



WFP EVALUATION



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Evaluation of Zambia WFP Country Strategic Plan 2019-2023

Centralized evaluation report

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Executive Summary






Introduction

EVALUATION FEATURES

1. The Office of Evaluation commissioned the evaluation of the country strategic plan (CSP) for Zambia with a dual purpose of accountability and learning to inform the design of the next CSP. The evaluation was theory-based and adopted a mixed-methods approach, drawing on secondary and primary data sources, including a three-week field mission in July 2022. Limited monitoring and evaluation data for the outcomes was available for 2022 due to the timing of the evaluation and the country capacity strengthening (CCS) outcome indicators used to measure results at the output level. This was mitigated by the collection of qualitative primary data.
2. Evaluation users include the WFP country office in Zambia, the Regional Bureau for Southern Africa and headquarters divisions, as well as the Government of Zambia, donors and other national and international stakeholders operating in the country.

CONTEXT




3. Zambia is a large landlocked country with an estimated population of 19.5 million that is among the world's youngest.¹ The economy grew steadily from the 1990s onward and by 2011 had reached lower-middle-income status, but a deepening economic crisis resulted in its reclassification as a low-income country in 2022. Poverty remains high, with over half the population living below the national poverty line in 2015.²
4. Zambia is facing widespread undernutrition, micronutrient deficiencies and worsening overnutrition, with widening inequality. The latest demographic and health survey (2018) showed that 35 percent of children under 5 were stunted, 12 percent were underweight (table 1) and 58 percent were anaemic.³

	Indicator	Value	Year
	Total population (million) (1)	19.6	2022
	Income inequality: Gini coefficient (2)	57.1	2015
	Poverty headcount ratio at the national poverty line (percentage of the population) (7)	54.4	2015
	Prevalence of moderate or severe food insecurity in the total population (percentage) (4)	51.4	2018–2020
	Weight-for-age (underweight – moderate and severe) (percentage of children under 5) (5)	11.8	2018
	Weight-for-age (wasting – moderate and severe) (percentage of children aged 0–5) (5)	4.2	2018

¹ World Bank. 2022. [Population ages 0–14 \(% of total population\)](#).

² Government of Zambia, Central Statistical Office. 2016. [Zambia 2015 Living Conditions Monitoring Survey: Key Findings](#).

³ Zambia Statistics Agency and others. 2019. [Zambia Demographic and Health Survey 2018](#).

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Value	Year
	Height-for-age (stunting – moderate and severe) (percentage of children aged 0–5) (5)	34.6	2018
	Number of refugees (6)	74 716	2022
	Gender Inequality Index (rank) (3)	137	2019

Sources: (1) Zambia Statistics Agency. 2022. Census of Population and Housing; (2) World Bank Open Data; (3) United Nations Development Programme, Human Development Reports for 2016 and 2018; (4) Food and Agriculture Organization of the United Nations and others. 2021. [The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all](#); (5) Zambia Statistics Agency and others. 2019. [Zambia Demographic and Health Survey 2018](#); (6) Office of the United Nations High Commissioner for Refugees. 2022. Operational Data Portal; (7) Government of Zambia, Central Statistical Office. 2016. [Zambia 2015 Living Conditions Monitoring Survey: Key Findings](#).

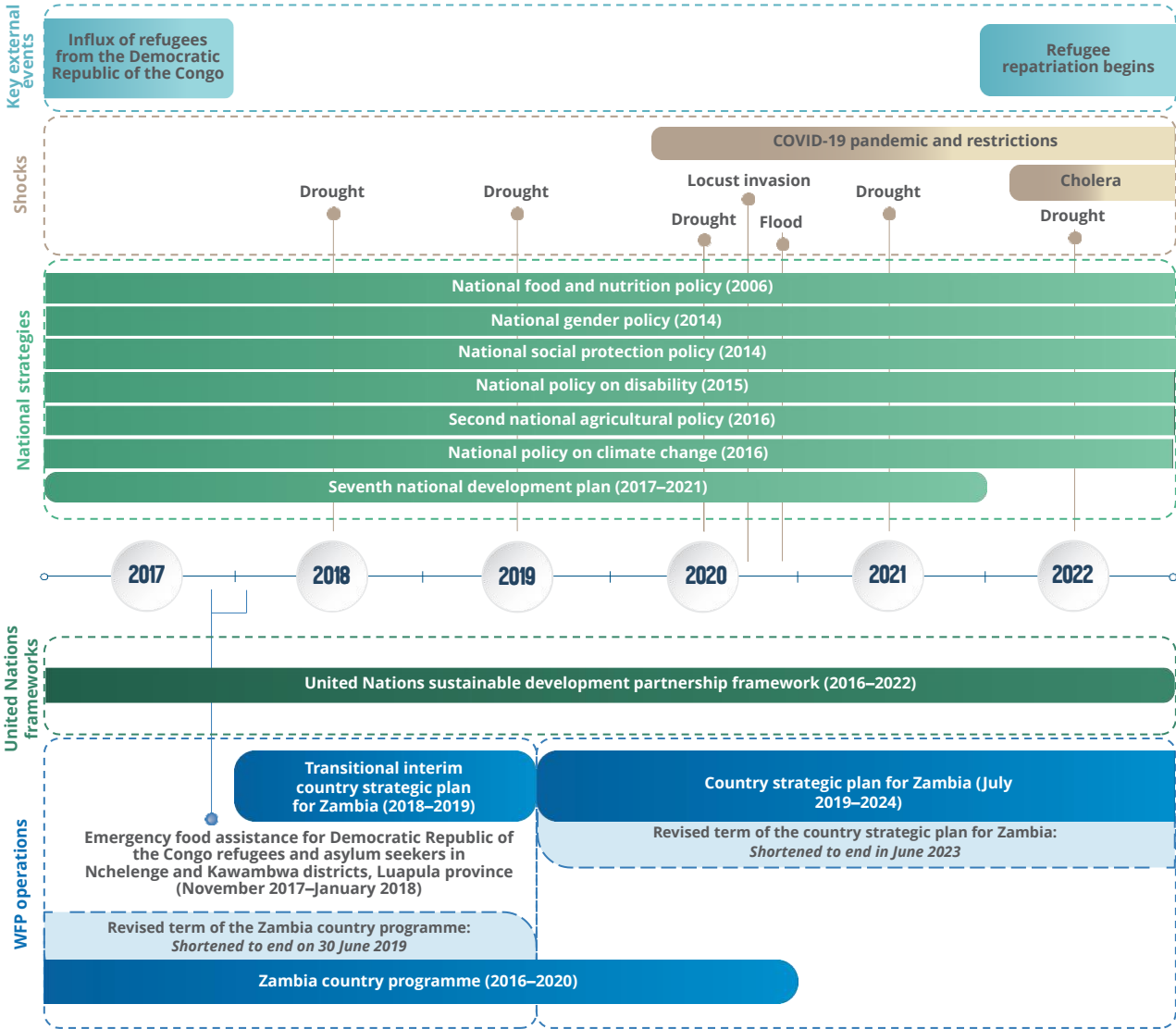
5. An underdeveloped agricultural sector and climate-change-related shocks are among the key drivers of food insecurity in Zambia. Most of the domestic food supply is produced by rain-fed subsistence agriculture, coupled with unsustainable land use practices that exacerbate vulnerability to climate shocks. At the outset of the CSP, Zambian farmers were recovering from the 2018 and 2019 droughts and flash floods. The recovery was interrupted by the coronavirus disease 2019 (COVID-19) pandemic, which drove food prices above average levels and particularly affected urban dwellers.

6. Zambia hosts 100,000 refugees and asylum seekers, mainly from the Democratic Republic of the Congo.⁴ WFP assists refugees in the Mantapala settlement in the north of the country, which hosts 20,000 people. The settlement is managed by the Zambian Commission of Refugees, and the Government allocates a plot of land to every refugee household living in the settlement.⁵

⁴ Office of the United Nations High Commissioner for Refugees. 2022. [Zambia operational update July 2022](#).

⁵ Office of the United Nations High Commissioner for Refugees and WFP. 2020. [Zambia: Joint WFP/UNHCR Needs Assessment Mantapala Settlement 2020](#).

Figure 1: Overview of significant events, existing policy framework and WFP response in Zambia

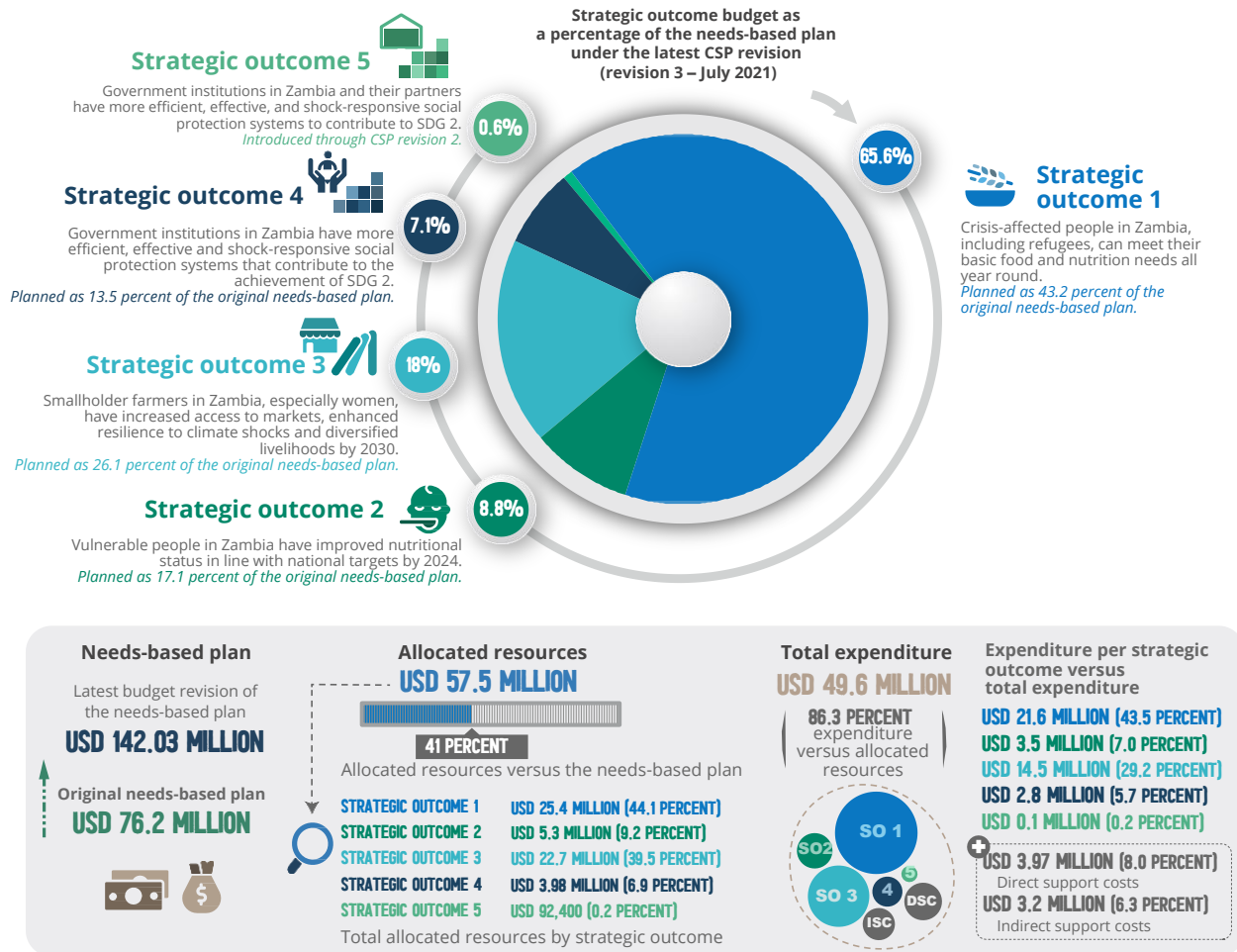


WFP COUNTRY STRATEGIC PLAN

7. The CSP for Zambia for 2019–2024⁶ was designed to respond to the challenges prioritized in the 2018 zero hunger strategic review commissioned by the Government of Zambia, which recognized hunger and malnutrition as multi-faceted issues requiring a collaborative, multisectoral and integrated approach. The CSP was subsequently designed to contribute to the Government’s priorities laid out in the seventh national development plan, covering the period 2017–2021, and the Zambia United Nations sustainable development partnership framework for 2016–2022. The CSP design built on the previous transitional interim country strategic plan and was aimed at furthering the shift from direct food assistance to an enabling role. Figure 2 describes the strategic outcomes of the CSP, the resources available and the expenditures made in the period under review.

⁶ The term of the plan was shortened in a 2022 revision.

Figure 2: WFP Zambia needs-based plan, resources and expenditures for the period 2019–2022*



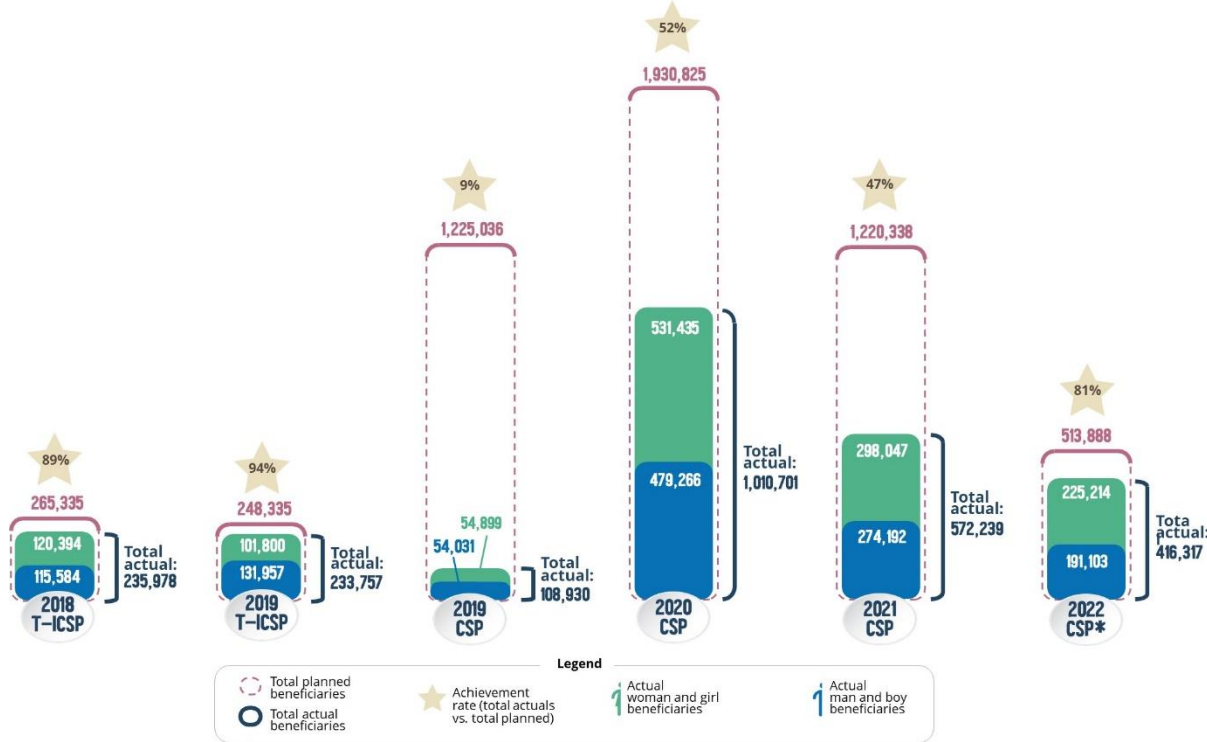
Abbreviation: SO = strategic outcome.

Source: Zambia annual country reports for the years 2019–2021, 2022 mid-year expenditure provided by the Zambia country office.

* Indirect support cost expenditure for 2022 not available at the time of writing.

8. Originally planning to reach 175,000 beneficiaries under four strategic outcomes with a total budget of USD 76.2 million, the CSP underwent a series of revisions to respond to drought in 2019 and the COVID-19 pandemic in 2020. By September 2020, the assessed needs were USD 142 million and the number of planned beneficiaries had increased to over 2 million. A fifth strategic outcome on service provision to the Government, development partners and other United Nations entities was added under revision 2 in September 2020 (figure 2). As needs subsided towards the end of 2021, the numbers were revised downwards (see figure 3).

Figure 3: Planned and actual beneficiaries under the Zambia transitional interim country strategic plan for 2018–2019 and country strategic plan for 2019–2023*



Abbreviation: T-ICSP = transitional interim country strategic plan.

Source: Zambia annual country reports for the years 2018–2021; WFP country office tool for managing effectively report CM-R001b as of 24 February 2023.

* 2022 figures are preliminary.

Evaluation findings

TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTIONS BASED ON COUNTRY PRIORITIES, PEOPLE'S NEEDS AND WFP'S STRENGTHS?

Relevance to needs and alignment with national priorities and the Sustainable Development Goals

9. The CSP was designed in consultation with government and United Nations partners. It was informed by the zero hunger strategic review, the seventh national development plan and Zambia Vision 2030, as well as various sectoral policies.⁷ It was aligned with the Government's focus on reducing vulnerability through an integrated development approach and aimed at contributing to the achievement of Sustainable Development Goals (SDGs) 2 and 17 while providing capacity strengthening and emergency support to crisis-affected people, including refugees from the Democratic Republic of the Congo. Its design was informed by relevant analyses of food and nutrition insecurity and included a targeting strategy developed in consultation with the Government. There was, however, a degree of misalignment of WFP's geographical footprint in terms of supporting the most underserved, as WFP resilience activities took place predominantly in areas with minimal stressed population as defined by Integrated Food Security Phase classifications.

⁷ Sectoral policies include the second national agricultural policy and its implementation framework, the 2014 national social protection policy and the national food and nutrition strategic plan for 2017–2021.

10. While government partners acknowledge wide consultations at the CSP design stage, there were examples of late involvement, and partners expressed the need for deeper engagement with the Government of Zambia to maximize integration with government systems.

Partnerships based on WFP's comparative advantage

11. The CSP design was aligned with the Zambia United Nations sustainable development partnership framework for 2016–2021 and implementation was coordinated through the inter-agency coordination committees and their working groups. WFP shortened the term of the CSP by one year, to 2023, to align the next CSP with the United Nations sustainable development cooperation framework for 2023–2027, in support of the eighth national development plan.

12. The CSP was designed to maximize synergies and complementarities with United Nations entities based on WFP's comparative advantages, most notably with the Office of the United Nations High Commissioner for Refugees (UNHCR) for the refugee response, the United Nations Children's Fund (UNICEF) and the International Labour Organization for the COVID-19 emergency response in urban areas, and the International Fund for Agricultural Development and the Food and Agriculture Organization of the United Nations for resilience building among smallholder farmers; however, the evaluation found little evidence of coordination with the traditional actors in the area of social protection, such as UNICEF and the World Bank. WFP also engaged with Zambia's private sector to strengthen food systems, but the absence of a coherent engagement strategy limited the potential results. Although WFP considers social protection, resilience and nutrition its comparative advantages,⁸ external actors continue to perceive WFP primarily as an emergency responder.⁹

Strategic position and adaptability to changing needs

13. WFP's strategic positioning remained valid over the term of the CSP as a result of flexible adaptation of support to changing needs and new shocks such as COVID-19 and drought conditions. Its status in Zambia as the preferred partner for food security and emergency response remains strong, not least because of its adaptive capacity, exemplified by its scale-up from 175,000 beneficiaries to a million beneficiaries in 2020 and more than half a million in 2021 and 2022 (see figure 3). In the latter half of 2021, assessed needs were adjusted downward in response to improvements in the situation. WFP also supported the national crisis response, including through contingency planning and helping the Government to devise a recovery action plan for 2019–2020.¹⁰

WHAT ARE THE EXTENT AND QUALITY OF WFP'S CONTRIBUTION TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN ZAMBIA?

Strategic outcome 1: Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round

14. Overall, WFP's contribution to strategic outcome 1 was limited in 2019 but improved from 2020 onwards, when beneficiary targets for both drought and COVID-19 responses were reached. As indicated in figure 4, the COVID-19 operation reached 322,000 people (97 percent of the target) in six urban districts between July 2020 and April 2021, covering half their food needs through cash-based transfers, as planned. Interviewed beneficiaries confirmed that the cash helped them to meet daily food needs, purchase children's school supplies and maintain small businesses.¹¹

15. Despite reaching 650,000 people (106 percent of the target for 2020), the government-led response to the drought planned for 2019 was delayed until March 2020, partly due to late arrival of pulses procured by WFP, meaning that the nutritional outcome was not met during the dry season. Reductions in government maize rations (by half) further affected the results.

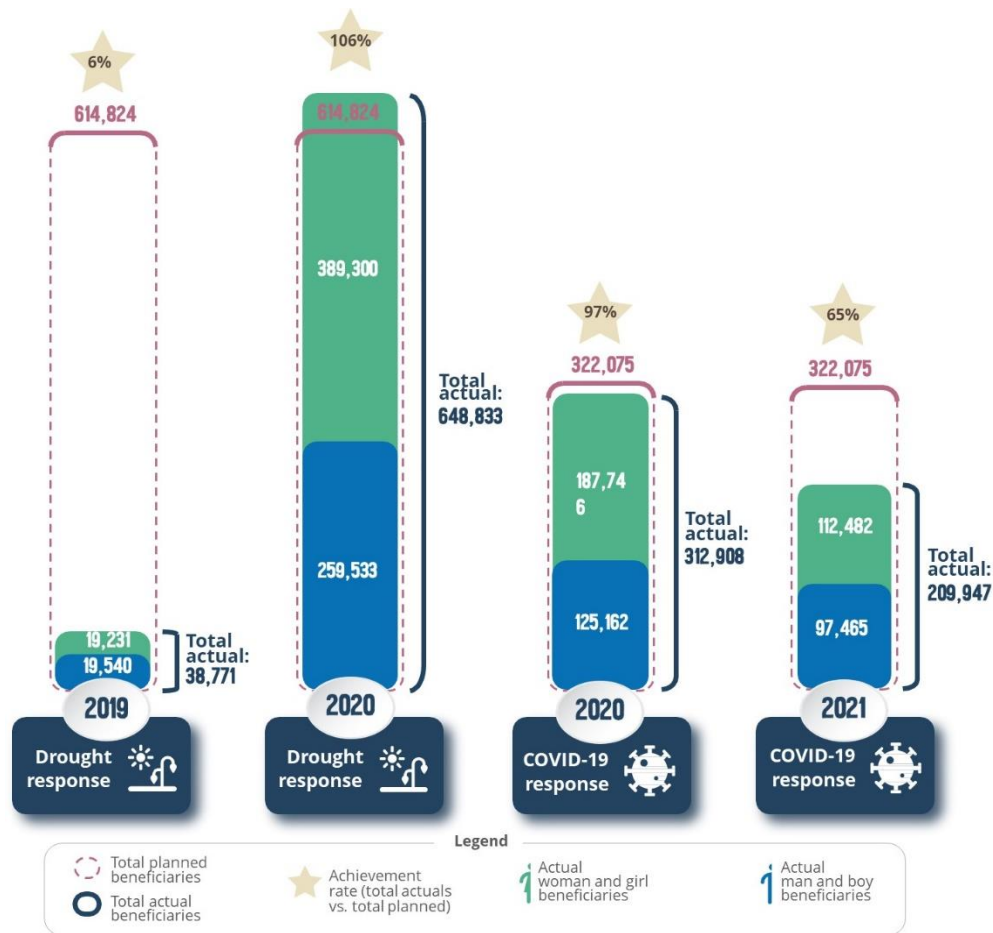
⁸ WFP. 2021. [Zambia annual country report 2020](#).

