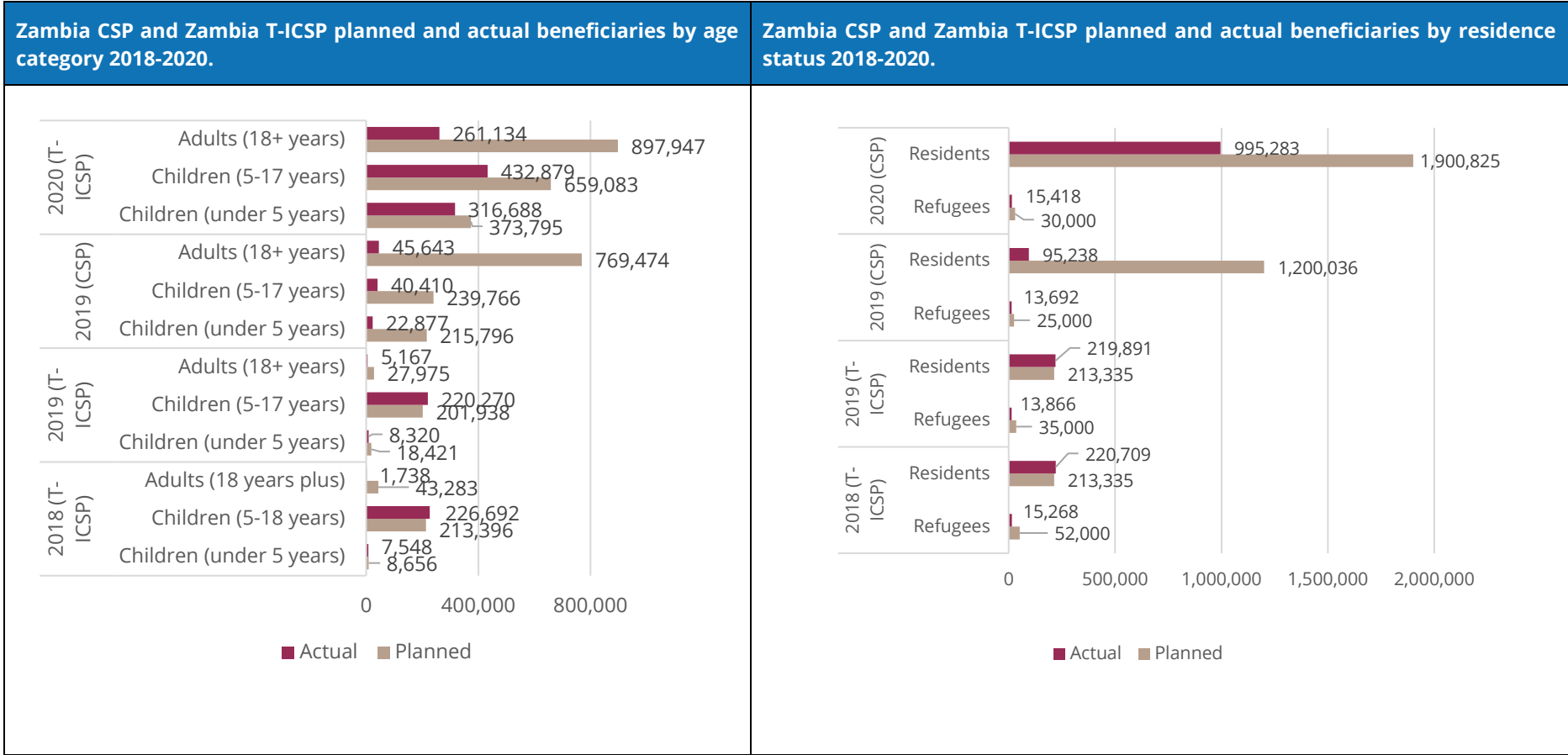
Source: WFP Operations Database (accessed 18/11/2021); EM-DAT Public (accessed 18/11/2021)