⁹ Key informant interviews.

¹⁰ WFP. 2020. [Zambia annual country report 2019](#); United Nations. 2020. [Zambia launches economic recovery programme](#); Office for the Coordination of Humanitarian Affairs. 2019. [2019–2020 Humanitarian Appeal: Zambia](#).

¹¹ Focus group discussion with beneficiaries, revenue drop as reported in revision 2 to the Zambia country strategic plan for 2019–2024.

Figure 4: Planned and actual beneficiaries for 2019–2021, by crisis response



Source: Country office strategic outcome 1 monitoring data.

16. Similarly, WFP support reached the entire refugee population in the Mantapala settlement but funding shortfalls resulted in ration cuts, which limited WFP’s contribution to intended outcomes. For example, in 2022, rations were cut to 63 percent of the total transfer value between May to December, contributing to an increase in negative coping strategies, including selling productive assets and food rations and reducing food consumption.¹² The funding shortfalls also limited engagement in resilience building for refugees.

Strategic outcome 2: Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024

17. WFP supported the development of a more enabling environment to drive improvement in the nutritional situation in Zambia by strengthening the capacity of the Government to integrate nutrition considerations across its programming. The pace and scale of delivery fell short of expectations, however, mainly due to COVID-19-related implementation delays. WFP supported the National Food and Nutrition Commission in developing a food and nutrition gap analysis to inform the upcoming nutrition policy. Additionally, WFP provided support for nutrition planning in three districts and to 12 district nutrition coordination committees implementing the First 1,000 Most Critical Days programme.

18. WFP contributed to improving nutrition practice in vulnerable communities through social and behaviour change communication campaigns. The campaigns, which reached 60,000 to 120,000 people annually, with stronger performance in 2020 than in 2019, helped to increase awareness and contributed to improved nutrition practices in communities. WFP’s outcome monitoring indicates that the proportion of

¹² WFP. 2022. [Zambia country brief May 2022](#).

children age 6–23 months who receive a minimum acceptable diet increased significantly in the period under review.¹³

Strategic outcome 3: Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030

19. WFP contributed to the ability of smallholder farmers, particularly women, to access markets, mostly through training in improved agricultural practices. The adoption of new field-harvesting practices led to increased incomes for smallholder farmers in supported areas, although that cannot be attributed to WFP alone. Despite significant under-execution in 2019 and 2020, WFP reached between 50,000 and 250,000 people annually. Outcome monitoring data for 2021 shows a steady increase in the number of targeted smallholders selling through WFP-supported farmer aggregation systems, though that result could not be independently verified.¹⁴

20. WFP contributed to livelihood diversification through the establishment and training of savings groups, enabling women smallholder farmers to invest in businesses both on and off the farm, diversifying their incomes and thereby strengthening resilience. Savings groups in remote, resource-poor environments remain challenged by liquidity and have yet to have a cash share-out.

21. The introduction of weather and climate insurance services shows promise in improving climate resilience. For example, WFP worked with the United Nations Development Programme, the International Fund for Agricultural Development, the Food and Agriculture Organization of the United Nations and the private sector on incorporating weather index insurance into Zambia's Farmer Input Support Programme, supporting more than 7,800 smallholder farmers in taking advantage of the insurance. Awareness of the benefits of insurance is still limited, however, especially in remote areas.

Strategic outcome 4: Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG 2

22. The evaluation found that, under strategic outcome 4, WFP had enhanced government capacity for social protection, including in policymaking, vulnerability assessment and nutrition-sensitive programming, and had helped develop the system architecture for social cash transfers. For example, WFP had supported the development of the national home-grown school meals strategy and the handover of the home-grown school meals programme. Coverage of the programme was expanded from 38 to 70 districts over the period of the CSP, providing some 2 million children with more nutritious diets. WFP also supported the development of the national procurement strategy and deployment and rollout of the food tracking system, and helped develop nutrition-sensitive social protection guidelines that will potentially be applied in the new national social protection policy;¹⁵ however, the absence of a coherent strategy and coordination with traditional actors in the social protection space, such as UNICEF and the World Bank, is likely to have limited WFP's potential impact in the area.

23. WFP contributed to the Government's response capacity through digitalization of the social cash transfer mechanism, thus enhancing efficiency, governance and accountability and paving the way for further scale-up, although a unified social register does not yet exist. Support for early warning systems and disaster preparedness has strengthened local government capacity to use weather information, but the evaluation team concluded that it is too early to assess how that support has contributed to shock responsiveness.

Strategic outcome 5: Government institutions in Zambia and their partners have more efficient, effective, and shock-responsive social protection systems to contribute to SDG 2

24. WFP introduced strategic outcome 5 to provide on-demand logistics services to the Government, other United Nations entities and the wider humanitarian community. Services include common distribution platforms, commodity handling, warehouse management and logistical and common premises support. Activities, including last-mile support for drought response and provision of medical supplies, enhanced government disaster response, while supply chain activities supported the achievement of other strategic

¹³ WFP. 2022. [Zambia annual country report 2021](#).

¹⁴ *Ibid.*

¹⁵ WFP. [Zambia annual country report 2020](#); key informant interviews with Government of Zambia representatives; country office.

outcomes and, through the Global Commodity Management Facility, provided other country offices with food stocks.

Contribution to cross-cutting aims

25. **Humanitarian principles.** WFP adhered to the humanitarian principles of maintaining operational independence. The evaluation did not reveal any evidence of bias in the selection of beneficiaries.¹⁶ Almost all beneficiaries interviewed reported that they had been able to access WFP assistance in an unhindered, safe and dignified way.

26. **Protection against sexual exploitation and abuse and gender-based violence.** WFP reportedly contributed to protection against sexual exploitation and abuse and gender-based violence by introducing mitigating measures to counter exploitation and gender-based abuse in connection with food or cash distribution, such as training of staff and mobile service providers and social and behaviour messaging.

27. **Accountability to affected populations.** WFP prioritized accountability to affected populations through consultations with stakeholders, timely information provision and a community feedback mechanism that was generally functional and appropriate, although there were gaps in coverage of some beneficiary groups (notably smallholder farmers).

28. **Gender equality and women's empowerment.** Gender was embedded in the CSP design and mainstreamed across the strategic outcomes; however, the design was informed by a rapid rather than detailed gender assessment. WFP strengthened government capacity to integrate gender into programming, potentially contributing to gender equality and women's empowerment at the national level. Specific gender equality and women's empowerment results are visible among women smallholder farmers, but improvements remain to be made overall, with gender-related interventions often being ad hoc. The CSP's focus shifted from women's economic empowerment to gender-transformative outcomes over time, although it is still early to see concrete results.

29. **Environmental sustainability.** WFP promoted environmentally sustainable development through training of smallholder farmers in sustainable land management practices and construction of energy efficient cooking stoves in Mantapala and in schools, where establishment of woodlots was also promoted;¹⁷ however, there are deforestation concerns arising from activities such as the refugee response in Mantapala, and access to sustainable wood fuels for WFP interventions is insufficient.

Nexus approach to programming

30. While not explicitly directed at the nexus, the CSP stimulated the development of strategic links between humanitarian and development interventions. WFP support has strengthened the Government's capacity to deliver on its priorities and global commitments across the humanitarian–development spectrum, including in relation to SDG 2 and SDG 17, and was credited with bringing various line ministries together around a common focus, thus contributing to development outcomes at the community level. While the Government has adopted the comprehensive refugee response framework,¹⁸ WFP has not managed to engage in resilience building activities in the Mantapala refugee settlement, mainly due to a lack of funding.

Financial and institutional sustainability of WFP's achievements

31. WFP has contributed to strengthening the Government's systems and capacity to deliver sustainable change, such as through the home-grown school meals programme and the attempts to link the programme to sustainable market opportunities for smallholder farmers. The combination of the Government's commitment to improving nutrition, WFP mainstreaming nutrition throughout its programming and WFP nutrition-focused CCS activities also has strong potential for sustainability. WFP resilience building support has strengthened sustainable food systems in WFP-targeted communities, such as through the cultivation of drought-tolerant crops although lack of agricultural inputs is putting the

¹⁶ Focus group discussions with smallholder farmers, non-governmental organization key informant interviews in districts, Government of Zambia key informant interviews at the district level.

¹⁷ WFP. 2022. [Zambia annual country report 2021](#).

¹⁸ Office of the United Nations High Commissioner for Refugees. 2021. [UNHCR Country Strategy Evaluation: Zambia – Final Report: December 2021](#).

sustainability at risk. WFP supported the development of nutrition-sensitive social protection guidelines but it is too early to observe a sustainable contribution to wider system change.

TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

Timeliness

32. Following approval, CSP execution was slow in July 2019, when the focus was on planning of new interventions. WFP's COVID-19 response was timely, with emergency cash transfers launched in WFP-targeted districts by July 2020. The drought response and some resilience building and capacity strengthening activities suffered delays, however, due to late availability of funding and a long lead time for international and regional procurement, as well as COVID-19 restrictions.

Depth and breadth of coverage

33. The beneficiary targets for the COVID-19, drought and refugee operations were almost all reached (see figure 5) but the nutritional outcome was affected by challenges in the depth of coverage for the drought and refugee operations:

- The Government-led drought response was affected by a decision to halve the pre-agreed maize meal ration (from 400 g per day to 200 g per day).¹⁹
- Funding shortfalls in the refugee operation led to the cutting of ration to 63 percent of the planned transfer value from May to December 2022.
- The breadth and depth of resilience building and CCS activities were reduced because of cancellations due to COVID-19 restrictions.

34. The evaluation found that the CSP geographic footprint was missing nutritionally vulnerable and underserved vulnerable people in northern and western provinces, despite hosting some of Zambia's most vulnerable people according to IPC data.

Cost-efficiency

35. Despite some data limitations, table 2 **Error! Reference source not found.** indicates that, as widely documented elsewhere, cash-based transfers are a more cost-efficient modality than in-kind food assistance.²⁰ Further, a comparison of cost estimates versus actual distribution costs per mt and USD shows that costs were lower than foreseen in the needs-based plan. COVID-19-related effects on the supply chain drove food prices up in 2021.

36. The evaluation team did not find evidence that alternative, more cost-effective methods of delivery were considered.

¹⁹ WFP. 2020. [WFP Drought Response in Zambia: Operational update](#).

²⁰ Jeong, D. and Trako, I. 2022. [Cash and In-Kind Transfers in Humanitarian Settings: A Review of Evidence and Knowledge Gaps](#).

**TABLE 2: STRATEGIC OUTCOME 1, ACTIVITY 1 – TRANSFER COST (FOOD AND IN-KIND)
PER RATION DISTRIBUTED, 2019–2021**

Modality and assessment	United States dollars					
	2019		2020		2021	
	Needs-based plan	Actual	Needs-based plan	Actual	Needs-based plan	Actual
Food – cost per mt	178	24	177	206	619	397
Food – cost per monthly ration of 13.5 kg^a	2.40	0.32	2.39	2.78	8.36	5.36
Cash-based transfers – cost per USD	0.54	0.00	0.12	0.07	0.08	0.07
Cash-based transfers – Cost per monthly ration of USD 10 (equivalent to ZMW 187)^b	5.40	0.00	1.20	0.70	0.80	0.70

Source: Zambia country strategic plan revision 3, 27 July 2021, CM-R014 for food and cash-based transfers v2.0, country portfolio budget plan vs actuals report v2.1 (1 September 2022).

^a In 2022, a ration consisted of 9 kg maize meal, 1.8 kg beans, 1.8 kg corn-soy blend, 0.15 kg salt and 0.75 litres oil. Zambia annual country report 2021, focus group discussions with beneficiaries and key informant interviews with implementing partners, Mantapala settlement.

^b Standard ration prior to reductions, per the [Zambia annual country report 2021](#).

WHAT FACTORS EXPLAIN WFP'S PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED UNDER THE COUNTRY STRATEGIC PLAN?

Mobilization of adequate, predictable and flexible resources

37. The needs-based plan required USD 142,030,298 (2019 to 2024), of which USD 57.5 million was allocated as of September 2022. Although the term of the CSP was shortened from five to four years and the drought and COVID-19 response needs were revised downward, the unmet needs for the CSP are still high.

38. While it was unable to cover the needs, WFP succeeded in adding new donors to its donor base, including Japan, the European Union, private sector entities and the African Development Bank. WFP Zambia also accessed considerable Central Emergency Response Fund resources to support the 2019 drought response. Funding from the European Civil Protection and Humanitarian Aid Operations and the Central Emergency Response Fund allowed an adequate COVID-19 response in targeted districts.

39. WFP has continually advocated flexible, multi-year funding for durable, long-term solutions that increase the resilience of vulnerable smallholder farmers and enable programme adaptation by WFP. Between 2018 and 2022, there was a modest shift away from earmarking at the activity level and towards the strategic outcome level, giving WFP more flexibility.

Monitoring and reporting systems

40. Monitoring data was broadly sufficient to inform adjustments in programming; however, CCS corporate outcome indicators recorded number of people trained and policies supported and hence did not generate information about the change achieved, thus limiting WFP's ability to adjust its strategic direction based on effect.

Partnerships

41. WFP engaged with a variety of partners to deliver the CSP. The government stakeholders interviewed praised WFP's contribution to food security and nutrition in Zambia and emphasized the importance of delivering through national systems, when fit for purpose. WFP was an active member of the

United Nations country team, facilitating an effective and well-coordinated COVID-19 response in partnership with the Government and UNICEF²¹ and with UNHCR in the Mantapala refugee settlement.²²

42. WFP actively engaged with private sector partners to deliver resilience support, such as for weather insurance and a pilot sorghum out-grower scheme. It also co-chairs the Scaling Up Nutrition Business Network to promote private sector involvement in the production of nutritious foods and the promotion of their consumption, though the absence of the big retailers limits the network's effectiveness.

Human resources

43. WFP Zambia has sufficient human resource capacity to deliver the CSP. Almost half of all positions are short-term contracts, however, which affects continuity, both internally and in relation to external partners. A capacity needs assessment of the country office was conducted prior to the CSP and is updated regularly.

Other factors affecting performance

44. Among the key factors that explain WFP's performance and its ability to make the strategic shift under the CSP away from direct assistance and towards capacity strengthening were strong relations with the Government at the central and district levels, a conducive policy environment, appropriate partnerships and adequate human resources. Constraining factors included low levels of international funding owing to competing global priorities and Zambia's classification, until recently, as a lower-middle-income country. The deepening economic crisis in Zambia also affected public funding. Finally, the disrupting effects of the droughts and COVID-19 caused delays in implementation of CCS and resilience building, somewhat interrupting the strategic shift.

Conclusions

45. The Zambia CSP combines humanitarian action to mitigate hunger and food insecurity with longer-term development programming focused on resilience building, policy support and capacity strengthening at the national and subnational levels. The intended strategic shift from direct food assistance to national capacity strengthening envisioned in the CSP was interrupted by the need for crisis response to drought and COVID-19. Start-up was slow in 2019, and until mid-2021 most activities apart from crisis response were delayed due to COVID-19. There is evidence of subsequent progress towards development outcomes, however, particularly for policy support and resilience building.

46. The CSP was aligned with key government development strategies and policies as well as the relevant United Nations plans based on WFP's comparative advantages, although there were reports of late consultations with the Government of Zambia at the design stage. The design of the CSP was highly consistent with the Government of Zambia's multisectoral approach to addressing food and nutrition insecurity issues, including building national ownership and capacity to implement nutrition-sensitive approaches in social protection programmes and building the resilience of smallholder farmers while maintaining WFP's traditional emergency response capacities.

47. Regular gathering and analysis of evidence on food security and nutrition issues in Zambia ensured that the CSP could be adapted to the context. There was broad consensus that WFP's targeting strategy was appropriate; however, WFP's geographical footprint for resilience building activities does not extend to the most food-insecure areas, effectively excluding highly vulnerable people in the northern and western provinces. In addition, the CSP does not explicitly target young people, a priority group for the new government that came to power in 2021.

48. While partnerships pursued by WFP were appropriate overall, they were not always based on a strategic approach, which was particularly evident for engagement with the private sector and traditional partners in the social protection space.

²¹ Zambia United Nations Resident Coordinator Office-²⁰²¹. [Evaluation of the 2016–2022 Zambia United Nations sustainable development partnership framework](#).

²² Office of the United Nations High Commissioner for Refugees. 2021. [UNHCR Country Strategy Evaluation: Zambia – Final Report: December 2021](#).

49. With malnutrition, notably stunting, remaining at high levels in Zambia, WFP mainstreamed nutrition across all pillars of programme support but implementation fell short of expectations due to COVID-19-related delays. WFP nevertheless played a valuable role in conducting nutrition-related analyses, such as the Fill the Nutrition Gap analysis, which generated recommendations that could inform future food and nutrition policy. Key results included improved diets for vulnerable populations, school children and babies, although those results cannot be attributed to WFP alone.

50. WFP's emergency response to COVID-19 proved effective; however, delays affected the drought response and funding shortfalls led to ration cuts, resulting in the use of negative coping strategies by refugees. Resilience activities in the Mantapala settlement were limited due to lack of funding and contextual factors.

51. The extensive training of smallholder farmers in improved agricultural practice contributed to resilience outcomes, with beneficiaries showing high levels of adoption of new techniques and changed farming practices increasing yields. Access to financial services, availability of extension support and provision of market information and agricultural inputs were all strengthened, positively contributing to the building of sustainable food systems; however, the achievements are not yet sufficiently anchored institutionally to ensure sustainability.

52. Gender was adequately mainstreamed in the design of the CSP and some progress was made towards enhancing women's empowerment; however, evidence of transformative gender equality gains was not confirmed by the evaluation. The evaluation confirmed adherence to the humanitarian principles and accountability to affected populations, although feedback mechanisms were not always adequate, particularly for smallholder farmers. Some interventions raised environmental concerns, such as the felling of trees for fuel around the Mantapala settlement and home-grown school meals programme schools.

Recommendations

53. The evaluation resulted in six recommendations, of which three are strategic and three are operational.

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
1	In the design of the next country strategic plan WFP should:	Operational				
1.1	Collect more data and evidence on the needs of vulnerable young people in order to inform future country strategic plan targeting decisions.	Operational	Country office	Regional bureau	High	December 2023
1.2	Re-examine Integrated Food Security Phase Classification and nutrition-focused assessments to consider adjusting its geographic footprint for resilience building activities to ensure coverage of underserved areas.	Operational	Country office		High	December 2023
1.3	Ensure earlier and deeper engagement with the Government of Zambia in the new country strategic plan design process.	Operational	Country office	Regional bureau		December 2023
1.4	Conduct a detailed gender assessment to inform the shift to gender transformation in the new country strategic plan and specifically to shape any interventions targeted at women and girls.	Operational	Country office		High	January 2024
1.5	Map out the role of the private sector in the sustainable strengthening of Zambia's food systems in order to inform its new private sector engagement strategy.	Operational	Country office		High	January 2024
1.6	Consider including support for the Government of Zambia on national early warning systems with regard to climate shocks.	Operational	Country office	Regional bureau	High	May 2024
2	WFP should expand its nutrition portfolio.	Strategic				
2.1	WFP should consider including further strengthening of institutional coordination structures focused on nutrition, particularly at the district and sub-district levels, to enhance their functionality.	Strategic	Country office		High	May 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
2.2	WFP should advocate the implementation, by the Government of Zambia, of the recommendations stemming from the food and nutrition gap analysis and consider providing support for the process of development of Zambia's future food and nutrition policy.	Strategic	Country office		High	In accordance with timeline agreed with the Government of Zambia
2.3	WFP should liaise with the National Food and Nutrition Commission on plans to refresh the Scaling Up Nutrition Business Network to ensure active engagement by members on nutrition issues and National Food and Nutrition Commission leadership of the network, as well as support the decentralization of the Scaling Up Nutrition Business Network to the district level.	Strategic	Country office		Medium	May 2024
3	WFP should strengthen its engagement in the social protection space.	Strategic				
3.1	WFP should define its strategy to support, via country capacity strengthening, the development of Zambia's social protection system (based on the 12 building blocks of a national social protection system).	Strategic	Country office	Regional bureau	High	January 2024
3.2	WFP should enhance coordination with other social protection stakeholders, such as the World Bank, the United Nations Children's Fund and the Ministry of Community Development and Social Services.	Strategic	Country office		High	January 2024
3.3	WFP should consider supporting the Government in commissioning an assessment of the impact of the home-grown school meals programme on attendance, enrolment and nutritional intake of schoolchildren and define an exit strategy for its engagement with the programme.	Operational	Country office		Medium	August 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
3.4	WFP should seek to work with the Government of Zambia to leverage the home-grown school meals programme as a potential market for smallholder farmers.	Strategic	Country office		Medium	August 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
4	WFP should make additional improvements to ensure that cross-cutting principles are adhered to.					
4.1	In designing interventions supporting women's empowerment or gender transformation, WFP should report on the specific constraints faced by women and how those can be mitigated or addressed in intervention design.	Operational	Country office	Regional bureau	Medium	In accordance with timelines for new intervention designs
4.2	WFP should increase the number of women employed in gender-imbalanced field offices.	Operational	Country office		Medium	August 2024
4.3	WFP should advocate the development of wood lots at schools where school feeding is happening, in order to minimize the felling of trees.	Operational	Country office		Medium	August 2024
4.4	WFP should strengthen community feedback mechanisms to expand coverage and capture of complaints from beneficiaries, especially beneficiaries of resilience building or country capacity strengthening support.	Operational	Country office		Medium	May 2024
5	WFP needs to rethink its funding strategy and approach to refugee emergency response activities.	Strategic				
5.1	WFP should explore, with the Office of the United Nations High Commissioner for Refugees, constraints to broadening its resilience building support to include refugees and host communities as target groups.	Strategic	Country office	Country office	High	December 2023
5.2	WFP, in partnership with the Office of the United Nations High Commissioner for Refugees, should advocate the addressing, by the Government of Zambia, of constraints to resilience building opportunities for refugees (and host communities).	Strategic	Country office		High	January 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
5.3	WFP should broaden its funding sources to include the business sector, including new innovative partnerships with leading corporations, philanthropic foundations, individual supporters and the Green Climate Fund.	Strategic	Country office	Regional bureau	High	January 2024
6	WFP should continue to strengthen its approach to building the resilience and livelihoods of smallholder farmers.	Operational				
6.1	WFP should continue to invest in common infrastructure and platforms that enable business-to-business services.	Operational	Country office	Regional bureau	Medium	May 2024
6.2	WFP should consider support for smallholder farmers on livestock markets in reflection of their value added in terms of dietary diversity and income generation and should do this in consultation with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development.	Operational	Country office		Medium	August 2024
6.3	WFP should commission a feasibility study on remote farmers' engagement in commercial farming and explore partnership opportunities with the private sector.	Operational	Country office		High	March 2024
6.4	WFP should support country capacity strengthening at the sub-district level in view of decentralized investments and programming made possible through the Zambia Constituency Development Fund and enter into strategic partnerships with the Ministry of Local Government and Rural Development and the Ministry of Small and Medium Enterprise Development.	Operational	Country office		High	August 2024

1. Introduction

0. Landell Mills was contracted by the United Nations World Food Programme (WFP) to evaluate the Zambia Country Strategic Plan (CSP) 2019-2024 from March 2022 to December 2022. For further details, see the evaluation Terms of Reference (ToR) in Annex 1. A team of six evaluators conducted the evaluation, following the completion of the evaluation design phase set out in the inception report, which was approved in June 2022.

1.1. EVALUATION FEATURES

1. Adhering to WFP (2016) Policy on Country Strategic Plans, the Office of Evaluation (OEV) commissioned an evaluation of the WFP Zambia CSP.²³ This has enabled the WFP Zambia Country Office (CO) to benefit from independent, evidence-based assessment of its strategy and portfolio, with a view to informing its next CSP design.
2. The evaluation was designed to provide:
 - Evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next CSP.
 - Accountability for results to WFP stakeholders.
3. The evaluation started in March 2022 with inception briefings with WFP staff and key stakeholders. The inception report, approved in June, was followed by in-country data collection by the evaluation team (ET) in July 2022. See Annex 2 for a full evaluation timeline.
4. The unit of analysis was the CSP, the elements of which include the Strategic Outcomes (SOs), inputs, activities and outputs, as approved by the WFP Executive Board (EB), as well as subsequent Budget Revisions (BRs). The evaluation also explored the transition of WFP Zambia from the Transitional Interim Country Strategic Plan (T-ICSP) 2018-2019 to the current CSP, examining key changes in the approach, the changing context of WFP operations in Zambia and the envisaged strategic shift from direct food assistance to capacity strengthening support.²⁴ Its temporal scope covers the period July 2019 to July 2022, one year prior to the revised completion date of CSP in 2023.
5. Primary evaluation users are internal to WFP, specifically the CO, Regional Bureau in Johannesburg (RBJ), Office of Evaluation (OEV) and other Headquarter (HQ) divisions. The evaluation will also interest a broader range of internal and external stakeholders, including key United Nations partners, the Government of the Republic of Zambia (the government) and international and national non-governmental organizations (I/NGOs).

1.2. CONTEXT

General overview

6. Zambia is a large, landlocked country, neighbouring Democratic Republic of the Congo (DRC), Tanzania, Malawi, Mozambique, Zimbabwe, Botswana, Namibia, and Angola. With a fertility rate of 4.5,²⁵ its population (19.5 million) is growing annually by 2.8 per cent.²⁶ Zambia's population is among the world's youngest, with 52 per cent below the age of 18, but low life expectancy (64 years).²⁷ The population consists of over 70 ethnic groups,²⁸ and approximately 44 per cent of Zambia's population are urban dwellers.²⁹
7. Based on steady economic growth since the 1990s, Zambia was categorized by the World Bank as a lower-middle-income country in 2011. However, 2022 saw it reclassified as a low-income country for the

²³ WFP, 2016a

²⁴ WFP has not completely ceased direct food assistance provision, which is still provided to Mantapala new arrivals. Food assistance also supported 2019 drought and COVID-19 responses, though integrated into upstream activities and capacity strengthening.

²⁵ World Bank Indicators, 2022

²⁶ UNFPA, 2022

²⁷ World Bank Indicators, 2022

²⁸ Minority Rights, 2021

²⁹ United Nations Department of Economic and Social Affairs (DESA), 2018

2023 financial year after low gross national income (GNI) per capita estimates in 2021.³⁰ With a Gini coefficient of 0.57 (2021), it is among the world's most unequal societies. According to the latest data, over half of the population (54.4 per cent) lived below the national poverty line in 2015. Poverty rates were higher among female-headed households (56.7 per cent) than those headed by men (53.8 per cent), and rural poverty (76.6 per cent of households) was significantly higher than urban poverty (23.4 per cent).³¹ Approximately 1.7 million (about 9 per cent) of Zambians currently experience high acute food insecurity, and undernourishment remains an important health challenge.³²

8. Youth unemployment has steadily increased since 2012. In 2022, 26 per cent of the labour force aged 15-24 years were unemployed, often for long periods.³³ Amid increasing debt and debt servicing obligations, the newly elected (2021) government identified young people as an untapped opportunity for resolving development issues,³⁴ echoing United Nations Sustainable Development Partnership Framework (UNSDPF) 2020 assessments.

National policies, the Sustainable Development Goals and the Voluntary National Review

9. The Government of the Republic of Zambia has committed to achieving the Sustainable Development Goals (SDGs). Both its medium-term Seventh National Development Plan (NDP) for 2017–2021 and its long-term Vision 2030 align with the 2030 Agenda. The 7th NDP articulates an integrated multisectoral road map for expanding and diversifying the economy; generating employment in agriculture, tourism, construction and manufacturing; improving governance; and reducing poverty and income inequality. It also prioritizes SDG 2 (Zero Hunger), and recognizes the importance of good health and nutrition in development and social protection as a mechanism for targeted poverty reduction.³⁵

10. Much like the 7th NDP, the UNSDPF prioritizes five core pillars in Zambia: economic diversification and job creation; poverty and vulnerability reduction; reduced development inequalities; enhanced human development; and a conducive governance environment. The United Nations' partnership with the government aims to achieve the SDGs and support NDP implementation through technical assistance, policy advice and capacity development, also contributing to the 8th NDP development and preparing for the next United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027. The government reports progress on the SDGs through the Voluntary National Review (VNR) process.

11. The Food and Nutrition Policy (2006) outlines the government's multisectoral approach to malnutrition through promoting appropriate diets, healthy lifestyles, good childcare practices, a healthy environment and accessible, good-quality health services. The multisector National Social Protection Policy (2014) prioritizes social protection for targeted poverty reduction, linking activities for fostering food access and nutrition to support for human capital development. The Second National Agricultural Policy (SNAP) and framework for 2016–2020 prioritizes increased private sector engagement along value chains; strengthened capacities for farmer groups and cooperatives; better coordination among all stakeholders; and post-harvest loss (PHL) reduction.

12. The National Gender Policy (2014) is the core instrument for mainstreaming gender equality and women's empowerment in all policies and programmes. The National Policy on Disability (2014) provides a platform for protecting the rights of persons with disabilities. The National Policy on Climate Change (2016) outlines a multisectoral approach to fostering a "prosperous and climate resilient economy by 2030".

13. The year 2021 saw political change in the country. The United Party for National Development won presidential and legislative elections in August, with Mr Hakainde Hichilema defeating the Patriotic Front incumbent Mr Edgar Lungu. Despite this change in leadership, the country's food and nutrition priorities have remained unchanged.

30 Ministry of Finance, 2022

31 Central Statistical Office Zambia, 2016.

32 IPC 2022

33 ILO, 2017

34 Inception phase consultations – WFP stakeholders

35 Ministry of National Development Planning, 2017.

Humanitarian need

14. Flooding and drought have historically had devastating effects on health in Zambia, with repeated cholera outbreaks during flooding in the years prior to the CSP³⁶ and in April 2022.³⁷ Zambia has undertaken reforms to improve its health system, but health care access and quality remain geographically uneven and capacity to cope with sudden spikes in hospital admissions varies greatly.³⁸

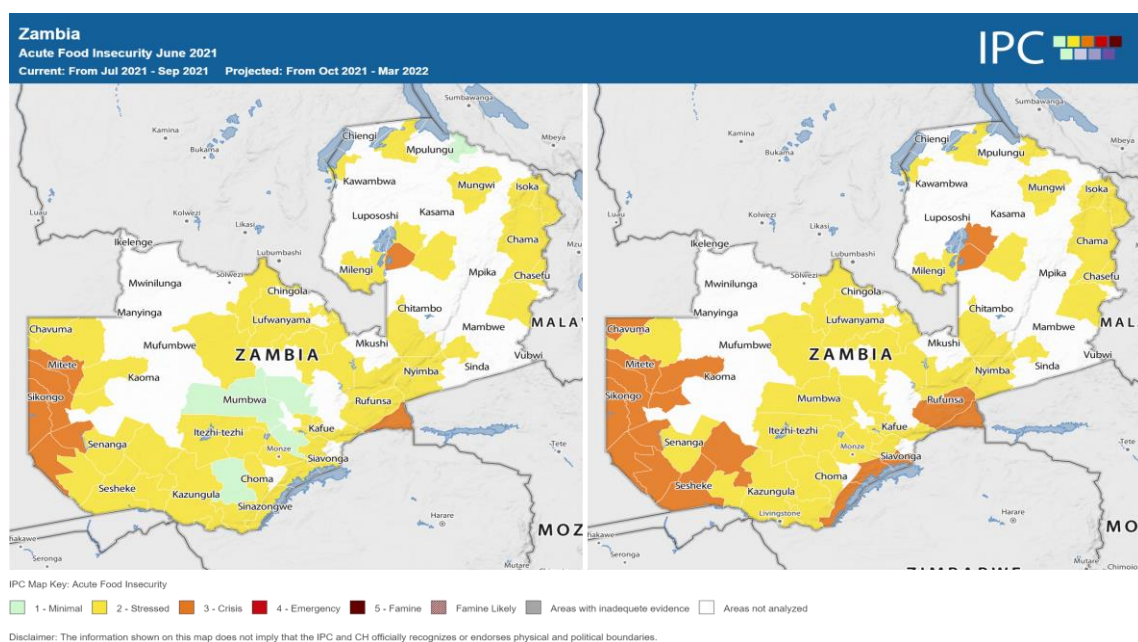
15. In March 2020, Zambia recorded its first cases of COVID-19, when smallholder farmers were just starting to rebuild their livelihoods after the 2018/2019 drought and flash floods that affected 2.3 million people. Despite a favourable farming season in 2019/2020 (with a 69 per cent increase in maize production from 2018/2019), the lingering effects of drought and subsequent impact of COVID-19 on supply chains drove food prices to above average levels. Urban dwellers accessing food through markets were particularly affected, with those relying on the informal sector for livelihoods among the most vulnerable.³⁹ The COVID-19 crisis continues to have disruptive impacts on food systems and rural livelihoods in Zambia⁴⁰ and, combined with climate volatility, an “income-level nutrition crisis” is affecting many households. Concurrently, nutritionally diverse food item availability has decreased. Despite COVID-19 leading to some innovation and income diversification among smallholder households, it has led to a general reduction in farming participation.

16. Increased tensions in neighbouring DRC have also increased the influx of refugees entering Western Zambia, further increasing the population in acute need.

Food security and nutrition

17. Figure 1 shows Integrated Phase Classifications (IPC) by geographical region, providing a food security situation snapshot.

Figure 1: Food Insecurity Classification for Zambia



Source: IPC [26/08/2022]

18. Zambia experiences widespread under-nutrition, micronutrient deficiencies and worsening overnutrition, with widening inequality.⁴¹ The 2021 Global Hunger Index describes the situation in Zambia as “serious”.⁴² Nutrition data are extremely limited. However, 2018 Demographic and Health (DHS) data

36 WHO, 2021

37 IFRC, 2022

38 Ministry of Health, 2017

39 WFP, Annual Country Report (ACR) 2020

40 Carreras, Saha and Thompson 2020.

41 United Nations DESA 2021, UNICEF Zambia and Zambia Demographic & Health Survey (DHS), 2018.

42 This qualitative description was given in lieu of exact ranking due to lack of data (Global Hunger Index, 2021).

show that 35 per cent of children under 5 years old are stunted and 4.2 per cent are wasted. A quarter (25.8 per cent) of this age group are also Vitamin A deficient.⁴³ Over half (58 per cent) of children aged 6-59 months are anaemic and 12 per cent of under-fives are underweight, with rates reaching as high as 15.8 per cent for children between 18-23 months.⁴⁴ Ten per cent of women of reproductive age are underweight⁴⁵, though infant mortality rates have dropped to 42 of 1,000 live births.

Agriculture, climate change and vulnerability

19. Agriculture constitutes 13 per cent of Zambia's gross domestic product (GDP). Eighty per cent of farmers cultivate two hectares or less and produce most of the domestic food supply.⁴⁶ These 1.5 million smallholders rely heavily on rain-fed maize production,⁴⁷ which is the country's staple food and is particularly vulnerable to infestations. Agricultural productivity and revenues are low, due to overreliance on rainfed agriculture, exposure to climate-induced risks and limited access to high-quality inputs.⁴⁸

20. The heavy reliance on rain-fed agriculture means that farmers are extremely vulnerable to shocks, such as drought, hydro-meteorological hazards (such as tropical cyclones) and their cascading effects.⁴⁹ 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 have cost Zambia more than US\$13.8 billion in lost GDP growth.⁵⁰ 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. Pest infestations and livestock disease outbreaks compound the situation.⁵¹ Unsustainable land use practices, such as "slash and burn" agriculture are seen as a root cause.⁵² The impact of climate-related disasters is having a disproportionate effect on women and girls, leading to negative coping strategies, which tend to be more prevalent in households headed by women.⁵³

21. Women comprise 64 per cent of the rural population and approximately 80 per cent of food producers.⁵⁴ Their productivity is affected by limited access to physical capital and resources, particularly land, agricultural inputs, workers⁵⁵ and technologies such as those aimed at conserving soil fertility.⁵⁶

Social protection and gender

22. In 2019, Zambia ranked 137 out of 189 countries on the Gender Inequality Index. Child, early and forced marriage (CEFM) is common and, while the percentage of women aged 20-24 years reportedly married by age 18 fell from 31 per cent in 2014 to 29 per cent in 2018,⁵⁷ this level remains very high, as does the adolescent fertility rate of 115.⁵⁸ Alongside social norms which prioritize education for males, these factors contribute to low rates of transition from primary to secondary level education among girls.⁵⁹ From 2015-2019, 38.5 per cent of women aged above 25 years old had some secondary education, compared to 54.1 per cent of men.⁶⁰ Zambia is addressing these issues through a series of laws and regulations that guarantee access to sexual and reproductive health care, information and education.⁶¹

43 National Food and Nutrition Commission (NFNC), 2014

44 DHS, 2018

45 Women aged 15 to 49 years, DHS, 2013-14 (not reported in 2018)

46 World Bank indicators, 2022

47 WFP Zambia, ACR 2021

48 WFP Zambia, ACR 2020

49 IPC, 2021

50 WFP Zambia, CSP 2019-2024

51 OCHA, 2020

52 WFP Zambia, CSP 2019-2024

53 Ibid.

54 Ibid.

55 Lubungu, Burke, Sitko, 2013.

56 WFP Zambia, CSP 2019-2024

57 DHS, 2014

58 World Bank Development Indicators, 2020

59 Ibid.

60 GII Data, 2020

61 UNFPA, 2022

23. Women's employment has increased since 1990; they comprise 45 per cent of paid workers outside agriculture, compared to 35 per cent in 1990. In parliament, 17 per cent of the seats are held by women.⁶²

24. In addition to its health and socio-economic impact on the most vulnerable groups, such as older people and those with disabilities, the COVID-19 pandemic has adversely affected women and girls, particularly due to the increased amount of time household members spend at home, leading to a greater childcare and domestic workload.

25. Social protection has gained traction in development programming and benefited from greater attention at the national (such as the National Social Protection Policy) and international (such as joint United Nations-World Bank Zambia Social Protection and Jobs Public Expenditure Review 2021) levels. Efforts to empower women and deliver social protection with more equitable food access and food availability are recognized as national priorities.

Education

26. Zambia has a primary school enrolment rate of 85 per cent⁶³ and an adult literacy rate of 87 per cent (15 years and older). National statistics indicate a completion rate of 91.8 per cent at Grade 7, but only 44 per cent go on to finish secondary school. Low transition rates are mainly attributed to the lack of secondary school places and distance from schools, as well as financial barriers, such as the introduction of school fees at Grade 8 and the need for teenagers to contribute to household income.⁶⁴

Migration, refugees and humanitarian protection

27. Zambia hosts approximately 75,000 refugees, in addition to 31,000 asylum seekers and other people of concern, mainly from DRC.⁶⁵ In 2021, the number of Congolese refugees increased by 13 per cent.

28. The government provides protection for refugees through the promotion of a settlement approach. The 2017 Refugee Act offers opportunities for a further improved asylum space in Zambia, mainly regarding livelihood and self-reliance opportunities. Zambia joined the Comprehensive Refugee Response Framework (CRRF), adopting a 'whole society' approach to increase the self-reliance of refugees. The government is still finalizing the CRRF road map but has produced joint action plans with the United Nations High Commission for Refugees (UNHCR) on refugee self-reliance and education covering 2019-2021.⁶⁶

29. To ensure that refugee settlements are governed according to its national rule of law, the government has placed them under its management within the Ministry of Home Affairs, under the mandate of the Commission of Refugees. By allocating a portion of land (for both residential and farming purposes) to every refugee household living in the settlements, the government promotes agriculture as their main economic activity.⁶⁷

30. WFP is active in the Mantapala settlement in the Nchelenge district (Luapula province) which was established in 2018 for refugees arriving from DRC. In an October 2021 Return Intent Survey conducted by UNHCR, 27 per cent of those located in the Mantapala Refugee Settlement were interested in returning to DRC.⁶⁸ Repatriation began in December 2021 with government support.⁶⁹

International assistance, UNDAF and UNSDCF

31. Since 2018, Zambia has received over 1 billion US\$ net official development assistance (ODA), largely in the form of development funding. Key donors include the United States, the World Bank, the Global Fund, the European Union (EU) and the United Kingdom. Japan, the EU, the United Nations Central Emergency Response Fund (CERF), the United Kingdom and the United States contribute most to the

62 Ibid.

63 Ibid.

64 UNICEF, 2022

65 UNHCR Operational Portal, 2022

66 UNHCR, 2019

67 Ibid.

68 UNHCR Zambia, 2021

69 Ibid.

country's humanitarian budget.⁷⁰ The proportion of net ODA received as a share of GNI was at a relatively stable level between 2011 and 2019 (4.3 per cent) following Zambia's transition to lower middle-income country status.⁷¹ However, this percentage rose sharply in 2020 when GNI fell as a result of the COVID-19 crisis.⁷²

32. The total requirement for Zambia under the UNSDPF (2016-2022) is US\$806,487,670. In 2020, the United Nations Zambia disbursed US\$12.4 million through the framework and mobilized an additional US\$52.6 million from the government and other international donors.⁷³

33. In May 2020, the United Nations launched a consolidated COVID-19 Emergency Appeal for US\$132.9 million to respond to the pandemic. This was relaunched in July 2020 with a reduced request for US\$125.6 million. However, only 10 per cent of this figure was provided; and just 31 per cent of the US\$89.5 million Zambia 2019-20 humanitarian appeal was funded.⁷⁴ Overall, only 19.1 per cent of Zambia's total humanitarian requirements were contributed.

34. No humanitarian response plans were launched in 2021 for Zambia specifically, but Zambia formed part of the DRC Regional Refugee Response Plan January-December 2021. Zambia received some humanitarian funding in 2021, but the US\$74.7 million Zambia requirements under this regional response plan are entirely unfunded.

1.3. SUBJECT BEING EVALUATED

Strategic focus of the CSP

35. The CSP for Zambia was designed as a five-year strategy to resource WFP to refocus its investments and efforts in responding to crises and shocks, while also fostering an enabling environment and strengthening national capacities in food and nutrition security and building resilience among smallholder farmers. The CSP's focus on strengthening national capacities and systems sought to enable the government to address systemic challenges that hamper the attainment of zero hunger. It aimed to do this by strengthening national ownership of and capacity to implement social protection programmes, incorporating nutrition-sensitive programming into all its activities and programmes, expanding the development of agricultural markets that foster equitable market access and increasing the promotion of gender equality and women's empowerment. Indeed, the CSP recognized that it provided WFP with an opportunity to recalibrate its programming to foster a gender-transformative approach to programme implementation and gender-transformative outcomes that meet the diverse food security and nutrition needs of women, men, girls and boys.

36. The CSP was developed in accordance with national and United Nations priorities, and particularly those enshrined in the 7th NDP (2017-2021), the longer-term Vision 2030 and key government policies, including *inter alia* the 2nd National Agriculture Policy (2016-2020). The CSP was also designed to contribute to the Zambia-UNSDPF (2016-2021). It took into consideration earlier evaluations and studies, including the 2018 mid-term evaluation of the Zambia Country Programme (2016-2020) and was also informed by Zambia's 2018 Zero Hunger Strategic Review, which recognized that hunger and malnutrition were multi-faceted issues requiring a collaborative, multisectoral and integrated approach. Further analysis of the CSP design is provided in Section 2 – Findings (response to EQ1.1).

37. The CSP was built on the predecessor programme, T-ICSP, and was designed to progress the strategic shift brought about by WFP's Strategic Plan 2017-2022, moving away from direct food assistance towards an enabling role, with the purpose of strengthening national systems related to food security and building resilience to shocks related to food security.

38. The CSP is framed around four Strategic Outcomes (SOs), which are expected to contribute to SDGs 2 and 17. SO5 was added in Budget Revision (BR) No 2. An overview of the Strategic Outcomes and activities of the T-ICSP and CSP are presented below and in Table 2, as well as a summary of outcome indicator targets and achievements with a more detailed presentation in Annex 11.

70 United Nations OCHA, 2020 [31/10/2021]

71 World Development Indicators, 2022

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

73 United Nations Sustainable Development Framework, 2021

74 UN OCHA, 2020

- SO1 – Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round. *This SO was expanded to include its first urban intervention in 2020 (BR 2) to include support to urban populations experiencing income-induced food insecurity due to the impact of the COVID-19 pandemic.*
- SO2 – Vulnerable people in Zambia have improved nutritional status in line with national targets by 2024.
- SO3 – Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030.
- SO4 – Government institutions in Zambia have more efficient, effective and shock responsive social protection systems to contribute to SDG2.
- SO5 – Service provision to the government, private sector, development partners and United Nations agencies (*added in BR2*).