Annex 7: Line of sight

Zambia Country Strategic Plan 2019-2024				
Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome
UNSDCF OUTCOME 1.1	UNSDCF OUTCOME 1.2	UNSDPF OUTCOME 2.2	UNSDCF OUTCOME 1.1	UNSDCF OUTCOME 1.1
SR1: Access to food (SDG 2.1)	SR2: End Malnutrition (SDG 2.2)	SR3: Smallholder productivity and incomes (SDG 2.3)	SR5: Capacity strengthening (SDG17.9)	SR8: Capacity strengthening (SDG17.16)
CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	CRISIS RESPONSE
OUTCOME 1 Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round.	OUTCOME 2 Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024.	OUTCOME 3 Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030.	OUTCOME 4 Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2.	OUTCOME 5 Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2.
OUTPUTS 1.1 Crisis-affected people (tier 1) receive cash and/or food-based transfers that meet their basic food and nutrition needs. (Output Category A: Resources Transferred) 1.2 Crisis-affected children under 5 and pregnant and lactating women (PLW) (tier 1) receive specialized nutritious foods that improve their nutrition status. (B: Nutritious foods provided) (SR2) (links to output 2.3)	OUTPUTS 2.1 Food-insecure people (tier 3) benefit from strengthened government and partner capacity to deliver nutrition interventions that increase their access to and consumption of nutritious foods. (Output Category C: Capacity development & and technical support provided) (SO1, 3, 4) 2.2 Targeted communities (tier 3) benefit from increased access to nutrition products through strengthened private sector value chains for nutritious foods. (C) 2.3 Targeted communities (tier 2), including PLW and caregivers of children, and adolescents access knowledge and adopt practices that will improve nutritional status and reduce malnutrition. (C) (SO 1, 3, 4)	OUTPUTS 3.1 Smallholder farmers (tier 2) benefit from knowledge and skills in diversified production, including with regard to nutritious crops, that increases their consumption of nutritious foods, and their marketable surplus. (C) (SR2) (links to output 2.3) 3.2 Smallholder farmers (tier 1) benefit from knowledge and technology in post-harvest management to enhance their resilience to shocks and increase their incomes. (C). (links to output 2.3) 3.3 Smallholder farmers (tier 1) benefit from strengthened technology and information in climate-smart agricultural practices to improve their resilience to shocks. (C) 3.4 Smallholder farmers (tier 3) benefit from enhanced government systems, knowledge generation and research, service delivery and programmes. (Output category M: National coordination mechanisms supported) 3.5 Smallholder farmers (tier 1) benefit from enhanced access to markets, agribusiness and financial services to increase their incomes and resilience. (C). (links to output 2.2)	OUTPUTS 4.1 Zambians (tier 3) benefit from supply chain services provided to the Government as necessary. (C) 4.2 Schoolchildren (tier 3) benefit from strengthened government capacity to implement a nutrition-sensitive home-grown school meals programme. (M) (links to output 2.3) 4.3 Shock-prone people (tier 3) benefit from access to food through enhanced government capacity in vulnerability analysis and needs assessment, early warning, disaster preparedness and response. (C) 4.4 Vulnerable people (tier 3) benefit from nutrition-sensitive government safety net programmes. (C)	OUTPUTS 5.1 Zambians (tier 3) benefit from on-demand supply chain services provided for transport of essential food and non-food items.
ACTIVITY 1 Provide food and nutrition support to crisis-affected populations. (Activity Category 1: Unconditional resource transfers to support access to food; Modalities: food, CBT, SD.)	ACTIVITY 2 Provide technical support to government institutions and the private sector to reduce malnutrition and scale up high impact nutrition interventions. (Cat 9: Institutional capacity strengthening activities; Modality: CS)	ACTIVITY 3 Promote climate-smart agriculture, crop diversification and post-harvest management among smallholder farmers and through government systems. (Cat 3: Climate adaptation and risk management activities; Modality: CS, CBT) ACTIVITY 4 Provide smallholder farmers with enhanced access to markets and financial and aggregation services. (Cat 7: Smallholder agricultural market support activities; Modality: CS)	ACTIVITY 5 Provide technical expertise and other services to strengthen systems and capacities of government institutions and other partners to implement social protection programmes, early warning, disaster preparedness and response (Activity category 9; modality CS, SD) ACTIVITY 6 Provide technical support to the government in strengthening systems and capacities of the structures responsible for the home grown school meals programme (Activity category 9; Modality: CS)	ACTIVITY 7 Provide on-demand service provision through logistical support for food and non-food movement and common facilities service provision (Activity category 10; Modality: SD)