The CSP Theory of Change

39. The WFP CO designed a Theory of Change (ToC) (see Annex 9) to map out WFPs envisaged integrated multisectoral approach across its portfolio with a particular focus on its resilience building portfolio. The evaluation team (ET) reconstructed the CSP ToC with CO input (including a participatory workshop on the ToC) to strengthen the understanding of the logic and interconnections between WFP's life-saving and life-changing interventions.

40. The reconstructed ToC reflected WFP's integrated approach, noting that all five SOs contribute to the goal of ending hunger, achieving food security and improving nutrition (SO5). The ToC also notes that WFP's country capacity strengthening (CCS) support was implemented in parallel with other SO activities and is focused on building synergies to improve resilience and nutritional outcomes. Nutritional messaging under SO2 was layered into both WFP's crisis response to meeting the basic food and nutritional needs of vulnerable populations affected by shocks (SO1) and smallholder farmer support (SO3).

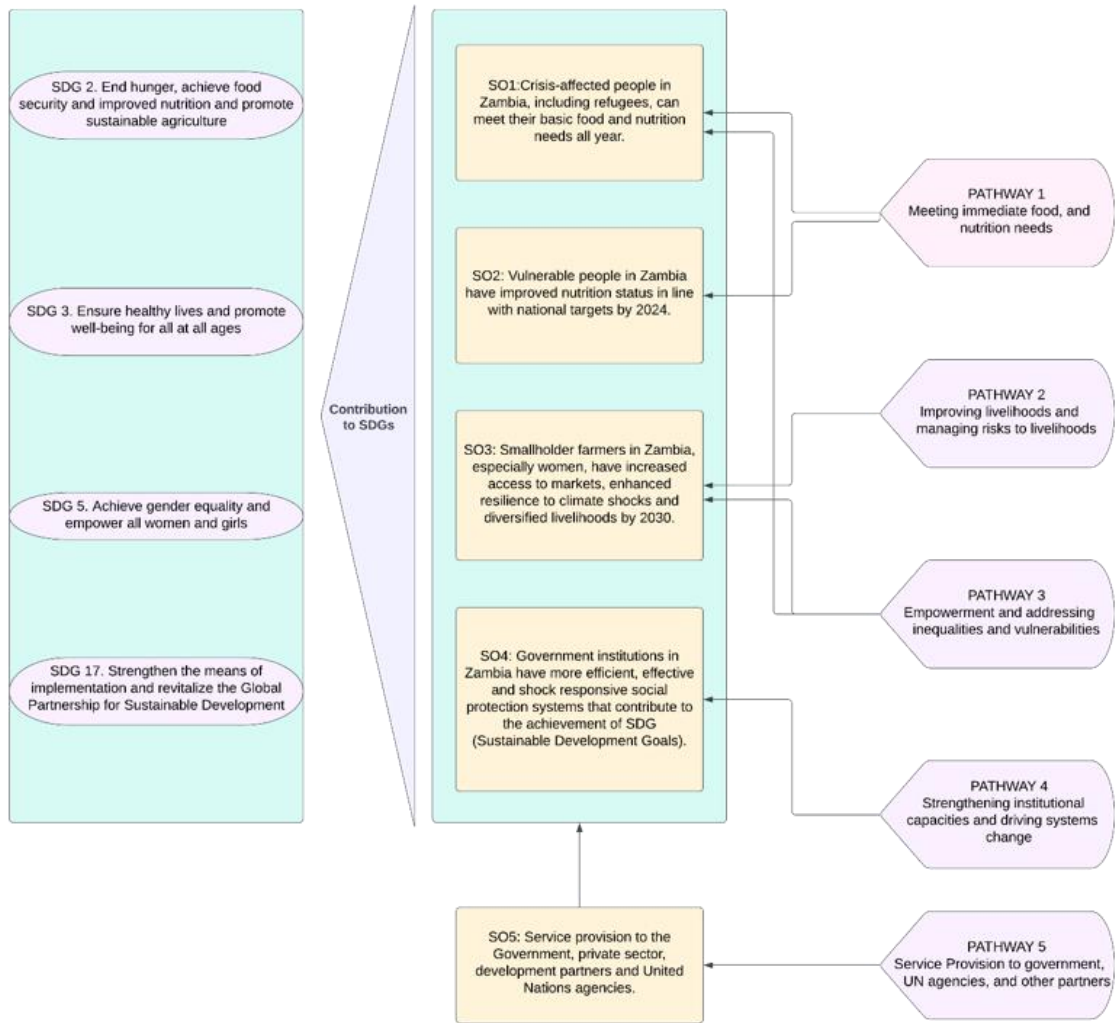
41. As shown in Figure 2Table 2, five impact pathways map the expected route from WFP activities to intermediate and strategic outcomes. SO5, which involves service provision to the government, private sector, development partners and United Nations agencies, is regarded as an enabler for all other SOs.

- **Pathway 1:** Meeting immediate food and nutrition needs
- **Pathway 2:** Improving livelihoods and managing risks to livelihoods
- **Pathway 3:** Empowerment and addressing inequalities and vulnerabilities
- **Pathway 4:** Strengthening institutional capacities and driving systems change
- **Pathway 5:** Service provision to government, United Nations agencies, and other partners

42. Key assumptions (see Annex 9 for full list) to the impact pathways set out in the CSP's reconstructed ToC include the following:

- the value of transfers is adequate to cover nutritional needs of refugees (impact pathway 1).
- after the programme has been delivered smallholder farmers (SHFs) continue to access extension services support to maintain their new practices or crops (impact pathway 2).
- nutrition messages are relevant and communicated effectively to influence behavioural change in targeted communities; (impact pathway 3).
- The government is committed to policy changes and makes necessary budget provision to sustain activities going forward (impact pathway 4).
- WFP provides more cost-effective services than the private sector (impact pathway 5).

Figure 2: Pathways from Strategic Outcomes



43. The T-ICSP paved the way for the subsequent CSP, which was designed to support both national and United Nations priorities and progress a strategic shift towards resilience building and country capacity strengthening support over a five-year period (2019-2024). An overview of the T-ICSP and CSP outcomes and activities is presented in Table 1 below.

Figure 2

Table 2: Overview of Strategic Outcomes and Activities in T-ICSP and CSP

T-ICSP (2018-2019)		CSP (2019-2024)	
Strategic Outcomes	Activities	Strategic Outcomes	Activities
SO 1: Vulnerable schoolchildren in prioritized food insecure districts have access to adequate and nutritious food throughout the year	Activity 1: Develop and strengthen the capacity of the government bodies responsible for the national home grown school meals programme (<i>School meal activities</i>)	SO 1: Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round	Activity 1: Provide food and nutrition support to crisis-affected populations (<i>Unconditional resource transfers to support access to food</i>)
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 meet their basic food and nutrition requirements all year long	Activity 7: Provide cash and/or food based transfers to refugees living in official camps (<i>URT: Unconditional resource transfers to support access to food</i>)	SO 5: Service provision to the Government, private sector, development partners and United Nations agencies.	Activity 7: Provide on-demand services, including through logistical support for food and non-food movement and common facilities service provision (<i>Service provision and platform activities</i>)

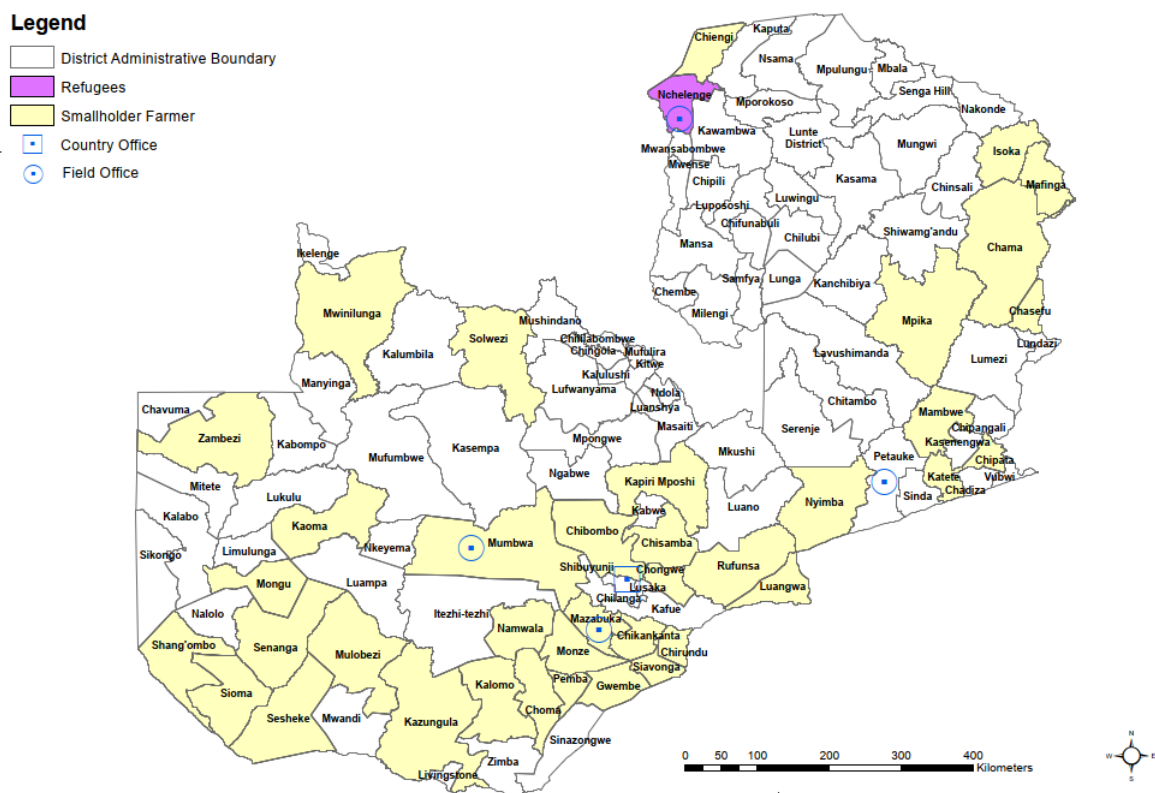
Source: Adapted from WFP CSPE Terms of Reference 2022.

44. Focusing on CSP activities, SO1 supported drought, COVID-19 and refugee responses, while SO2 and SO3 have supported smallholder farmers through donor-specific or thematic projects. These include projects funded by: (a) **SIDA** (2019-present) which focused on improving food and nutrition security of women and children in Central, Eastern and Southern Provinces through fostering production, marketing and consumption of diversified nutritious foods; (b) **KfW** (2021-present), which supported smallholder farmers in five districts in Western and Southern Provinces to recover from the negative impact of drought and prepare for the next cropping season; (c) the regional **R4 Rural Resilience initiative** (since 2021), which is intended to build the resilience of smallholder farmers in Agroecological Regions I and IIa which are prone to climate shocks, through integrated climate risk management; and (d) Phase II of the global **Scaling Up Nutrition (SUN II)** initiative, which is providing the government with technical assistance for policy, research and knowledge management, systems and capacity strengthening, as well as programme implementation support for the First 1000 Most Critical Days Programme (MCDP) II.

45. WFP employed a range of modalities to deliver the CSP, combining these as appropriate under each SO. It anticipated transition to the use of cash-based transfers (CBT) to complement in-kind assistance (food) for its crisis response activity under SO1, depending on the suitability of market conditions, which would be assessed on an ongoing basis. Following a delayed introduction, the transition to CBTs for the refugee emergency response was mostly completed by January 2021.⁷⁵ CBT was also introduced for smallholder farmers to enable purchase of agricultural inputs and storage equipment (BR3). For SO2, SO4 and SO5, the main modalities were technical assistance, capacity strengthening and service provision.

46. As Figure 3 shows, WFP supports beneficiaries in Nchelenge with the refugee response. Resilience building and capacity strengthening support mainly covers districts in the Central, Southern and Eastern Provinces, with some support provided in districts in Western, North-Western and Muchinga Provinces.

Figure 3: Geographical distribution of WFP beneficiaries, Zambia



Source: CO Operations [08/03/2022]

47. In its first two years, the CSP evolved dramatically, with significant adjustments due to major contextual events (see Figure 4).

75 92 per cent of the population of refugees at the Mantapala Refugee Settlement were receiving CBT by January 2021. WFP Zambia, ACR 2021

Figure 4: Evolution of context and WFP interventions in Zambia (2016-2022)⁷⁶

	2016	2017	2018	2019	2020	2021	2022
External events	Drought El Nino	Influx of refugees from DRC	Drought	Drought	Locust (AML) invasion Flooding COVID-19 Drought	Drought COVID-19	Drought COVID-19 Cholera (Apr 22) Refugee repatriation begins
National policies and programmes	President Edgar Lungu, (PF), 2015-2021 Sixth NDP 2011-2015 Gender Policy 2000 Food and Nutrition Policy 2006 Social Protection Policy 2014 National Disability Policy 2014	Seventh NDP 2017-2021	Zambia Vision 2030			Hakainde Hichilema (UPND) elected President, 2021	
United Nations	UNDAF 2011-15	UNSPF 2016-2022					
DEV Country Programme 2016-2020 (Reduced by 18 months)	HGSM, Nutrition, Resilience building, Capacity strengthening. US\$ received: 16,189,514 Shortfall: 10,737,550 Funding: 39.9%						
ZM01 Transitional Interim Country Strategic Plan 2018-2019			(1) School feeding (2) Nutrition (3) Smallholder support (4) Disaster management				
ZM02 Country Strategic Plan 2019-2024 (Shortened term to 2023 - BR pending)			(1) Emergency response (2) Nutrition (3) Smallholder support (4) Government capacity strengthening (5) Service provision US\$ received: 58,753,276 Shortfall: 83,277,022 Funding: 41.37%				
Food distributed (MT)	6,225	6,550	145,260	142,963	7,106	170	0*
Cash distributed (US\$)	80,600	21,263		4,892,019	4,508,966	4,892,019	934,805*
Actual beneficiaries (number)	488,950 F, 488,954 M 977,904 Total	488,273 F, 496,533 M 984,770 Total	128,130 F, 122,833 M 250,963 Total	156,701 F, 185,987 M 342,688 Total	531,435 F, 479,266 M 1,010,701 Total	348,447 F, 323,791 M 672,238 Total	209,708 F, 164,483 M 374,191 Total

Source: evaluation team, UNHCR, FAO, ICRC, (see 1.2 Context), Standard Project Reports (2016-2017), ACRs (MT, US\$, Beneficiaries), Resource Situation Reports 2016-2022, Note: 2022 data is preliminary. For 2022, source for beneficiaries: CM-A003 22.06 as of 30/06/2022. .

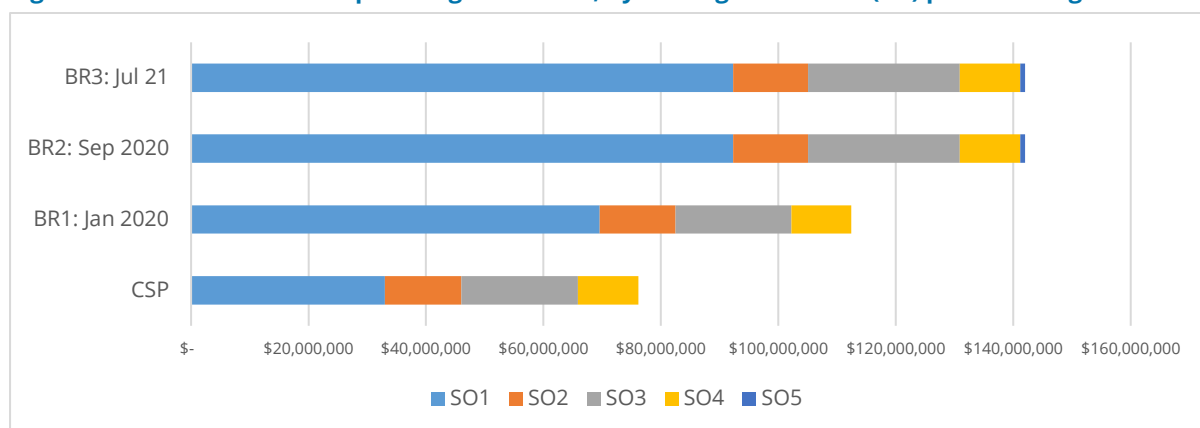
76 Reference made to events/policies prior to this period where relevant.

Overview of CSP performance

Budget and funding

48. At approval in June 2019, the total budget for the CSP was US\$76,169,058. By September 2020, this had increased to US\$142,030,298 through two BRs, representing a total increase of US\$65,861,240, or 86 per cent of the original budget. BR1, approved in December 2019, increased the budget by US\$36,253,277 and was introduced to accommodate the drought response under Activity 1. BR2 (approved in September 2020) increased the budget by another US\$29,607,963, accommodating the COVID-19 response through three existing SOs by scaling up CBTs under SO1 and introducing additional early recovery mechanisms under SOs 3 and 4. Furthermore, an entirely new SO5 was introduced to provide on-demand service delivery to partners and government. A third BR (BR3) introduced a shift from a capacity strengthening to CBT delivery mechanism for Activity 3 to improve smallholder resilience, but had no financial implications

Figure 5 : Breakdown of NBP per Budget Revision, by Strategic Outcome (SO) per CSP budget



Source: CSP, CPB Original Needs Based Plan, Budget Revisions 01-03, WFP System for Project Approval PLUS.

49. As of August 2022, WFP had received funding of US\$58,753,276, bringing the overall funding level of the CSP to only 41.37 per cent of the needs identified in the Needs Based Plan (NBP). As shown in Figure 6, 2019 and 2020 also saw generally low budget implementation levels, with under 50 per cent expenditures against allocated resources. A detailed analysis of these funding and expenditure figures are presented in relation to each SO, in EQ2.1 and in EQ3.

Figure 6: Annual expenditure as a share of available resources (percentage), by strategic outcome⁷⁷

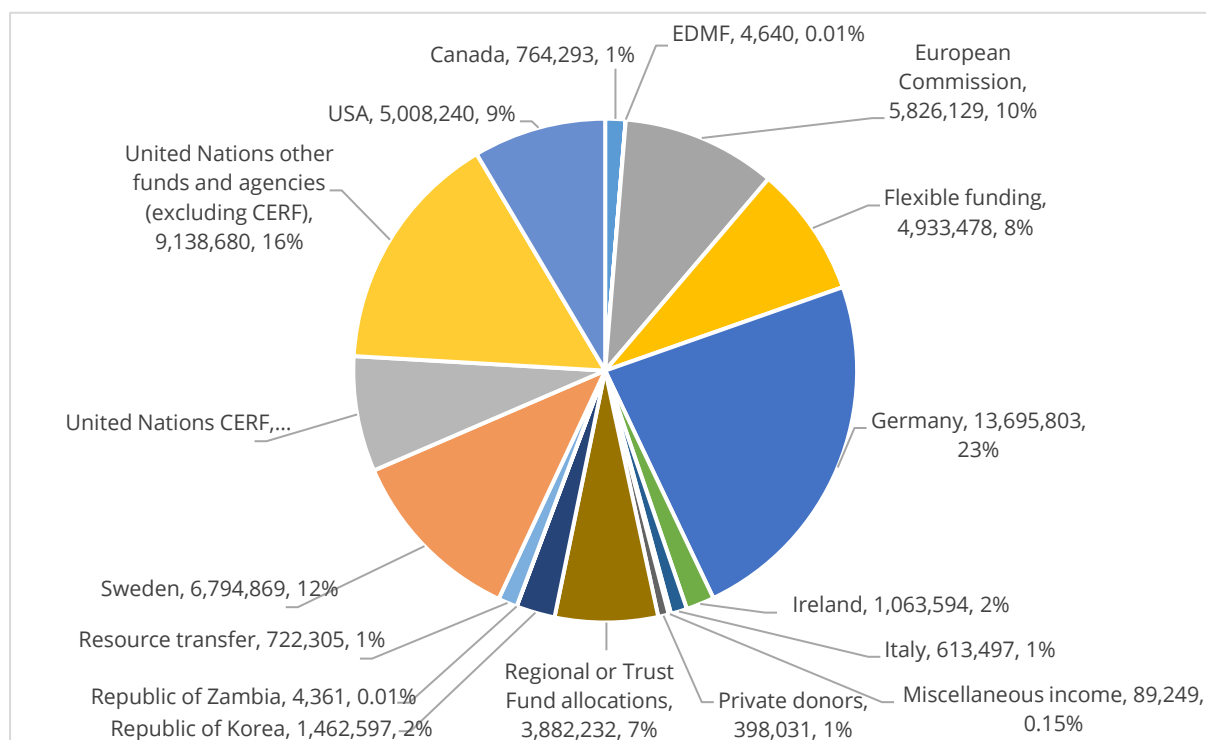
Strategic outcome	2019	2020	2021	2022*
Strategic outcome 1	19%	67%	82%	49%
Strategic outcome 2	16%	37%	56%	29%
Strategic outcome 3	12%	20%	54%	41%
Strategic outcome 4	21%	21%	63%	38%
Strategic outcome 5		66%	100%	0%
Direct support costs (DSC)	25%	26%	45%	50%
Indirect support costs (ISC)	100%	100%	100%	Not available

Source: ACRs 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget performance January-June 2022 [30/08/2022]. *Preliminary data.

50. The largest contributions to the CSP came from Germany, United Nations non-CERF funds, Sweden, the European Commission (DG ECHO) and the United States, with the latter two contributing to emergency response only. See Figure 7.

⁷⁷ 2022 calculations are indicative only, and reflective of expenditure as of the end of June.

Figure 7: Contributions to the CSP by donor/source, 2019-2022



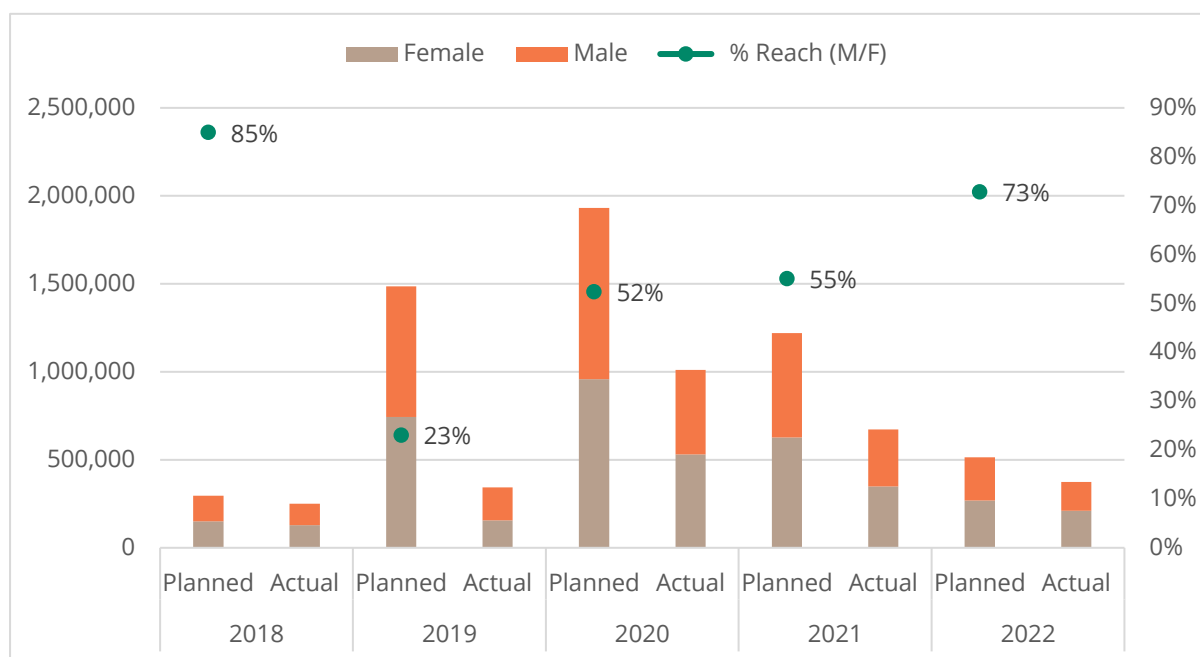
Source: CPB Resource Situation [12/08/2022]

Summary of results to date

51. Originally WFP set out to reach 175,000 beneficiaries.⁷⁸ This figure was revised up to 2,035,365 beneficiaries through budget revisions in response to the drought and the COVID-19 pandemic. Most of the new beneficiaries were supported with direct food or cash transfers under SO1. However, the number of beneficiaries reached during the CSP was significantly lower than planned (see **Figure 8**). This can be explained by a combination of factors different for each SO, such as funding shortfalls, delays or cancellation of activities – particularly in 2020, due to COVID-19 – and a consequential increase in planning figures for 2021 and 2022. There were also cases of overestimation of beneficiaries, making the discrepancy between planned and actual beneficiaries seem bigger than it was in reality. Beneficiary data are analysed in more detail under EQ2.1, according to each SO.

⁷⁸ WFP Zambia, CSP 20

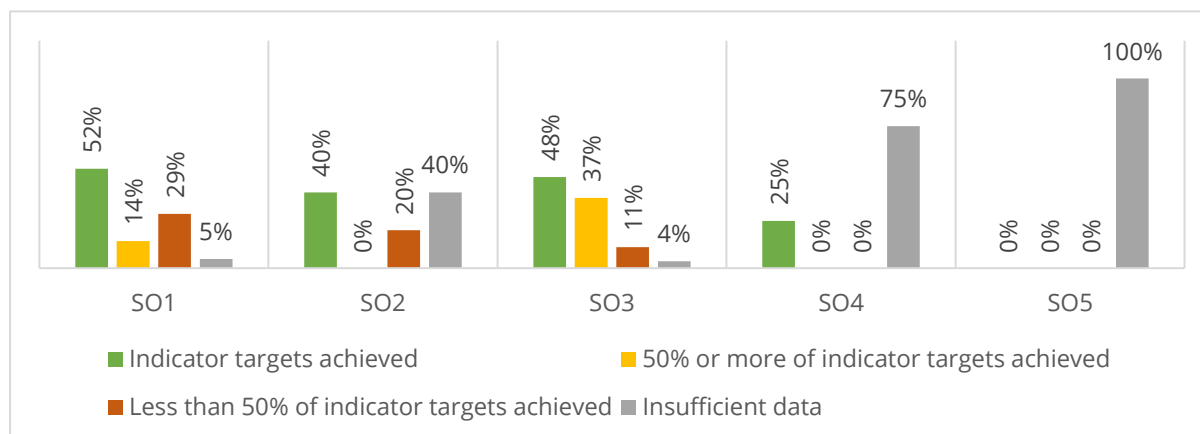
Figure 8: Annual total planned and actual direct beneficiaries, by sex, 2018-2022



Source: ACRs 2018-2021, COMET CM-A003 v.3.4 [30/08/22], Beneficiaries Reached January to July 2022

52. Monitoring and evaluation data on outcomes are limited, due to a lack of Corporate Results Framework (CRF) indicators (such as on capacity strengthening) and the more recent introduction of SO5 (2021), as well as other factors explained in EQ4.2. However, for SO1 and SO3, where there are more reliable data, Figure 9 shows that, by 2021, SO1 had achieved 52 per cent of its outcome indicator targets for its target population (refugees, drought-affected smallholder farmers and crisis-affected populations in urban areas) and SO3 had achieved 48 per cent of its outcome indicator targets for the target beneficiaries (smallholder farmers).

Figure 9: Progress towards outcome indicator targets among target populations by SO, 2019-2021



Source: ET analysis using 2021 total target and follow-up scores, COMET CM-L008b [22/04/2022]

1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

53. The specific evaluation questions (EQs) are common for all CSPs and broadly cover the standard OECD/DAC evaluation criteria⁷⁹ of relevance and coherence (EQ1); effectiveness/sustainability (EQ2); and efficiency (EQ3). They assess the factors explaining WFP's performance and the extent to which it has made the expected strategic shift (EQ4). The evaluation integrates an analysis of cross-cutting issues within the

79 OECD. 2019

EQs, with focused coverage in EQ 2.2. The EQs and sub-questions were expanded during the inception phase to include additional lines of enquiry (see Annex 4).

54. The evaluation also aimed to assess the progress made towards gender equality and women's empowerment (GEWE) through the CSP in Zambia, including the extent to which interventions appropriately analysed and integrated a contextual assessment of gender inequalities. Gender considerations were mainstreamed throughout the evaluation matrix, embedding gender-related questions into lines of enquiry.

55. The evaluation adopted a theory-based approach, using the reconstructed ToC to articulate the key elements of the CSP's chain of logic and the related assumptions and contextual factors. CCS is central to WFP's approach and changing role in Zambia, as noted in the CSP, which indicated that the broad focus was on the strengthening of capacities and systems to enable the government to address systemic challenges that are barriers to the achievement of zero hunger. The evaluation's methodology was aligned to WFP's view of CCS activities affecting capacities at three different levels – individual, organization and wider environment – to assess the extent to which WFP support strengthened national response capacities.⁸⁰

56. Evidence was drawn from both quantitative and qualitative data sources, collected using mixed methods ranging from document review and analysis of secondary data to primary data collection through key informant interviews (KIIs) and focus group discussions (FGDs). Sampling criteria were defined (Annex 3) using a purposive sampling strategy, identifying a diverse set of key informants (KIs) to generate a comprehensive evidence base. In total, the ET consulted 419 key informants including 202 beneficiaries, 56 per cent of the key informants were male, and 44 per cent female.

57. Primary data collection in a three-week field mission, during which face-to-face KIIs and FGDs were conducted in all WFP Field Offices (FOs) and the CO in Lusaka by the gender-mixed, international/national ET. The ET also visited a selection of districts covered by FOs to meet with different beneficiary groups, implementing partners, teachers and students at the Home-Grown School Meals (HGSM) programme and local government representatives (see Annexes 6 and 8 for the geographical distribution). Remote data collection was conducted to engage with RBJ, donors, and WFP staff who had been unavailable for in-person interviews, or to gather additional information.

58. Primary and secondary data (qualitative and quantitative) were analysed and triangulated to ensure that the findings and conclusions were underpinned by a diverse range of sources. Coding software (EPPI Reviewer) was used to compile findings from a range of sources and align the evidence to the evaluation questions, sub-questions and lines of inquiry set out in the evaluation matrix (see Annex 4). Discussions and workshop sessions between evaluation team members were used to test the robustness of the analysis and distil the headline findings, conclusions and recommendations.

59. The evaluation adhered to 2020 United Nations Evaluation Group (UNEG) ethical guidelines.⁸¹ Throughout the evaluation, and particularly during the field mission, these were applied through a series of evaluation protocols. Informed consent was requested from interviewees and FGD participants and protection of privacy, confidentiality and anonymity were assured, and cultural sensitivities respected.

60. The limitations of the evaluation were considered during the inception phase and mitigation measures were proposed. The key limitations to the delivery of the evaluation related to its timing; with the evaluation conducted three years into the planned five-year CSP, it was not possible to conclude whether the CSP had achieved its objectives, but only to assess whether it was on track in terms of realization of its strategic goals. The CSP timeline was reduced by one year, so WFP will have less time to achieve the envisaged goals than planned. Limited indicator measurement (notably for SO4 and CCS) were addressed by qualitative data collection. The T-ICSP and CSP supported different target groups and activities, which limited the analysis of T-ICSP to CSP trends, although this was conducted where data availability allowed. At the time of reporting, limited outcome indicator data were available for 2022, due to reporting cycles.

61. While there has been some CO and FO staff turnover, this did not significantly affect institutional memory and feedback on the CSP design and delivery or the transition from the T-ICSP. Risks such as insufficient participation of stakeholders selected for engagement in the process did not materialize. Annex

80 WFP, 2016b

81 UNEG, 2020.

3 provides the evaluation methodological approach in detail, including an evaluability assessment, evaluation limitations and associated mitigation measures.

62. The ET applied the standards set by WFP's evaluation quality assurance process and additionally applied a layer of internal quality assurance to the evaluation report.

2. Evaluation findings

2.1. EQ1: TO WHAT EXTENT IS WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS AS WELL AS WFP'S STRENGTHS?

EQ1.1 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?

Finding 1: The CSP was informed by the Zero Hunger Strategic Review and other analyses of food and nutrition insecurity at design stage and addressed the key challenges emerging from those.

63. The high prevalence of undernourishment – with stunting at 35 per cent among children under 5 years old, and 12 per cent for under-fives, and 26 per cent for children between 18-23 months underweight⁸² – provides a strong rationale for WFP intervention to address malnutrition. KIs endorsed the relevance of CSP emphasis on nutrition, given the scale of needs, and agreed it took the right approach by embedding nutrition within its pillars.

64. The CSP design took into consideration Zero Hunger Strategic Review (2018) analyses,⁸³ commissioned by the government to assess the status, trends, responses and gaps in the five pillars of the Zero Hunger Challenge. The review recommended actions needed to achieve SDG2 by 2030, including an agricultural revolution to address hunger and malnutrition amid recurrent bumper harvests, greater dietary diversity and a switch to more nutritious food. The CSP design was clearly informed by these analyses.

65. KIs reported that food systems strengthening was critical for addressing the needs of the malnourished. Support for smallholder farmers (SHFs) was designed to address key challenges: to increase productivity and incomes; increase crop diversity; promote new agricultural practice adoption, including climate-smart agriculture; reduce PHL; and strengthen market access and financial and aggregation services. With Zambia extremely prone to climate changes that negatively affect all key sectors, WFP emphasis on conservation agriculture (CA) was perceived by KIs to be appropriate.⁸⁴ Although SHFs have historically produced maize, it is less drought tolerant than products like cassava and sorghum or small livestock, which may be more appropriate to needs in this climate context.

Finding 2: WFP's targeting strategy was based on WFP's and other United Nations-based assessments and developed in consultation with government. There was some misalignment of WFP's geographical footprint in terms of supporting the most underserved as defined by IPC classifications.

66. Throughout CSP delivery, WFP utilized vulnerability assessment and mapping (VAM) technology to collect food security data across all ten Zambian provinces, cross-checking data with other available sources.⁸⁵ For the COVID-19 pandemic response, WFP conducted two rapid food security assessments, which helped to identify the most vulnerable people and their needs,⁸⁶ and used VAM technology to conduct market monitoring in six target districts.⁸⁷ WFP developed a tool for conducting vulnerability assessments for urban populations.

67. Geographical targeting for WFP activities was agreed in consultation with the government and in coordination with other international stakeholders, including the United Nations and donors. Consultation with government on targeting used, where feasible, national systems.⁸⁸ Government stakeholders noted WFP's strong comparative advantage through its engagement across the government and saw this as

82 DHS, 2018

83 Cabinet Office, 2018

84 Some interventions – for example R4 Integrated Risk Management Zambia Programme - focused in particular on enhancing the resilience of vulnerable rural populations to climate risk. KIs government, FO, implementing partners, CO

85 WFP Zambia, BR2

86 WFP Zambia, ACR 2021. FNG analysis for Zambia reported that the cost of a nutritious diet increased by 10 per cent on average between August 2019 and January 2021. In some provinces it increased as much as 40 per cent.

87 WFP Zambia, ACR 2020

88 KIs CO, government

important for enabling consultations with a diverse range of government stakeholders on targeting decisions. Implementing partners found the targeting strategy appropriate and transparent, since – apart from the government validation process – it was consultative and engaged community leaders.

68. Geographically, most WFP support (most notably for resilience building) went to districts in IPC (see Figure 1, Figure 3 and Annex 11, Table 29) Phase 2 (stressed), and very little to districts under Phase 3 (crisis). Donors found some areas in the cluster of northern and western provinces to be underserved. The heavy emphasis on IPC Phase 2 was driven by targeting resilience building activities, with WFP focusing on engaging vulnerable but viable SHFs, rather than the vulnerable and non-viable (although these individuals are supported indirectly via interventions relating to community development and social protection support). Resilience building activities are market driven. There was a difference in the targeting strategies for humanitarian action and for resilience building support, with the former focused on targeting acute or intense vulnerability to food or nutrition insecurity and the latter on chronic vulnerability, relating to beneficiaries' having enduring susceptibility to food or nutrition insecurity.⁸⁹

69. Despite Zambia's demography (median age is 15-24),⁹⁰ the CSP design has not explicitly focused on engagement opportunities with vulnerable youth.⁹¹ Nonetheless, WFP activities do support youth. For example, adolescent girls receive nutritional support, and their needs are considered within vulnerability assessments (such as Fill the Nutrient Gap).⁹² Resilience building activities also include young farmers, and technical support to the Ministry of General Education (MoGE) on the roll-out of HGSM benefits to schoolchildren. Additionally, youth are indirect beneficiaries of WFP when they reside in households supported by WFP or through engagement in communication and media campaigns.⁹³ WFP CO is considering more deliberate targeting of youth in the next CSP design.

70. Most KIIs had confidence in WFP targeting for emergency response activities, but some reported little differentiation between refugee household vulnerability in the Mantapala Settlement. Refugee feedback, however, reported that WFP targeting does consider vulnerability, and considers the specific needs of new arrivals by distinguishing between those with refugee status and people with special needs.⁹⁴

71. Before transitioning all Congolese refugees to cash assistance at the Mantapala Settlement, WFP conducted market assessments to ensure market functionality.⁹⁵ WFP conducted joint needs assessments with UNHCR focused on refugees' needs. Refugee response modalities were appropriate with food assistance for new arrivals and CBT for those with refugee status.⁹⁶

72. The COVID-19 Emergency Cash Transfer (ECT) focussed on six cities, supporting low-income, high-density urban populations, dependent on markets and at high risk of COVID-19 transmission.⁹⁷ Following two rapid food security assessments conducted by WFP, initial targeting estimates of the government and the United Nations-led Inter-agency Emergency Appeal) were revised downwards, due to the initial over estimations of numbers of food insecure people needing support because of the pandemic.⁹⁸

73. The Government and United Nations (including WFP) developed a Recovery Action Plan (2019/2020) and Humanitarian Response Plan (2019/2020) which was useful for mapping out short-, medium- and long-term interventions to address drought-affected household needs.⁹⁹

Finding 3: Gender was embedded in CSP design, although at design stage it was informed by a rapid rather than a detailed gender assessment

89 KIIs FO, Implementing Partners.

90 World Bank, 2022 Country Overview, Zambia

91 WFP Zambia, CSP 2019, KIIs CO, government

92 Household modelling for FNG analysis was based on a five-person household which included an adolescent girl

93 KIIs CO, FGDs Beneficiaries

94 People with Special Needs include the elderly, child-headed households, people with disabilities and those with chronic illnesses, who get additional support such as extra food. KIIs, FO, Beneficiaries, UNHCR/WFP, 2021

95 WFP Zambia, ACR 2020.

96 KIIs UN, CO, FO

97 IPC, 2020-20211

98 WFP Zambia, ACR 2020

99 WFP Zambia, ACRs 2019, 2020

74. The independent evaluation of the WFP Gender Policy (2015–2020) recommended that WFP embed gender actions more systematically into CSPs. WFP saw the transition from T-ICSP to CSP as an opportunity to mainstream gender. However, the CSP was based on a rapid rather than a detailed gender assessment, resulting in less detail on gender roles and responsibilities, capacities and needs in the CSP.

75. WFP mainstreamed gender into all facets of CSP delivery (the programme budget was allocated for mainstreaming activities).¹⁰⁰ In addition, there was specific targeting of women and girls in some programme activities, including nutrition interventions, SHF support and capacity strengthening.¹⁰¹ The CSP narrative reflects a strong emphasis on women, especially pregnant and lactating women, and relevance was confirmed through interviews with beneficiaries.

Finding 4: CSP support helped strengthen data availability and evidence on the food and nutrition insecurity situation, informing and shaping WFP's own interventions, as well as those of government and other stakeholders

76. WFP's support to the government helped establish a nationally led food and nutrition security monitoring system (FNSMS) to support evidence-based government policy and programming and also contributed to VAM and IPC processes led by the Disaster Management Mitigation Unit (DMMU), which was rated as valuable by KIs. Over 50 institutions are represented on the VAC, with WFP one of seven core institutions actively supporting the government in design and conduct of the VAM assessments, described by government KIs as critical.

77. WFP also participated in Joint Assessment Missions (with UNHCR, the government and other partners) to explore the needs, risks, capacities and vulnerabilities of refugees, and conducted outcome monitoring surveys. WFP's 2019 global Evaluation of Support for Enhanced Resilience noted that assessments focus on vulnerability rather than resilience capacities, a view also shared by some KIs.

EQ1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?

Finding 5: CSP was appropriately aligned with national policies and the SDGs, but some government partners did not feel fully engaged in the design.

78. The CSP is aligned with the priorities of the 7th NDP (2017-2021) and longer-term Vision 2030 objectives. More specifically, the CSP aligned with the poverty and vulnerability reduction and enhancing the 7th NDP human development pillars¹⁰² and the aspirations of Vision 2030 to reduce poverty and income inequalities.¹⁰³

79. In both "spirit" and approach, the CSP was strongly aligned with the multisectoral approach enshrined in the 7th NDP. It reflected a consensus on needing to apply well-integrated, collaborative, multisectoral approaches to address food and nutrition insecurity in Zambia, such as by mainstreaming nutrition across the portfolio.¹⁰⁴ This includes their consideration of the nutritional needs of refugees, supporting SHF in crop diversification to increase nutrient-dense crop production and development of nutrition-sensitive social protection guidelines. This integrated multisectoral approach marked a major change from the more sector-based approach of the T-ICSP.¹⁰⁵

80. On 5 April 2022, the government approved the 8th NDP, setting out government strategic development priorities for 2022-2026.¹⁰⁶ WFP's multisectoral and integrated approach also aligns well with the 8th NDP's continued emphasis on integrated development approaches.¹⁰⁷ WFP support continues to be highly relevant to the government's new NDP goals, especially Strategic Development Area 2: Human and

100 The programme budget included a 15 per cent allocation to support gender mainstreaming activities.

101 WFP Zambia, ACR 2019, KIs CO, Implementing partners

https://www.zambiaembassy.org/sites/default/files/documents/7NDP_final_07-06-17.pdf Relevant priorities include: Enhanced welfare and livelihoods of the poor and vulnerable; reduced inequalities; improved health and health-related services; improved education and skills development; and improved access to water supply and sanitation.

102 <https://www.zambiaembassy.org/document/the-vision-2030> Sets out Zambia's plan to be a prosperous Middle-Income Country by 2030.

103 Analysis of CSP document; KIs CO, government, implementing partners

104 Analysis of T-ICSP text; KIs CO

105 Ministry of National Development Planning, 2022; <https://www.mofnp.gov.zm/?wpdmpromo=8ndp-2022-2026>

107 Analysis of 8th NDP

Social Capital and Strategic Development Area 4: Environment Sustainability. An important element of the new NDP is the devolution of responsibilities from central to local levels which WFP is aligning to supporting nutrition-focused, resilience building, as well as capacity strengthening interventions at sub-national levels.

81. KIs from the government confirmed CSP alignment with the goals of the second National Agricultural Policy and 2016-2020 implementation framework, the 2014 Multisector National Social Protection Policy, and the National Food and Nutrition Strategic Plan (2018-2022). WFP supported the government with its first ever HGSM Strategy (2019-2024) launch, with the aim of transforming it into a sustainable safety net, while also providing a market for SHFs.

82. While there was stakeholder consensus that CSP emphasis was on SDGs 2 (zero hunger) and SDG 17 (partnerships), the CSP was also seen as relevant to other SDGs – most notably climate change (SDG 13), gender equality (SDG 5) and quality education (SDG 4).¹⁰⁸

83. All consulted government stakeholders were eager to continue engaging with WFP and valued its support. The CSP noted that the design process included rigorous consultations with government, donors and stakeholders. However, a concern was raised about late involvement and the need for deeper engagement with the government to maximize integration with government systems (see EQ 4.3).

84. WFP CO recognizes the need for technical and strategic engagement with government stakeholders to maintain alignment with government priorities (including changes over time); engagement with government reform champions; and consideration of the government's political appetite for scale-up and roll-out of WFP interventions. Much of WFP's support to Zambia is multisectoral, requiring integrated support across different partners, including ministries. CCS activities focused mainly on supporting the National Food and Nutrition Commission (NFNC), the Ministry of Agriculture (MoA), the Ministry of General Education (MoGE), the DMMU and the Ministry for Community Development and Social Services (MCDSS).¹⁰⁹ Following the election of the new government in 2021, no notable gaps were identified in WFP-government partnerships, although KIs noted that engagement with the new Ministry of Green Economy and Environment would be increasingly important as the climate change agenda gains prominence.¹¹⁰

85. KIs reported some coordination challenges surrounding the COVID-19 ECT and its alignment with government delivery systems as a challenge, as government delivery systems were not yet in place to roll out the support (see EQ 4.3). However, KIs saw WFP coordination with other United Nations agencies as a strength. There are working groups to discuss monitoring and evaluation, progress and challenges. Other KIs noted that WFP needs to play a stronger leadership role, noting the importance of coordination, given that other United Nations agencies also have a mandate relating to food security.¹¹¹ Greater engagement with partners on social protection was also flagged as an area for potential improvement.

EQ1.3 To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?

Finding 6: The CSP was well aligned to the UNSDPF. The CSP was designed to maximize complementarities and synergies with the United Nations, building on its comparative advantages.