Source: Zambia Country Strategic Plan 2019-2024 Budget Revision 03, SPA Plus

Annex 8: Key information on beneficiaries and transfers



Source: COMET CM-R001b (accessed 10/11/2021)

Source: COMET CM-R001b (accessed 10/11/2021)

Table 1: Zambia T-ICSP actual beneficiaries versus planned 2019-2020 by year, strategic outcome, activity tag and gender													
Strategic outcome (SO)	Activity/ activity tag	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as a % of planned beneficiaries		2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
SO 1	Act 01 - School feeding (on-site)	102,000	98,000	108,573	104,315	106.4%	106.4%	102,120	97,880	94,740	125,151	92.8%	127.9%
Subtotal SO 1*		102,000	98,000	108,573	104,315	106.4%	106.4%	102,120	97,880	94,740	125,151	92.8%	127.9%
SO 3	Act 03 - Smallholder agricultural market support activities	6,801	6,534			0.0%	0.0%	6,801	6,534			0.0%	0.0%
	Act 04 - CBT platform			4,067	3,754	N/A	N/A					N/A	N/A
Subtotal SO 3*		6,801	6,534	4,067	3,754	59.8%	57.5%	6,801	6,534			0.0%	0.0%
SO 5	Act 07 - General distribution	26,520	25,480	7,818	7,451	29.5%	29.2%	18,200	16,800	7,062	6,805	38.8%	40.5%
	Act 08 - Prevention of acute malnutrition	2,015	1,151	0	0	0.0%	0.0%	4,143	2,181			0.0%	0.0%
	Act 08 - Treatment of moderate acute malnutrition	231	151			0.0%	0.0%	1,214	778			0.0%	0.0%
Subtotal SO 5*		28,766	26,782	7,818	7,451	27.2%	27.8%	23,557	19,759	7,062	6,805	30.0%	34.4%

Source: COMET report CM-R020 (accessed 10/11/2021) *Strategic outcome sub-totals may include overlaps.

Table 2: Zambia CSP actual beneficiaries versus planned 2019-2020 by year, strategic outcome, activity tag and gender													
Strategic outcome (SO)	Activity/ activity tag	2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
SO 1	Act 01 - General Distribution	567,410	557,625	26,440	26,023	4.7%	4.7%	898,156	882,668	513,399	462,222	57.2%	52.4%
	Act 01 - Prevention of acute malnutrition	2,213	875			0.0%	0.0%						
	Act 01 - Treatment of moderate acute malnutrition	539	357			0.0%	0.0%						
Subtotal SO 1*		570,162	558,857	26,440	26,023	4.6%	4.7%	898,156	882,668	513,399	462,222	57.2%	52.4%
SO 3	Act 03 - Climate adaptation and risk management activities	40,000	60,000			0.0%	0.0%	60,000	90,000	18,036	17,044	30.1%	
	Act 04 - Smallholder agricultural market support activities			28,459	28,008	N/A	N/A						
Subtotal SO 3*		40,000	60,000	28,459	28,008	71.1%	46.7%	60,000	90,000	18,036	17,044	30.1%	18.9%

Source: COMET report CM-R020 (accessed 10/11/2021) *Strategic outcome sub-totals may include overlaps.