86. The CSP was aligned with the UNSDPF. CSP outcomes were elaborated with the government and other United Nations agencies including UNICEF, FAO, IFAD and UNHCR.¹¹² Alignment was guided by the partnership framework and operationalized through inter-agency coordination committees and supported by the United Nations Resident Coordinator's office. KIs¹¹³ specifically referred to the CSP's alignment with the four strategic pillars of the UNSDPF. The 2021 UNSDPF evaluation¹¹⁴ shows that WFP actively participated in four of five result groups and has been working to ensure that poor but viable SHFs were

108 <https://sdgs.un.org/goals>; KIs government, CO

109 WFP Zambia ACRs 2019-2021.

110 KIs CO, government

111 KIs United Nations agencies

112 WFP Zambia, ACR 2019.

113 KIs United Nations Agencies, CO

114 United Nations, 2021b

engaged through agriculture empowerment programmes. The CSP was evaluated positively as contributing to the four pillars through their food security, nutrition and school feeding programmes.

87. WFP has reduced the duration of the CSP with one year to 2023¹¹⁵ to align with the UNSDCF and the 8th NDP. In accordance with United Nations requirements, WFP participated in the Common Country Analysis (CCA) process and inputted into the forthcoming UNSDCF. Although the UNSDPF defines for each strategic pillar transformative indicators of success focused on young people (18-35 years old), 65 per cent of whom live in poverty, WFP CSP does not define specific indicators for young people. Going forward, WFP will need to comply with a new requirement for United Nations agency result reporting and log frames to link directly with United Nations outcomes.¹¹⁶

88. The 2030 Agenda for Sustainable Development emphasizes that sustainable development – including ending hunger and improving nutrition – depends on effective partnerships. WFP embraced this imperative within the CSP, seeking in the text to align and integrate its food assistance capacities and programmes with those of the government, United Nations agencies and other actors (such as the private sector).¹¹⁷ The CSP also sought to maximize synergies with United Nations agencies, most notably UNHCR (refugee response), UNICEF and ILO (such as the COVID-19 response) and IFAD and FAO (on resilience building). At the Mantapala Refugee Settlement, refugee support is led by UNHCR with an inter-agency committee coordinating the work of the multitude of partners involved. The 2021 independent evaluation of the UNHCR Country Strategy Evaluation for Zambia noted that the Mantapala Settlement Response was a good example of delivering as One UN. At the time of this CSPE, plans were underway to launch a joint WFP-UNHCR programme to support the refugee response, building on the agencies' track record of cooperation. KIs highlighted WFP strengths in CCS, particularly in food and nutrition vulnerability assessments, HGSM roll out by government and building SHF resilience to climate shocks

89. WFP Zambia assesses itself to be a strong partner for crisis response, emergency preparedness, social protection, school feeding, resilience building and nutrition improvement.¹¹⁸ However, for many KIs, WFP's comparative advantage lies particularly in emergency response, with several noting that "no organization in the world can respond to emergencies like WFP". This is somewhat reflected in funding patterns, with 51 per cent of all contributions to the CSP still being earmarked for crisis response (see Annex 11).¹¹⁹

Finding 7: WFP engaged with Zambia's private sector to strengthen food systems, but the absence of a strategy limited potential outcome.

90. WFP actively engaged with private sector partners to deliver resilience support and strengthen food systems, one of which (an insurance firm partnership), resulted in 7,800 farmers who had suffered drought-induced losses receiving compensation, while others supported SHF inputs procurement (such as seeds) and purchase of their produce.¹²⁰ In 2021, WFP also facilitated a Zambia Breweries (ZB) sorghum out-grower pilot scheme that reached 586 SHFs in 2021, 3000 in 2022 and is still expanding.¹²¹ Other examples of private sector partnerships include ABIn/Bev/ZB and Lusaka Security Exchange and Zambia Agricultural Market Exchange, promoting market opportunities for SHFs. However, the interventions are not linked to a coherent strategy for engagement with private sector for the entire CSP.

91. Recognizing that WFP's engagement with private sector in Zambia needs strengthening,¹²² as of March 2023 a CO review is under way to inform a strategy that increases private sector interaction. KIs reported the shortcomings of the SUN Business Network (SBN) as a platform to effectively engage the private sector on nutrition (see EQ 4.3). CO staff reported that WFP also needs to engage with Zambia's private sector more proactively as a provider of funding (for example corporate social responsibility

115 WFP, Budget Revision 04, 202

116 UNRCO, Zambia, 2023

117 WFP. 2016a

118 WFP Zambia, ACR 2020

119 KIs government, implementing partners, donors

120 WFP. Zambia ACR 2019

121 WFP Zambia, ACR 2021

122 KIs CO, Mokoro 2019

funding). WFP's private sector engagement on logistics and resilience building activities conducted under SO3 and 5 were appreciated by KIIs.

EQ1.4 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?

Finding 8: WFP's Zambia CSP design demonstrates a high level of internal coherence and alignment with WFP's strategic plan

92. The CSP design reflected in the reconstructed ToC is internally coherent. It applied an integrated approach (most notably to nutrition) to create synergies and sequenced layering of activities to maximize the outcomes. For example, nutritional messaging (SO2) and livelihood support (SO3) is integrated into meeting the immediate food needs of refugees through activities like savings groups and demonstration cooking workshops. Similarly, all five SOs contribute to SDG2 on ending hunger, achieving food security and improving nutrition. Overall, the CSP design supported the shift from the T-ICSP approach of localized and micro-level interventions to an approach better connected to national policies, systems and programmes that places greater emphasis on CCS and resilience building to promote sustainability.

93. During the CSP design, there was no explicit CSP-specific ToC.¹²³ The reconstructed ToC¹²⁴ showed that the CSP was broadly designed to contribute to saving and changing lives, as foreseen by WFP's prevailing Strategic Plan,¹²⁵ and to implement the desired strategic shift from direct food assistance to capacity strengthening of government systems to address systemic barriers to achieving zero hunger. The high level of internal coherence between WFP's life-saving and life-changing interventions reflects an integrated approach – linking nutrition, smallholder support and resilience-building interventions to increase effectiveness.

94. The CSP noted that the Zero Hunger Strategic Review (2018) and the 7th NDP point to an increasing consensus on how to ensure food and nutrition security, which created an opportunity for WFP to refocus its investments in areas where it has a genuine comparative advantage and can generate maximum impact.

EQ1.5 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?

Finding 9: WFP's strategic positioning remained valid during the lifetime of the CSP, as a result of flexible adaptation of support to changing needs and new shocks

95. The CSP sought to progress the strategic shift started in the T-ICSP to building enhanced systems, expertise and resources to enable the government to meet its policy objectives,¹²⁶ while at the same time providing food and nutrition support to crisis-affected people. However new crises (drought and COVID-19) as well as the impact of the pandemic on delivery of capacity strengthening and resilience building activities reduced WFP's scope to scale up its responses (see response to EQ 4.5 for more details).

96. WFP adjusted the CSP with a scale-up to its crisis response, from US\$33 to US\$92.3 million in 2020 in response to contextual challenges, particularly COVID-19.¹²⁷ Early in the pandemic, there were expectations that its effects would reduce momentum in Zambia for SDG implementation, leading to job losses, especially in the informal sector and increases (to already high) inequality levels.¹²⁸ Zambia was assessed as one of the countries most exposed to the impact of COVID-19.¹²⁹ WFP was adaptive in programming support to respond, launching COVID-19 ECT in July 2020 (under SO1). WFP designed its inputs to complement the national COVID-19 Multisectoral Contingency and Response Plan (developed with United Nations support), guided by two rapid food security assessments in six districts (see Finding 2).

123 Not a WFP requirement at the time.

124 Reconstructed by the evaluation team in collaboration with the CO during the evaluation's inception phase.

125 Andrews, Harrington, 2021, WFP (2017) Strategic Plan 2017-2021

126 WFP Zambia, CSP 2019-2024

127 WFP Zambia, ACR 2020

128 WFP. Brief note on possible (economic) effects of COVID 19 on Zambia, 24 March 2020

129 ODI, Africa Trade and COVID-19, Working Paper no 586, August 2020.

Additional support was provided under SO3 and SO4 for early recovery to mitigate climatic and other shocks and build resilience and market monitoring activities.¹³⁰

97. Floods and droughts have increased in frequency over the past three decades, costing Zambia an estimated 0.4 per cent in annual economic growth.¹³¹ WFP supported the government to devise, with other United Nations agencies, a Recovery Action Plan 2019-20 and a Humanitarian Response Plan to mitigate against drought's impact on poor households.¹³² WFP also supported the formulation of national contingency plans with the DMMU.¹³³ To respond to climate-related shocks, WFP put in place increased monitoring and dissemination of climate/weather information through the Zambia Meteorological Department (ZMD).¹³⁴

2.2. EQ2: WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN ZAMBIA?

EQ2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDPF? Were there any unintended outcomes, positive or negative?

SO1 – Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round.

98. SO1 accounted for the largest share of the CSP budget, representing 60 per cent of the NBP as of BR2. The impact pathway for SO1 and SO2 (see Annex 9) envisages outcome-level change through food and cash assistance and social and behavioural change communication (SBCC) activities. Activities under SO1 are planned to meet the immediate food security and nutrition needs of crisis-affected communities and provide the means to consume more nutritious diets, while activities under SO2 were intended to improve dietary behaviour.¹³⁵

99. As Figure 10 shows, SO1 resources increased significantly in 2020 to respond to COVID-19 and decreased as the immediate impact of drought and the pandemic subsided in 2021 and 2022.¹³⁶ The apparent underperformance in 2019 can be explained by the timing of the government-led drought response (supported by WFP) that only started implementation in December 2019 and continued into June 2020, partly because of lengthy lead times between procurement and delivery of pulses.¹³⁷ In 2020 implementation picked up, but the resources carried over from 2019 to 2020 add to the discrepancy between allocated resources and expenditure, somewhat skewing the representation of the execution rate.

Figure 10: SO1 available resources and expenditures, annually 2019-2021 and until June 2022

130 Ibid.

131 Irish Aid. 2018

132 WFP Zambia, ACR 2019;

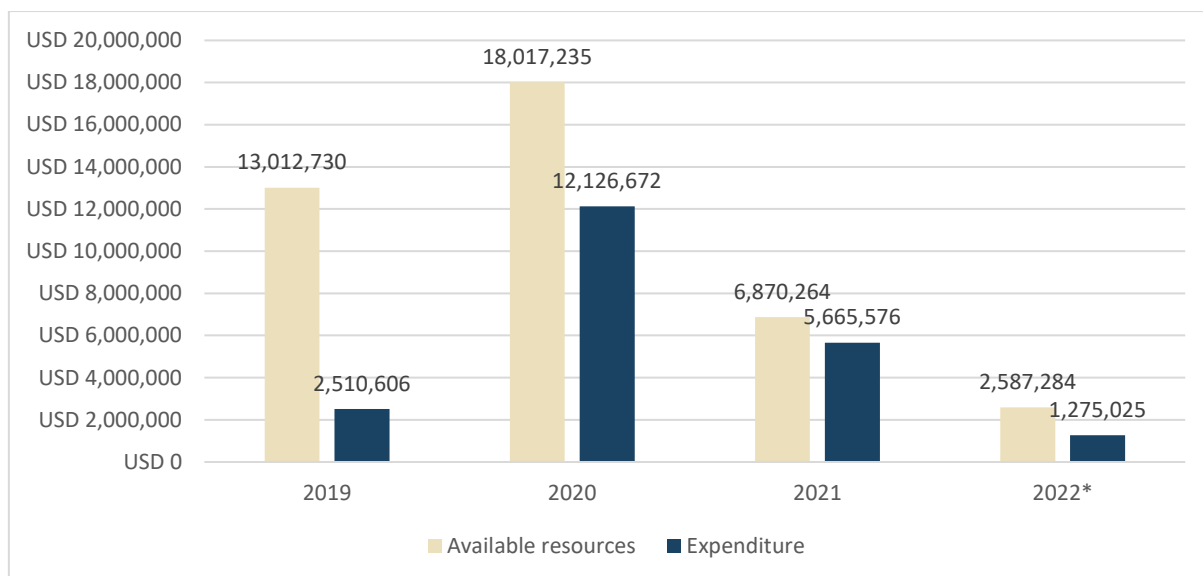
133 Feedback from CO

134 WFP Zambia, APP2021

135 <https://www.wfp.org/operations/zm02-zambia-country-strategic-plan-2019-2023>

136 WFP Zambia, ACR 2021. 2022 preliminary budget performance data sourced from the CO

137 WFP Zambia, ACR 2019



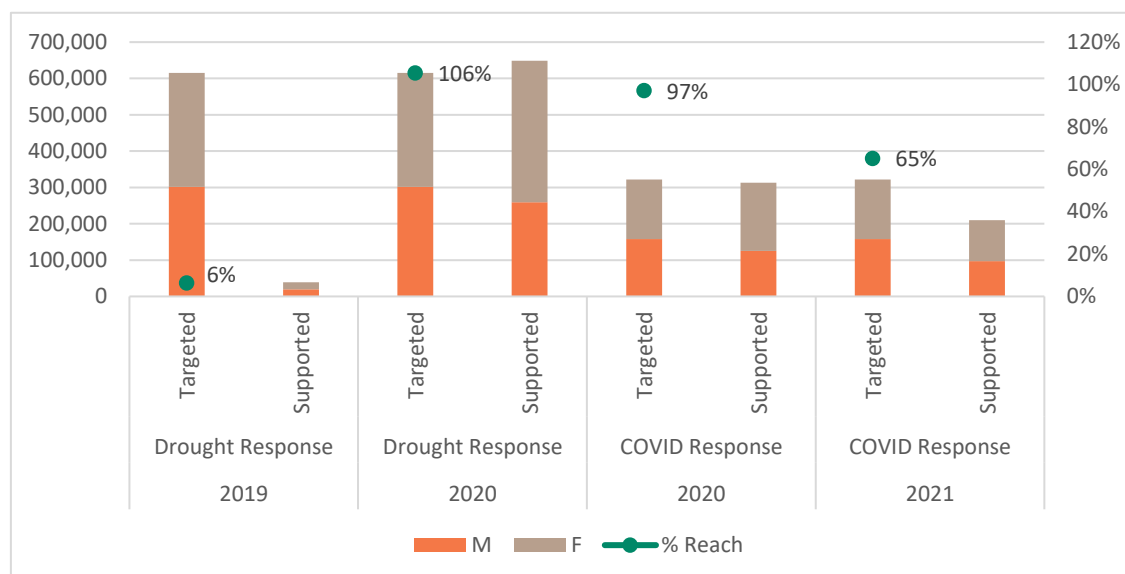
Source: ACRs, 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget performance January-June 2022 [30/08/2022].

Finding 10: WFP’s contribution to SO1 (meeting the basic food and nutrition needs of drought-affected people) was insignificant in 2019 but improved from 2020 and onwards when targets for both drought and COVID-19 responses were reached.

100. The beneficiaries targeted under SO1 in 2019 were those affected by the drought. As shown in Figure 11, for that year, performance against targets was very low, with only 6 per cent of beneficiaries reached due to the delay of the emergency response. In 2020, however, there was a considerable improvement and 106 per cent of targeted drought-affected individuals received support.¹³⁸

¹³⁸ Ibid.

Figure 11: Individuals targeted and reached by drought and COVID response, 2019-2021



Source: CO figures based on monitoring data [24/11/22]

101. For the COVID-19 response commencing in 2020, the government and United Nations led Interagency Emergency Appeal had initially estimated that 656,000 people in urban areas would need support, which was reflected in WFPs BR 2. However, following two rapid food security assessments in 2021 these numbers were revised down to 322,000.¹³⁹ WFP reached 313,000 beneficiaries (or 97 per cent of the target) from vulnerable households in six urban districts between July 2020 to April 2021, primarily to meet their food security needs.

102. Beneficiaries reported that the ZMW 400 per month ECT supplied through WFP CBTs¹⁴⁰ was an essential financial resource during a time of reduced earning potential.¹⁴¹ Although some beneficiaries expressed dissatisfaction with ECT distribution, most reported that the ECT helped them to meet daily food needs and purchase school supplies for children, while increasing their ability to maintain small businesses, despite a drop in revenues.¹⁴² The amounts distributed were designed to meet half of beneficiaries' food and nutrition needs for a period of six months,¹⁴³ and given that distribution rates were high from 2020 and onwards (see Figure 11) WFP is likely to have contributed to meeting the basic food and nutrition needs of people affected by the economic impact of the pandemic. KIs at government, partner and donor level lauded WFP for the success of their involvement in the COVID-19 response.

Finding 11: WFP support reached the entire refugee population in Mantapala, but funding shortfalls resulted in ration cuts, which limited WFP's contribution to intended outcomes (meeting their basic food and nutrition needs all year round).

103. Figure 12 shows that WFP only reached around 50 per cent of the planned beneficiaries in 2019/20, but this was partly due to an overestimation of the numbers of refugees in the settlement due to the return of political stability in DRC after the presidential election towards the end of 2018, which reduced the influx of refugees into Zambia in 2019.¹⁴⁴ The number was estimated at 25,000 in 2019 and 30,000 in 2020, but in September 2020 a UNHCR/WFP Joint Needs Assessment showed 14,597 refugees and the numbers were revised down to 16,000 from 2021. According to the ACRs, WFP supported 13,692 refugees in 2019 and 15,418 in 2020, achieving 94 per cent of the target. In 2022 there was an increase in the number of refugees, driven by slow repatriation, and the numbers were revised up again to 20,000.

139 WFP Zambia ACR 2020

140 This was according to WFP's plan to distribute K400 for a period of six months

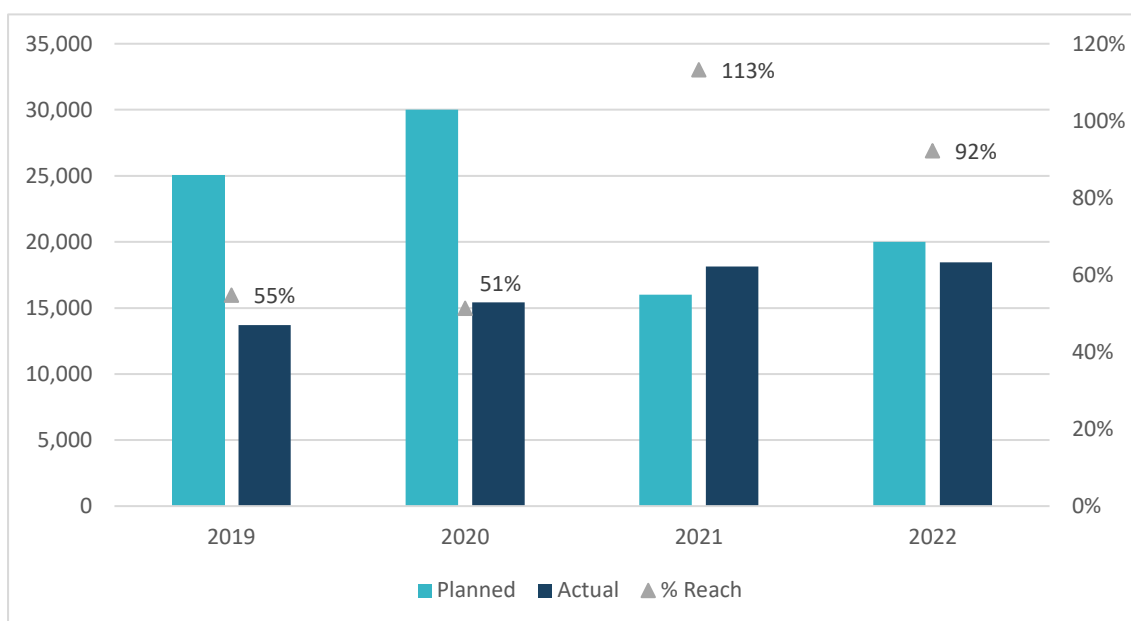
141 FGD beneficiaries

142 FGD beneficiaries, Revenue Drop as reported in WFP Zambia, BR2

143 WFP Zambia, ACR 2020

144 WFP Zambia ACR 2019

Figure 12: Refugees targeted and supported, 2018-2022¹⁴⁵



Source: ACRs 2019-2021, Zambia CO project monitoring [24/11/22].

104. From May 2020, WFP had started transitioning from food assistance to CBT, and by January 2021 assistance was predominantly provided in cash.¹⁴⁶ The value of the cash transfer was first set in April 2020 at ZMW 155 and increased to ZMW 187 in January 2021 based on market assessment.¹⁴⁷ In 2020, due to limited resources in the first quarter, there were ration cuts for refugees (between May and June 2020). Additionally, in 2022, there were two ration cuts due to limited funding for the refugee response (first in April 2022 to 75 per cent of the total transfer value and then to 63 per cent of the value from May to December 2022).¹⁴⁸ The impact of the ration cuts was exacerbated by inflation which increased following the COVID-19 pandemic and remained consistently high in 2022.¹⁴⁹

105. Although refugees welcomed CBT, they regarded the amount as insufficient to meet daily food requirements. The 2022 reductions in CBT to a level of 75 per cent and subsequently 63 per cent of the minimum food basket (2,100 daily kilocalories)¹⁵⁰ also reportedly placed a strain on savings group and nutritional cooking demonstration effectiveness as refugees struggled to make do with less.¹⁵¹ Reductions also unintentionally affected the livelihood activities of non-WFP programmes; CBTs intended for purchasing productive goods (agricultural tools, sewing machines, and so on) were reportedly diverted to food.¹⁵² Some refugees responded with positive coping strategies,¹⁵³ engaging in casual work and small-scale business activities. Negative coping strategies, including the sale of productive assets, sale of food rations to purchase other essential goods, reduced food consumption, begging, sale of charcoal, child labour and substance abuse were also reported.¹⁵⁴ The use of consumption-based coping strategies among refugees increased sharply in 2020, with the introduction of ration cuts, then decreased in 2021 as full rations were reinstated (Figure 13).¹⁵⁵

¹⁴⁵ 2022 actual beneficiaries count is as of mid-2022.

¹⁴⁶ UNHCR, WFP, Needs Assessment Mantapala Settlement 2021.

¹⁴⁷ Ibid.

¹⁴⁸ WFP Zambia, 2022 Country Brief

¹⁴⁹ Klls CO, FO

¹⁵⁰ WFP/UNHCR, 2020

¹⁵¹ FGD Beneficiaries

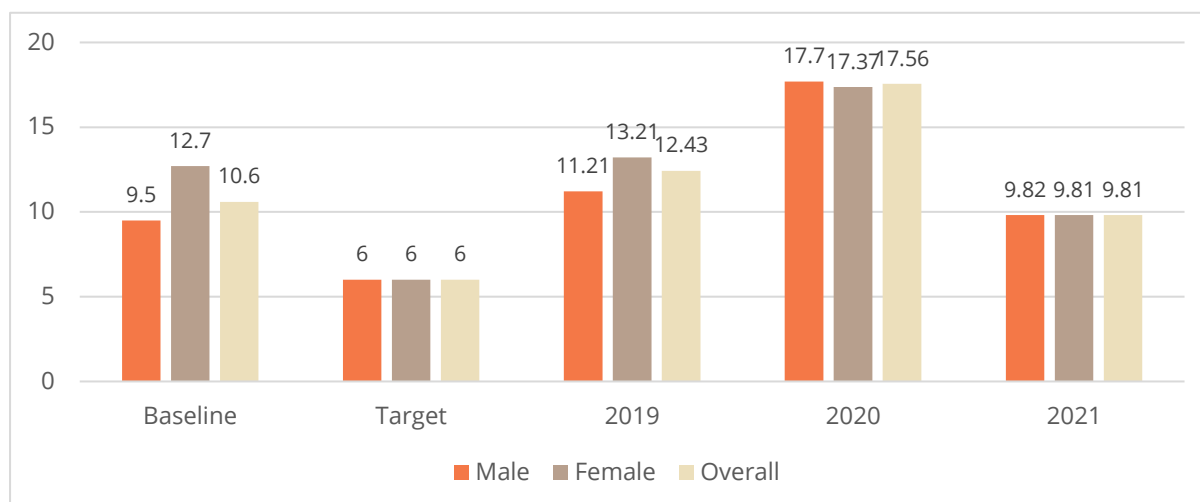
¹⁵² Klls, Implementing Partner

¹⁵³ WFP/UNHCR, 2020

¹⁵⁴ Ibid.

¹⁵⁵ WFP, Zambia ACR 2021

Figure 13: Refugee consumption-based coping strategy index scores, 2019-2021



Source: CM-L008b [22/04/2022], CO Validation [08/2022]

106. In terms of contribution to SO1, between 2019 and 2021, refugee households with acceptable food consumption increased from 31.6 to 70.4 per cent.¹⁵⁶ However the figure temporarily declined in 2020, likely due to ration reductions that year (See Annex 11 for outcome achievement rate).¹⁵⁷ Similarly, ration reductions in 2020 may have contributed to a temporary increase in negative coping strategies (see Figure 13) and in 2022, as confirmed by refugees interviewed for the evaluation. During this protracted period of ration reductions in 2022, refugees expressed significant concern for their food and nutritional well-being. Despite WFP’s contribution to supporting improvements in the nutritional intake of the population in the Mantapala Refugee Settlement, progressively high food costs,¹⁵⁸ economic vulnerability and periodic ration cuts have all played a role in keeping rates of malnutrition high.¹⁵⁹

107. Funding challenges in 2020 significantly affected WFP’s contribution to SO1 for the refugee population. As shown in figure 10, overall resources were available for SO1 in 2020, but were affected by both pipeline breaks and lack of flexibility, due to earmarking of major grants (United Nations CERF, DG ECHO) for the COVID-19 and drought crises.¹⁶⁰ Moving forward, WFP Zambia expects to face further funding challenges,¹⁶¹ particularly for the refugee response. New crises (such as the Ukraine conflict) have compounded these challenges.¹⁶² Although WFP has successfully sourced alternative funding to cover short-term funding gaps, shortfalls remain a recurrent issue,¹⁶³ limiting potential to achieve longer-term outcome goals.

Finding 12: WFP has started building refugees’ self-reliance, but lack of access to resources like land still poses challenges to WFP’s effective contribution to livelihoods.

108. UNHCR reported in its achievements report for the Mantapala Refugee Settlement, that refugees availed of livelihood and self-reliance opportunities, including work on business and vocational training for agriculture/livestock production and trade.¹⁶⁴ Still, KIs emphasized that refugees face multiple challenges, which include land access, mobility, market access and severely limited business opportunities. A lack of agricultural inputs also made working on even small vegetable plots difficult.

156 WFP Zambia, ACR 2019 and ACR 2021

157 WFP Zambia, ACR 2020

158 WFP Zambia, ACR 2021

159 Mantapala Refugee Settlement. Achievements Report January-December 2021. In this report, the GAM prevalence was 7.6 per cent and SAM prevalence 3.5 per cent, both as emergency and critical as per WHO standards. UNHCR Zambia, 2021.

160 WFP Zambia, ACRs 2019-21.

161 WFP Zambia, 2022. Country Brief. KIs WFP CO, United Nations Agencies,

162 KIs WFP, UN

163 KIs, Donors, CO, WFP Zambia 2021 ACR

164 UNHCR, Zambia, 2021.

109. Following a joint WFP-UNHCR needs assessment, the two agencies planned to start implementing self-reliance activities for refugees in 2022.¹⁶⁵ The 2021 UNHCR key achievements report for Mantapala credited WFP with supporting the creation of 50 savings groups, demonstrating a move towards financial inclusion and self-reliance.¹⁶⁶ These initiatives and plans, however, are contingent on the resources available¹⁶⁷ and access to land, which is constrained within the settlement and rental elsewhere is too costly for most refugees.¹⁶⁸ Additionally, the requirement for refugees to obtain mobility passes to leave Mantapala and costs related to employment permits reportedly pose nearly insurmountable barriers for refugees seeking self-employment (a right granted under Section 42 of the 2017 Refugee Act).¹⁶⁹

SO2 – Vulnerable people in Zambia have improved nutritional status in line with national targets by 2024

Finding 13: WFP supported the development of a more enabling environment to drive improvements in the nutritional situation in Zambia by strengthening the capacity of the government to integrate nutrition considerations across its programming and the capacity of private sector entities to produce and supply diverse and nutritious foods. However, the pace and scale of delivery fell short of expectations due to COVID-19 related implementation delays

110. The CSP placed strong emphasis on addressing malnutrition of vulnerable people in Zambia, a cross-cutting theme of all the SOs of the CSP and a central focus of SO2, which focused on the provision of technical assistance to government institutions and the private sector for the reduction of malnutrition and the scale up of high impact nutrition interventions (see Section 1.3). The CSP included plans to generate evidence to inform government policy and programme design, support for the government to set up a national system to monitor nutrition, promotion of awareness and knowledge on nutrition across value chains, social and behaviour change communications to enhance nutrition education of food insecure populations, increased engagement of the private sector and creation of an enabling environment for improved nutrition, and increased demand for nutritious products.¹⁷⁰

111. SO2 output level performance is set out below. The evidence indicates that performance for most indicators fell short of expectations in 2019, mainly explained by the launch of the CSP midway through the year (July) and the slow pace of initial delivery. Less than a third (30 per cent) of capacity strengthening activities were delivered in 2019¹⁷¹ involving only 17 per cent of the planned numbers of people.¹⁷² However, the number of people reached in 2019 through interpersonal SBSC approaches was somewhat better (circa two thirds for both male and female). Output performance improved in 2020, although delivery remained below target for some activities focused on enhancing food security and nutrition stakeholders' capacities (55 per cent of target reached) due to reduced activities amidst COVID-19 restrictions. However, the number of people participating in these capacity strengthening activities largely met expectations (99 per cent).¹⁷³

112. In 2020, the reach of WFP's SBCC campaigns was also significantly better than in 2019, reaching 83 per cent of targeted men and 106 per cent of women.¹⁷⁴ The performance improvements manifested in 2020 output reporting continued into 2021 when targets for all indicators were either met or exceeded, except for a shortfall of 10 per cent of men targeted in relation to SBCC campaigns. No output data were available for 2022.¹⁷⁵

165 WFP Zambia, ACR 2021

166 UNHCR Zambia, 2021.

167 KIIs, CO, Implementing Partners

168 FGD Beneficiaries

169 FGD Beneficiaries

170 WFP CSP Zambia 2019-2023

171 WFP Zambia, ACR 2019

172 WFP Zambia, ACR 2019

173 Data sourced from WFP Zambia ACRs 2019-2021

174 WFP Zambia ACRs 2020, 2021

175 WFP Zambia, ACR 2021. 2022 ACR not available at the time of writing.

Table 3: Output indicators for activity 2 – achieved and planned

Output Indicators Activity 2	2019		2020		2021	
	Planned	Actual	Planned	Actual	Planned	Actual
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholders' capacities	10	3	20	11	20	20
Numbers of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening	1	1	4	4	4	4
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholders' capacities	120	20	240	237	240	405
Number of people reached through interpersonal SBCC approaches (male)	7,350	4,943	25,000	20,870	50,000	45,138
Number of people reached through interpersonal SBCC approaches (female)	7,650	5211	25,000	26,399	50,000	58,405

Source: WFP Zambia ACR 2021

113. In terms of the effectiveness of the support provided, qualitative feedback from beneficiaries confirmed that their awareness of nutrition issues had improved. Young male SHFs lauded the usefulness of cooking demonstrations and stated that the nutrition education activities that they indicated had led to improvements in the consumption of a more diverse diet. Beneficiaries also credited the HGSM programme with increasing consumption and the diversity of diets.¹⁷⁶ Female beneficiaries shared anecdotal evidence of significant reductions in child malnutrition resulting from the support provided. This is supported by improvements in the proportion of children aged 6-23 months receiving a minimum acceptable diet.

Table 4: SO2 Proportion of children 6-23 months of age who receive a minimum acceptable diet

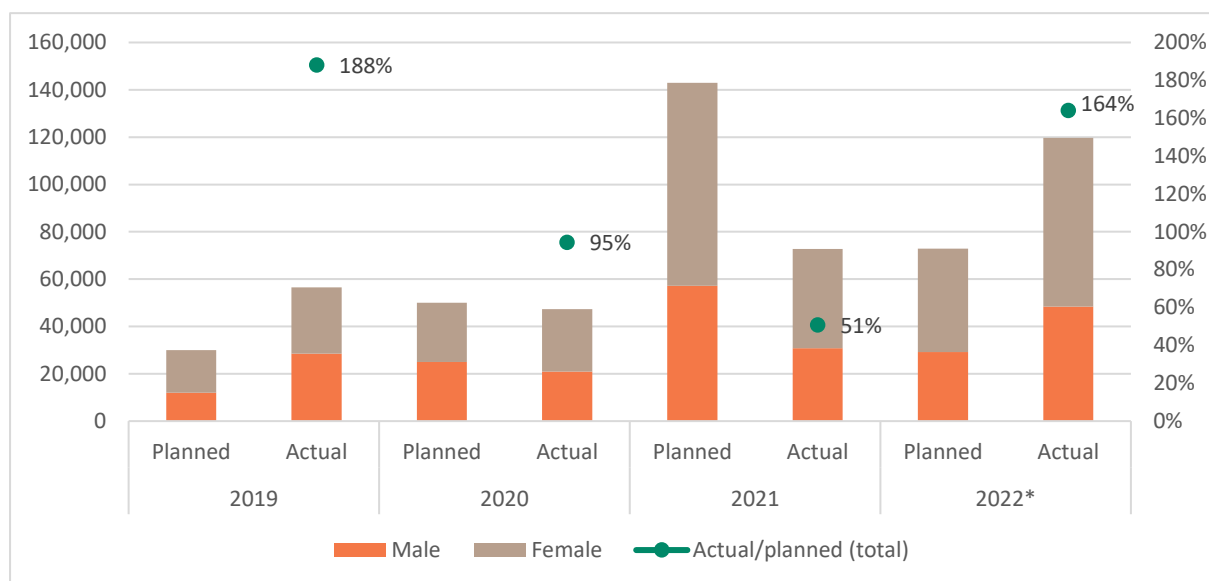
Outcome indicator	Sex	Baseline	End-CSP Target	2021 Target	2021 Follow-up	2020 Follow-up	2019 Follow-up
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Female	14	≥ 30	> 20	29.5	19	14
	Male	10	≥ 30	> 20	27.8	19	10
	Overall	12	≥ 30	> 20	29.1	19	12

Source: WFP Zambia ACR 2021

114. These data demonstrate that, for both male and female children, there were strong improvements in the proportion of children consuming a minimum acceptable diet throughout CSP delivery, with overall performance only marginally falling short of the end of CSP's target despite being 2021 data and three years prior to the planned end of the CSP. However, the attribution of these achievements to WFP's interventions cannot be robustly verified.

176 FGDs with beneficiaries

Figure 14: SO2 beneficiaries 2019-2021 annually and into June 2022



Source: Zambia CO project monitoring data [24/11/22]; includes capacity strengthening beneficiaries. *2022 actual beneficiaries count is as of mid-2022.

115. Figure 14 shows individuals supported across three SO2 projects during CSP implementation. Although the figures are somewhat inflated due to duplications between individual projects (see Annex 11, Figure 56 for figures per project), the graph accurately reflects an overall rise in numbers of beneficiaries supported during the period 2019-2022, with notably strong performances in 2019 and 2022, and a dip in coverage during 2020 and 2021 due to the impact of COVID-19 on the delivery of resilience building activities.¹⁷⁷

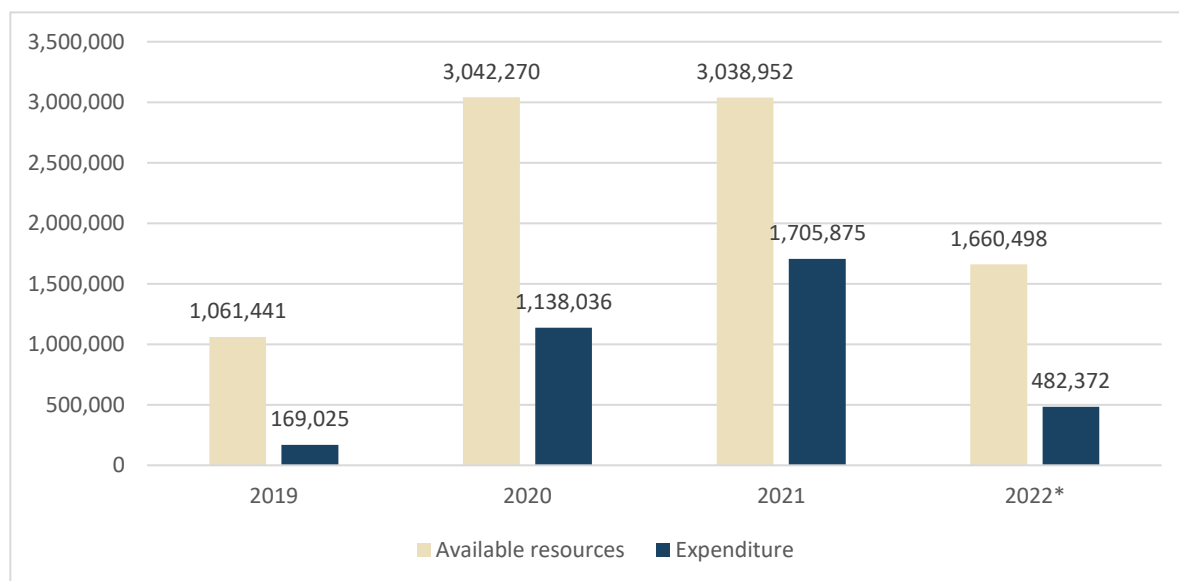
116. As shown in Figure 15, on an annual basis, expenditure was well below the level of resources that were allocated each year for SO2.¹⁷⁸ The difference in 2019 was due to a delayed start of programme activities, and COVID-19 also played a key role in delaying some SO2 capacity strengthening, most notably in 2020, resulting in funds being carried forward into 2021. While there was a scale-up in the pace of delivery in 2021, with the CO making deliberate efforts to make up for COVID-19 related delays,¹⁷⁹ the pace did not accelerate sufficiently to cover the slow-down of delivery in 2020, hence the under execution carried over to 2021 and 2022.

177 KIIs WFP

178 WFP. Zambia Annual Country Reports 2019, 2020, 2021. Data for all of 2022 was not available at the time of evaluation

179 KIIs WFP

Figure 15: SO2 available resources and expenditure, annually 2019-2021 and into June 2022



Source: ACRs 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget performance January-June 2022 [30/08/2022]. *2022 figures are partial and preliminary.¹⁸⁰

Finding 14: WFP interventions contributed to strengthening beneficiaries’ capacities and enhancing evidence-based policy making, but gaps remain in the design and implementation of national nutrition policy and programmes and in the capacity of district coordination structures and the functionality of the Scaling Up Nutrition Business Network (SBN)

117. An important element of SO2 support was provision of support to the government in the generation of evidence to inform policy and programme design on sustainable food systems for healthy diets. To address this need, WFP helped the NFNC develop and launch Fill the Nutrition Gap (FNG) analysis to identify barriers faced by the most vulnerable to help design context-appropriate activities that would enhance healthy food access and consumption. In April 2021, WFP disseminated FNG findings to over 100 government, United Nations, NGO, donor and other participants at the NFNC National Nutrition Conference.¹⁸¹ WFP used FNG analysis to shape its interventions, and government KIs confirmed an intention to use FNG analysis in the design and delivery of national and sub-national nutrition policy and programmes.¹⁸²

118. Nutrition training delivered through NGOs by WFP reportedly increased awareness and knowledge of community-level stakeholders. Additionally, WFP provided support to shaping district nutrition plans in three districts and to 12 District Nutrition Coordination Committees implementing the 1000 Most Critical Days Programme.¹⁸³

119. As part of its system and capacity strengthening support, WFP has been co-convenor of the SUN Business Network in Zambia since 2014 and has strengthened the capacity of the Zambia Bureau of Standards, NFNC and the private sector to develop the Good Food logo as a quality mark intended to increase consumption of diverse and nutritious diets. The SUN II initiative (2019-2023) was considered by stakeholders to be very slow to get off the ground, and although participation is improving, limited participation of the network and certification costs limited its effectiveness in the beginning according to stakeholders.¹⁸⁴ Thus, it is too soon to tell whether these interventions will lead to outcome-level change.

¹⁸⁰ Available resources calculation for 2022 is preliminary. Expenditure levels are as of the end of June 2022.

¹⁸¹ WFP Zambia, 2021 Country Brief April

¹⁸² WFP. Zambia, ACR 2020, KIs government

¹⁸³ WFP. Zambia, ACR. 2020, KIs government

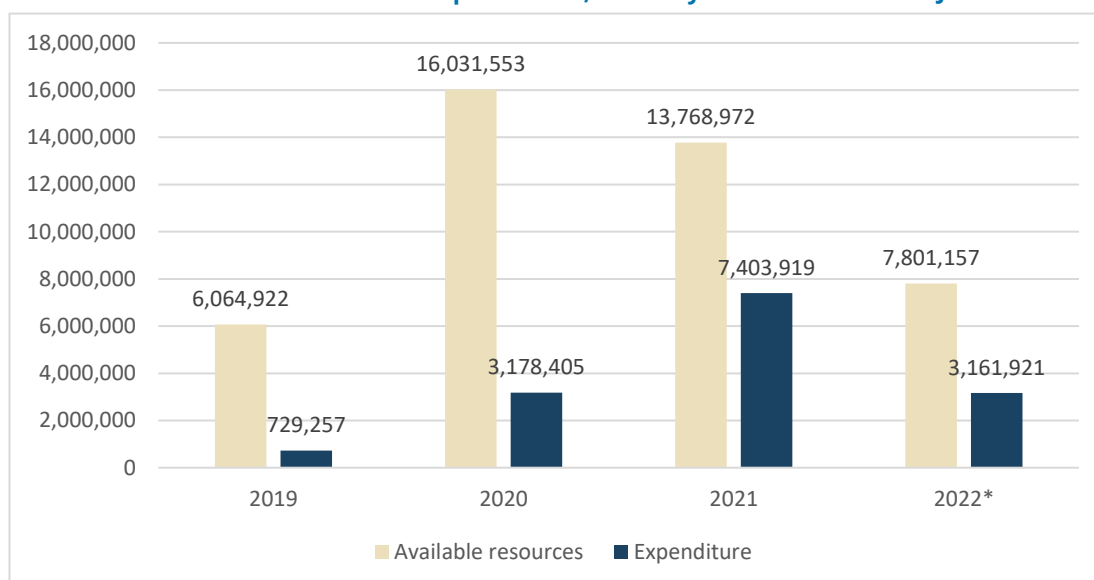
¹⁸⁴ Mokoro, 2019.

SO3 – Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030

Finding 15: WFP adapted to continue SO3 activities during the COVID-19 pandemic by using remote methods and engaging smallholder farmer organizations. Nonetheless, until 2021, implementation fell considerably short of plans, thereby limiting the interventions’ plausible contributions towards outcomes in a significant way.

120. One of the assumptions underpinning SO3 results is that “there are no extreme climatic shocks, economic shocks and/or conflict that reduce resilience and reverse development gains”.¹⁸⁵ These assumptions did not hold true, as major drought and the COVID-19 pandemic caused delays and suspension of some SO3 activities. The pattern of low expenditure in both 2019 and 2020 reflects the late and slow initial pace of CSP implementation¹⁸⁶ as well as the effects of COVID-19 restrictions in 2020. Progress against plan picked up again in 2021 when COVID-19 restrictions subsided. Figure 16 shows an increase in allocated resources in 2020. WFP managed to acquire additional funds for SHF activities through its stronger engagement with local development donors. This led to a significant 2020-2022 financial contribution from BMZ/KfW¹⁸⁷ for early drought recovery and resilience activities. In 2021, WFP also facilitated a Zambian Breweries (ZB) sorghum out-grower pilot scheme, which is still expanding¹⁸⁸ (reaching 586 SHFs in 2021¹⁸⁹ and 3,000 in 2022).¹⁹⁰

Figure 16: SO3 available resources and expenditures, annually 2019-2021 and into June 2022



Source: ACRs 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget performance January-June 2022 [30/08/2022]. *2022 figures are partial and preliminary.¹⁹¹

121. Interestingly, the beneficiary data shows consistently high performance, reaching above 100 per cent of the target in each of the respective years. This is explained by widespread use of the Training of Trainers modality for capacity strengthening under pandemic restrictions, allowing WFP to benefit from the multiplier effect of this approach.

¹⁸⁵ WFP Zambia CSP 2019-2024

¹⁸⁶ While the CSP was 85 per cent funded in the first half of 2019, during the second half of 2019 WFP secured additional funding, although some resources were carried forward from the T-ICSP (WFP Zambia ACR 2019).

¹⁸⁷ A detailed outline of individuals targeted and reached for specific SO3 projects is included in Annex 11.