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	Evaluation team	Email	EM/ CM			
Preparation	Summary ToR and ToR	WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders	Email WFPgo; WFP.org	EM			
Inception	Inception report	WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders	Email WFPgo	EM			
Reporting	Exit debrief	CO staff & stakeholders	PPT, meeting support	EM/ET			
Reporting	Stakeholder workshop	WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders	Workshop, meeting Piggyback on any CSP formulation workshop	EM/ET	CM		
Dissemination	Summary evaluation report	WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks	Executive Board website (for SERs and MRs)	EM/EB	CM		

Dissemination	Evaluation report	WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks	Email Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation network platforms (UNEG, ALNAP) Newsflash	EM	CM		
Dissemination	Management response	WFP EB/governance/ management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society/peers/networks	Web (WFP.org, WFPgo) KM channels	EB	EM		
Dissemination	ED memorandum	ED/WFP management	Email	EM	DE		
Dissemination	Talking points/key messages	WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries	Presentation	EM	CM		
Dissemination	PowerPoint presentation	WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries	Presentation	EM	CM		
Dissemination	Report communication	Evaluation management group (EMG) Division Directors, country offices and evaluation specific stakeholders	Email	EM	DE		
Dissemination	Newsflash	WFP EB/governance/ management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries	Email	CM	EM		

		Partners/civil society /peers/networks					
Dissemination	Business cards	Evaluation community Partners/civil society /peers/networks	Cards	CM			
Dissemination	Brief	WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society /peers/networks	Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward)	EM	CM		
Dissemination	Presentations, piggybacking on relevant meetings	WFP technical staff/programmers /practitioners WFP country/regional office/local stakeholders WFP staff	Presentation	EM			
Dissemination	Info sessions/brown bags	WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners WFP evaluation	Presentation	EM			
Dissemination	Targeted 1-page briefs	WFP Technical staff/programmers /practitioners WFP governance/management WFP country/regional office/local stakeholders	Presentations Email WFP webpages	EM/CM			
Dissemination	Lessons learned feature	WFP technical staff/programmers /practitioners Partners/civil society /peers/networks	Web and social media channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward) Newsletter	CM	EM		

Dissemination	Infographics & data visualisation	Donors/countries Partners/civil society /peers/networks CAM/media General public	Web and social media, channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward)	CM	EM		
Dissemination	Social media Twitter campaign	Partners/civil society /peers/networks CAM/media General public	Social media (Twitter)	CM	CAM		
Dissemination	Video presentation	WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society /peers/networks CAM/media General public	Web and social media, channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward) Newsletter Presentation	EM/CM			
Dissemination	Blog	Partners/civil society /peers/networks CAM/media General public	Web and social media, channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward) Newsletter	EM	CM		
Dissemination	Digital report (Sway)	Donors/countries Partners/civil society /peers/networks CAM/media General public	Web and social media, channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward)	CM	EM		
Dissemination	Story pitch for local media	WFP country/regional office CAM/media Affected populations	Email	CM	CAM/CO		

Dissemination	Press release/news story for regional/country office	WFP country/regional office/local stakeholders Donors/countries General public CAM/media	Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels	CM	CAM/CO		
Dissemination	Poster/public announcement/cartoon/radio/drama/video	Affected populations WFP country/regional office/local stakeholders Donors/countries General public CAM/media	Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels	EM/CM	CO		
Follow up	1 year later video/feature	Affected populations WFP country/regional office/local stakeholders Donors/countries WFP technical staff/programmers/practitioners General public CAM/media	Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels EvalForward	EM/CM			
Follow up	Review of MR	WFP technical staff/programmers/practitioners WFP management	Internal channels	RMP	EM/CM		

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					

1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved Country Strategic Plan document

[Zambia country strategic plan 2019-2024 \(wfp.org\)](#)

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

- Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

- Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

1. **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
2. **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
3. **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

- Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

1. Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
2. Suggest key references and data sources in their area of expertise
3. Participate in field debriefings (optional)
4. Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
5. Participate in national learning workshops to validate findings and discuss recommendations
6. Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

- Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level³⁸ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ol style="list-style-type: none"> 1. Evaluation Focal Point (nominated by CD) 2. Head of Programme 3. Deputy Country Director(s) 4. Country Director (for smaller country offices) 	<p>Core members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer 	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol (insert hyperlink to Comm. Protocol)</p>

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³⁸ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

- Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 13: Bibliography

1. National policies, frameworks, plans and statistics		
National planning		
Zambia Economic Recovery Programme 2020-2023	GRZ	2020
Zambia 7 th National Development Plan 2017-2021	MNDP	2017
Zambia Vision 2030	GRZ	2006
United Nations		
Zambia UN Sustainable Development Partnership Framework 2016-2021	GRZ, UN Zambia	2016
Reports and statistics		
Socio-economic Impact Assessment of COVID-19 on Households in Zambia	ZSA	2021
Voluntary National Review	GRZ	2020
Zambia UN Sustainable Development Partnership Framework Annual Report	UN Zambia	2020
Zambia Zero Hunger Strategic Review Report 2018	GRZ	2018
Zambia Demographic and Health Survey	ZSA	2018
Zambia Disability Survey	CSO	2015
Population and Demographic Projections 2011-2035	ZSA	2013
2010 Census of Population National Analytical Report	CSO	2012
2. WFP interventions		
Operation documents (narrative, line of sight/logframe, budget, budget revisions)		
Zambia Country Strategic Plan 2019-2024	WFP	2019
Zambia Transitional Interim Strategic Plan 2018-2019	WFP	2017
Zambia Country Programme 200891 2016-2020	WFP	2015
Assessment Reports – COVID-19		
COVID-19 Rapid Food Security Vulnerability Impact Assessment, Conducted in Lusaka and Kafue Districts	WFP	06/2020
COVID-19 Impacts on southern Africa	WFP	05/2020
Southern Africa COVID-19 Alert – COVID-19 Impacts on food Nutrition and Security	FNSWG	04/2020
COVID-19 Economic and Health Impacts on Regional Food and Nutrition Security	WFP	04/2020
Assessment reports – food security		
Zambia Food Security Brief	WFP	08/2021
Joint Rapid Food Security Assessment Report	WFP, WVI	03/2020
Evaluations, audits, research		
Joint Final Evaluation of the SADC Regional Vulnerability Assessment and Analysis programme March 2017 to March 2022 (TOR)	WFP	02/2021
Mid-Term Evaluation of Zambia Country Programme 200891 2016-2020	WFP	2018
Strategic Evaluation of WFP Support for Enhanced Resilience	WFP	2019
Monitoring and reporting		
Zambia Annual Performance Plan (plan, risk register, mid-year review, end-year review)	WFP	2018-2021

Zambia CSP 2019-2024 Annual Country Report	WFP	2019-2020
Zambia T-ICSP Annual Country Report	WFP	2018-2019
Zambia Country Programme 200891 Standard Project Report	WFP	2016-2017
3. External documents		
Humanitarian appeals		
COVID-19 Emergency Appeal Zambia	UN RCO Zambia	05/2020
COVID-19 Emergency Appeal Zambia (revised)	UN RCO Zambia	07/2020
The Democratic Republic of Congo Regional Refugee Response Plan January-December 2021	UNHCR	2020
Zambia 2019-2020 Humanitarian Appeal October 2019-March 2020	DMMU, UN RCO Zambia, UNOCHA	2019
4. WFP Corporate documents		
Strategic planning		
WFP Strategic Plan 2017-2021	WFP	2016
Compendium of policies relating to the WFP Strategic Plan	WFP	2020
WFP Corporate Results Framework 2017-2021, revised	WFP	2018
Corporate Results Indicator Compendium, revised	WFP	2019
Financial Framework Review 2017-2021	WFP	2016
WFP Policy on Country Strategic Plans	WFP	2016
Reporting		
Annual Performance Report	WFP	2018-2020
Policies, strategies, roadmaps and action plans - programme		
WFP School Feeding Strategy 2020-2030	WFP	2020
Local and regional food procurement policy	WFP	2019
Nutrition Policy	WFP	2017
Climate Change Policy	WFP	2017
Environmental Policy	WFP	2017
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Revised School Feeding Policy	WFP	2013
Update of WFP's Safety Nets Policy	WFP	2012
Policies, strategies, roadmaps and action plans - emergencies and operations		
Emergency preparedness policy - Strengthening WFP emergency preparedness for effective response	WFP	2018
Definition of Emergencies	WFP	2005
Policies, strategies, roadmaps and action plans - cross-cutting areas		
WFP Disability Inclusion Roadmap	WFP	2020
Gender Policy 2015-2020	WFP	2015
Note on Humanitarian Access and its Implications for WFP	WFP	2006
Humanitarian Principles	WFP	2004
Policies, strategies, roadmaps and action plans - corporate		
WFP Oversight Framework	WFP	2018
Evaluation Policy 2016-2021	WFP	2015
Enterprise Risk Management Policy	WFP	2015
Anti-Fraud and Anti-Corruption Policy	WFP	2015

WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014-2017)	WFP	2014
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Annex 14: Acronyms

ACR	Annual country report
ALNAP	Active Learning Network for Accountability and Performance
BR	Budget revision
COVID-19	Coronavirus SARS-CoV-2 disease
CO	Country office
COMET	[WFP] Country Office Tool for managing (programme operations) Effectively
CP	Country programme
CPB	Country portfolio budget
CSO	[Zambia] Central Statistical Office
CSP	Country strategic plan
CSPE	Country strategic programme evaluation
DMMU	[Zambia] Disaster Management and Mitigation Unit
DDOE	Deputy Director of Evaluation
DOE	Director of Evaluation
DNCC	[Zambia] District Nutrition Coordination Committee
DRC	Democratic Republic of the Congo
EB	Executive Board
EM	Evaluation manager
EMOP	Emergency operation
ER	Evaluation report
FNSWG	Food and Nutrition Security Working Group
GCF	Green Climate Fund
GDP	Gross domestic product
GNI	Gross national income
GRZ	Government of the Republic of Zambia
HGSM	Home-grown school meals

HQ	Headquarters
IPC	Integrated Food Security Phase Classification
IR-PREP	Immediate Response – emergency preparedness
IRG	Internal reference group
IRM	Integrated road map
KM	Knowledge management
LTA	Long-term agreement
MNDP	[Zambia] Ministry of National Development Planning
NFNC	[Zambia] National Food and Nutrition Commission
NGO	Non-governmental organization
OCHA-FTS	United Nations Office for the Coordination of Humanitarian Affairs – Financial Tracking Service
ODA	Official development assistance
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OEV	[WFP] Office of Evaluation
PHQA	Post-hoc quality assurance
RB	Regional bureau
RBJ	Regional bureau for southern Africa
RCO	Resident Coordinator’s Office
SADC	South African Development Community
SDG	Sustainable development goal
SER	Summary evaluation report
SO	Strategic outcome
SUN	Scaling Up Nutrition
T-ICSP	Transitional interim country strategic plan
TA	Technical assistance
TL	Team leader
ToR	Terms of reference

UN CERF	United Nations Central Emergency Response Fund
UNEG	United Nations Evaluation Group
UNSDPF	United Nations Sustainable Development Partnership Framework
WVI	World Vision International
ZSA	Zambia Statistics Agency

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