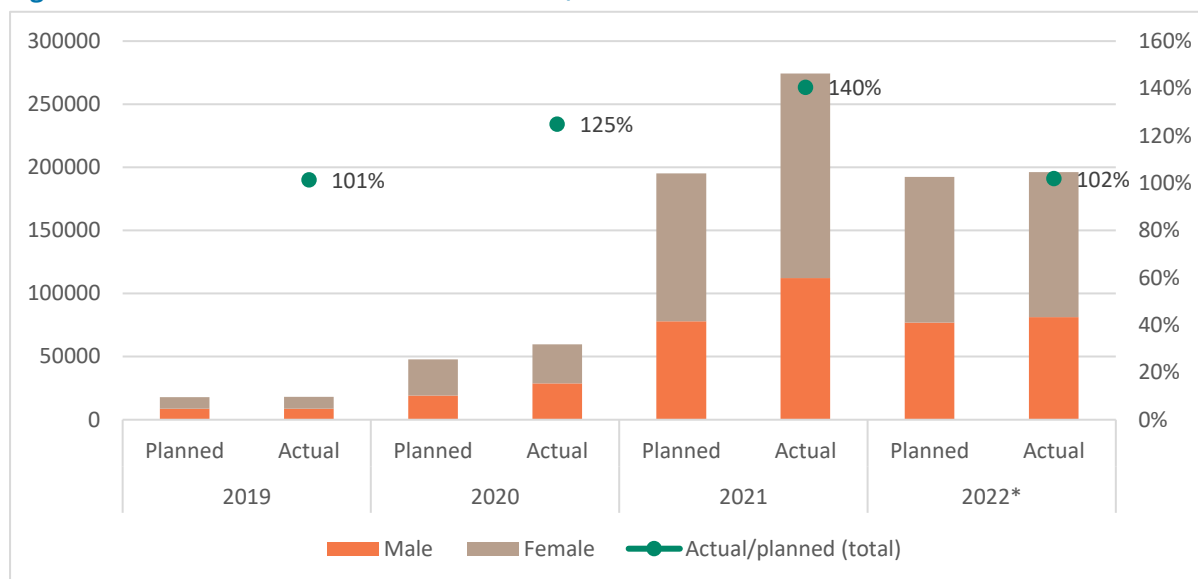
¹⁸⁸ Kills private sector

¹⁸⁹ WFP Zambia, ACR 2021

¹⁹⁰ WFP Zambia, 2022. Country Brief

¹⁹¹ Available resources calculation for 2022 is preliminary. Expenditure levels are as of the end of June 2022.

Figure 17: SO3 direct and indirect beneficiaries, 2019-2022



Source: Zambia CO project monitoring data [24/11/22]. *2022 actual beneficiaries reflect situation as of mid-year.

122. WFP managed to meet or exceed many SO3 output targets, including those on training for government/national partner staff; capacity strengthening to enhance food security and nutrition; numbers benefiting from assets and climate adaptation practices; and access to information on climate and weather risks.¹⁹² WFP stated that its activities were largely possible through enhanced coordination and strong partnerships, including with the private sector,¹⁹³ and adaptation where possible to remote delivery. The ET observed some strong farmer groups in the field, who had adopted training messages. Such groups facilitated WFP and implementing partner outreach.

Finding 16: WFP has contributed to smallholder farmers', particularly women's, ability to access markets, mostly through improved agricultural practices and to a lesser extent through promotion of market information and linkages

123. By 2021, outcome-level data show a steady increase in targeted smallholders, especially women, selling through WFP-supported farmer aggregation systems. From a baseline of 2.5 per cent, the number rose steadily over the CSP, from 6.3 per cent in 2019, to 19.9 and 48 per cent in 2020 and 2021, surpassing its 40 per cent target.¹⁹⁴

124. As the impact pathway indicates, reducing PHL, which were estimated to be 30 per cent for cereals,¹⁹⁵ was an important step towards improving volumes of sales and revenues from produce. Since the start of the CSP, 201,438 SHFs were trained in post-harvest monitoring (PHM), exceeding the target of 150,000. Due to high crop losses, PHL reduced at a slower pace than would be necessary to reach the targeted 10 per cent at the end of CSP, namely from 18.6 per cent in 2020 to 17 per cent in 2021,¹⁹⁶ but interviewed SHFs indicated that they expected losses to further decrease in 2022.

125. Furthermore, FGDs with beneficiaries showed that adoption of new field harvesting practices provided increased incomes. WFP's 2019 Rural Resilience survey found average monthly income for SHFs in supported areas was US\$60 compared to US\$47 in non-supported areas.¹⁹⁷ The value of SHF sales through WFP-supported aggregation systems exceeded the target by 53 per cent.¹⁹⁸

192 WFP Zambia (2021) Annual Country Report

193 WFP Zambia, ACR 2021

194 WFP Zambia, ACR 2021

195 Zambia WFP CSP 2019-2024

196 WFP, Zambia, ACR 2021

197 R4 2019

198 CM-L008b Zambia, Accessed 22/04/22

126. WFP recognized that converting marketable surpluses into sales also requires access to market information and improved links to markets. For example, WFP provided Virtual Farmers' Market, MAANO, an app that disseminates information on price, quality and market actors. This was meant to support market linkages between SHFs and micro aggregators (lead farmers), intermediary aggregators (agro-dealers and cooperatives), and off-takers (large-scale buyers and processors).¹⁹⁹ Nonetheless, FGDs and KIs did not indicate widespread use. Whereas some women SHFs reported that the app had facilitated their access to distant urban markets, other KIs questioned its utility, possibly due to mobile phone or connectivity issues in certain areas.

Finding 17: WFP has contributed to increasing the availability and consumption of nutritious food through training in nutrient-dense crop diversification

127. In 2021, WFP trained 53,743 SHFs (55 per cent women)²⁰⁰ in diversifying production of nutrient-dense crops to improve food and nutrition security.²⁰¹ FGDs with SO3-supported SHFs confirmed that they now have enhanced skills in diversified production because of WFP-facilitated training of MoA district technical staff, cooperating partners and Zambia Agriculture Research Institute trainers.

128. The percentage of targeted SHFs reporting increased production of nutritious crops – an indicator of nutritious food availability – grew to 61.9 per cent by 2021, against a 60 per cent target.²⁰² The increased levels of production reported by WFP are also reflected in increased sales of nutritious produce, particularly legumes²⁰³ and in food consumption. The rate of households with an Acceptable Food Consumption Score in this target group reached 83.8 per cent, against a target of 70 per cent, although this cannot be robustly attributed to WFP alone.²⁰⁴ In terms of nutrition, there was less achievement, for instance for the indicator “Percentage of households that consumed protein-rich food daily”, the percentage slightly decreased from 70 to 68.3 per cent, against a target of 80 per cent.

129. In most locations, WFP has been able to enhance predictability of markets for nutrient-dense crops in more remote areas through the HGSM programme, which provides an important market in the absence of others. Nonetheless, government KIs indicated that more support is needed from WFP to strengthen linkages between the HGSM programme and support to SHFs.

Finding 18: WFP has improved access to financial services for aggregators and smallholder farmers, with some evidence that savings groups have enabled women SHFs to diversify their incomes

130. SO3 linked financial service providers, banks and microfinance institutions to aggregators to broaden access to affordable finance. This was reported as a very positive development by multiple KIs,²⁰⁵ who see access to finance as critical for the sustainability of the aggregation model. In addition to increased access to credit and higher average levels of finance in comparison to savings groups, KIs also appreciated the security benefits of digital finance.

131. The cumulative value of savings groups' savings in 2022 was US\$278,617, with an average saving per group of US\$1,000 (US\$41 per household).²⁰⁶ FGDs and site visits provided evidence on how Savings for Change had enabled women SHFs to invest in both on- and off-farm businesses, diversifying their incomes, thereby strengthening resilience. Savings groups in remote, resource-poor environments remain challenged, however, by liquidity, and have yet to have a cash share out.²⁰⁷

132. WFP provided support to community groups to access finance for development by assisting them to write proposals for Zambia's Constituency Development Fund (CDF). The CDF provides Members of

199 WFP Zambia, 2022. Country Brief

200 Target information not available

201 WFP. Zambia ACR 2021

202 WFP ACR 2021, KFW project beneficiaries

203 WFP's emphasis on legumes came from renewed focus on nutrition as a cross-cutting issue

204 WFP Zambia ACR 2021

205 KIs government, WFP CO, Implementing Partners, Beneficiaries

206 Integrated Nutrition and Smallholder Support Programme, 2022

207 FGD beneficiaries

Parliament (MPs) and their constituent communities with opportunities to make choices and implement projects that maximize their welfare in line with their needs and preferences.²⁰⁸

Finding 19: WFP made a positive contribution to smallholder farmer resilience to climate shocks, but the achievement was lower than expected, and crop failures continued to persist for those in the most climate-affected areas

133. An important dimension of SO3 was its focus on enhancing SHFs' resilience to climate shocks, including through CA promotion. WFP ramped up its CA programme following the drought, training 63,400 SHFs in 2020 and 121,938 (50 per cent women) in 2021, compared to 18,000 in 2019.²⁰⁹ The partnership with the MoA, the private sector, RBA and NGOs led to SHFs widely adopting CA. FGD respondents listed multiple gains including increased yields, improved soil fertility and reduced production costs. WFP's 2022 Rural Risk Resilience Initiative survey found that 74 per cent of SHFs indicated increased knowledge of improved agricultural techniques, with 51 per cent implementing these approaches.²¹⁰ This is impressive for resource-poor SHFs, often averse to risky changes of farming practices.

134. WFP facilitated rainfall monitoring through the provision of rain gauges at community level, enabling the ZMD to advise the MoA more accurately on rainfall distribution. District extension workers could thus more accurately determine appropriate (early or late maturing) seed varieties, and SHFs could make informed decisions on land preparation, planting time, and crop selection. WFP reached 67,980 smallholders with weather information against a plan of 47,835.²¹¹ Among R4-supported SHFs, 71 per cent accessed climate information through extension services, the radio, and media.²¹²

135. Despite training, the proportion of targeted communities with evidence of improved capacity to manage climate shocks, though increased from a baseline value of 9.8 per cent to 34 per cent in 2020 and 2021, has fallen severely short of the 60 per cent 2021 target.²¹³ In Southern Province, SHFs reported that, while some crops (sorghum and cowpeas) had grown well, drought recovery crops such as groundnuts and cassava had failed due to further floods and drought. WFP indicated that late arrival of seeds and adaptation problems had contributed to the crop failure.

136. WFP works with UNDP, FAO and government to assist women SHFs in climate hazard-prone environments primarily focussing on engagement with drought-resilient crops. With the frequency and intensity of climate shocks in Zambia projected to increase, KIs questioned WFP's focus on crop production²¹⁴ rather than mixed crop farming and livestock farming. Livestock and livestock products are the second most important source of income for 59.2 per cent of WFP targeted communities.²¹⁵ Beneficiaries repeatedly mentioned the benefits of goats,²¹⁶ and they acknowledged the nutritional value of small livestock.

Finding 20: The CSP's introduction of weather and climate insurance services shows promise in improving resilience, although awareness of the benefits of insurance is still limited, especially in remote areas.

137. WFP worked with UNDP, IFAD, FAO and the private sector on incorporating index insurance into Zambia's Farmer Input Support Programme (FISP). Insurance is a new CSP component, compared to the T-ICSP's narrower focus on finance. WFP's involvement in climate-risk-financing and weather-index-insurance for crop and livestock insurance infers understanding that crops and livestock are key components of resilient livelihoods. Weather index insurance helps stabilize SHFs' income – allowing them to continue

208. Government of Zambia: THE CONSTITUENCY DEVELOPMENT FUND ACT, 2018

209 WFP, Zambia ACR 2021, no target data available

210 Zambia Rural Risk Resilience Initiative, 2022

211 WFP Zambia ACR 2021

212 R4, 2019. End Line Outcome Monitoring

213 As the CSP's end target is only 40 per cent, the 2021 target of 60 per cent may be an error. Source: CM-L008b Zambia, accessed 22/04/22.

214 KII Lusaka

215 Zambia R4 Rural Risk Resilience Initiative Phase 3 Baseline Report

216 FGD beneficiaries

farming regardless of weather-related uncertainties. SHFs produce 80 per cent of the domestic food supply in Zambia, and therefore this is crucial to ensuring national food security.²¹⁷

138. WFP inputs into the improved index insurance product included incorporation of best practices from WFP's Rural Resilience Initiative (R4) project, in addition to the current FISP insurance product to ensure the product accurately reflected local patterns of vulnerability and risk. WFP and the International Research Institute for Climate and Society collected data from almost 1,000 agricultural camps across the country to inform the design. WFP additionally contributed more than 75 per cent of the premium and supported more than 7,800 SHFs from Southern Province to take up weather index insurance.²¹⁸ A first pay-out to livestock keepers was triggered in 2022, partly protecting small livestock owners from financial losses that arose from climate change, theft or disease.

139. However, while climate insurance builds farmers' adaptive capacities to manage climate-related shocks and stresses, the ET found that remotely located partners and farmers were less aware about insurance and possible pay-outs or were put off by travel costs.²¹⁹

Finding 21: While WFP has made significant progress under SO3 overall, SHFs in remote, climate-change affected locations have not benefited to the same extent

140. While overall progress has been positive, the evaluation identified a recurring challenge for SHFs based in remote, drought-affected areas, particularly in the Southern Province, where the percentage of targeted SHFs reporting increased production of nutritious crops was well below the 60 per cent target at 35.5 per cent.²²⁰

141. This was partly due to their remote location, limiting access to market and inputs in comparison to urban areas. To combat PHL, WFP distributed hermetic storage technology (HST) which can prevent 95 per cent of food losses.²²¹ Access to these and other inputs beyond WFP support is a key assumption underpinning the SO3 impact pathway. Private sector KIIs reported that adoption rates remained low due to limited market access, particularly in rural areas, although this may improve as HST distributors have requested joint field visits with WFP to enable SHFs to procure HSTs.

142. The evaluation also found lower levels of business literacy among FGDs with ZB out-growers in remote, climate-change affected areas, compared to those in peri-urban areas. In remote areas, there was also some dissatisfaction among women, with farm gate prices offered by ZB for sorghum. Both ZB and WFP RBJ suggested that impact studies be conducted of SHFs engaging with ZB, to better understand the impact of out-grower schemes at household level in more remote locations.

143. A World Bank study confirms that SHFs in the Southern Province also continue to suffer more strongly the impact of recurring climate shocks, with failing crops despite diversification into drought-resistant crops, and that they are still insufficiently aware of the benefits of accessing climate-related insurance.²²² This was confirmed through FGDs.

SO4 – Government institutions in Zambia have more efficient, effective and shock responsive social protection systems to contribute to SDG2

Finding 22: Although SO4 activities lost time during the COVID-19 pandemic, implementation gathered considerable pace in 2021, with strong performance delivered against targets

144. While Zambia has made considerable progress in establishing the building blocks of an effective social protection and jobs sector, with budget commitments and a greater focus on pro-poor programming, the challenges remain significant. This was recognized by the World Bank, which reported that social

217 United Nations Zambia Weather index insurance enhances the resilience of Zambian farmers, 2021

218 WFP, Technical Report on FISP Index Insurance Product Improvement, June 2021

219 KIIs implementing partners. KII WFP advised that insurance pay-outs are sometimes very small, which may affect the scaling up of these schemes.

220 CM-L008b Zambia, accessed 22/04/22

221 WFP Value Chain Analysis on Postharvest Handling Technologies. 2022

222 World Bank Group, 2021.

protection programmes remain underfunded, fragmented and fall short of meeting the scale and complexity of the country's needs.²²³

145. WFP's global strategy for social protection is structured around three pillars – system architecture, programme features, and knowledge and learning (see Figure 18).²²⁴ In Zambia, WFP has tailored support to deliver on these pillars through two main activities; Activity 5 on capacity strengthening of government and partners on social protection and early warning systems and disaster preparedness and response; and Activity 6 dedicated to system strengthening for the HGSM programme. As shown in the SO4 impact pathway (Annex 9), activities are expected to result in high quality (effective, inclusive, equitable) social protection systems and greater demand and supply for nutritious produce, thus contributing to more efficient, effective and shock-responsive social protection systems.

Figure 18: Building blocks of a national social protection system



Source: WFP's support to national social protection in 2020

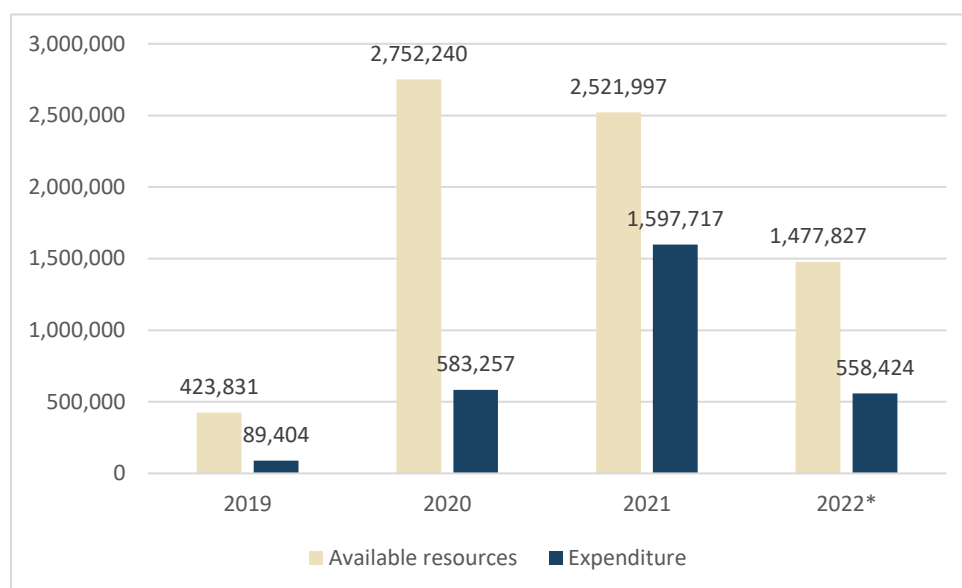
146. As Annex 9 explains, due in part to the complex and long-term nature of building comprehensive social protection systems, the impact pathway to results under SO4 requires longer-term efforts than other SOs. Its activities involve a wide range of stakeholders and its results depend on many factors outside WFP control, including government priorities, and the availability and provision of adequate resources.

147. As Figure 19 shows, SO4 followed a similar trend to other SOs, whereby expenditure on an annual basis was often below available resources, particularly in 2019 due to the timing of CSP implementation (June 2019). As for other SOs, in 2020 funds were carried over as delivery was delayed due to COVID-19. Implementation increased significantly in 2021, leading to better alignment of available resources and expenditure. Support for Activity 6 (HGSM) benefited from multi-year funding from Germany, but budgetary allocations again fell short of needs in the first half of 2022.²⁰⁴

223 World Bank, 2021

224 WFP, 2021 Strategy for Social Protection

Figure 19: SO4 available resources and expenditure annually 2019-2021 and into June 2022



Source: ACRs 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget performance January-June 2022 [30/08/2022]. *2022 figures are partial and preliminary.²²⁵

148. Despite implementation only picking up pace in 2021, SO4 performance has overall been strong. CSP targets for capacity strengthening activities under the SO were exceeded in terms of number of national food and nutrition policies, programmes and system components enhanced because of WFP capacity strengthening.²²⁶ The evaluation found that this intensification of effort was not considered by external stakeholders to have compromised quality; the government viewed WFP support positively, regarding it as useful in strengthening institutional capacities.²²⁷

Finding 23: WFP has enhanced the government’s capacity for social protection, evidenced in policy making, vulnerability assessment and nutrition-sensitive programming and including the development of the system architecture for social cash transfers

149. The evaluation found strong evidence of a WFP contribution to improved social protection policy making and programming capacity within government. A key assumption for the SO4 impact pathway is that the government is committed to using evidence-based information in its response programmes. For example, WFP support to DMMU on VAM assessments was recognized by the government for providing valuable new insights and tools to assess vulnerability in urban areas more accurately, particularly in response to COVID-19.²²⁸

150. WFP also worked with the NFNC to produce an extensive FNG analysis and, while too soon to be fully integrated into planning, the government confirmed that the FNG report will be used in its next plan on nutrition.²²⁹

151. Supporting the government to design nutrition-sensitive programmes and policy is a key feature of WFP SO4 capacity strengthening work. The immediate results can already be seen in the development of nutrition-sensitive social protection guidelines²³⁰ that will be applied by the government in its new social protection policy. WFP collaborated with UNICEF on nationwide ‘training of trainers’ on the newly designed

²²⁵ Available resources calculation for 2022 is preliminary. Expenditure levels are as of the end of June 2022.

²²⁶ WFP. Zambia, ACR 2021. Target numbers of food security, nutrition policies, programmes and systems to be enhanced were small – more than or equal to four for the entire CSP. In the period 2019-2021, 14 such policies, programmes and system components were enhanced in comparison with end of CSP target of ≥ 4.

²²⁷ KIIs government

²²⁸ KI government

²²⁹ KI government

²³⁰ WFP. Zambia ACR 2020, KIIs government, CO

the Zambia Integrated Social Protection Information System (ZISPIS) nutrition sub-module.²³¹ Nutrition-sensitivity has been increasingly integrated into HGSM and by 2021, WFP had supported the Ministry of Education to establish 47 school hydroponics gardens.

152. Finally, WFP sought to improve the system architecture for social protection by supporting the Social Cash Transfer (SCT) programme, undertaking successful pilots, and paving the way for further scale-up.²³² In 2021 WFP initiated technical support seeking to improve the SCT system through digitalization, enhancing efficiency, governance and accountability within the system. However, further coordination between partners is needed to develop this work. For example, a unified social register does not yet exist, and the evaluation also found that more coordination was needed between partners involved in the cash working group to avoid duplications and align cash transfers and assistance to beneficiaries.²³³

Finding 24: WFP’s support to the HGSM roll-out has been critical to strengthening Zambia’s social protection system while also creating supply and demand for nutritious food

153. Since 2019, the HGSM programme (nationally owned and implemented by the government since the start of CSP implementation) has been extended from 38 districts to 70.²³⁴ The government has plans to further expand coverage to all 116 districts. The government greatly valued WFP’s role in the HGSM programme.²³⁵ WFP support to HGSM strategy development facilitated institutional buy-in and government ownership, including the allocation of budgetary resources by the MoGE. The government also welcomed WFP technical support for the HGSM roll-out, requesting its continuation in the next phase. Despite funding shortfalls, WFP provided virtual training, strengthening the capacity of government staff across 23 districts on decentralized commodity procurement for school feeding.²³⁶ It also supported phased deployment and roll-out of the Food Tracking System,²³⁷ despite this being only 25 per cent funded.

154. In addition to its value as a social protection mechanism, HGSM connects producers and consumers, and creates demand for nutritious food. As discussed under SO3, linkages between WFP SHF support and HGSM increased production of crops such as cow peas, driven by SHF access to new markets.²³⁸

155. HGSM is also reported to deliver benefits beyond those articulated in the SO4 impact pathway. The government reported that HGSM has led to increased participation of girls in education.²³⁹ Improvements in educational outcomes are also likely, based on findings of a recent systematic review, which suggested a positive correlation between school feeding programmes and the educational outcomes of African schoolchildren.²⁴⁰ The MoGE would additionally value WFP support to assess the impact of HGSM in Zambia on school dropout rates, registration levels, and so on.

Finding 25: Support to early warning systems and disaster preparedness has strengthened local government capacity to use weather information, but it is too early to assess its contribution to shock responsiveness

156. Elsewhere in this report (see SO3), there is evidence that WFP support to community-based early warning systems (120 rain gauges were installed in 14 districts by 2021²⁴¹) and disaster preparedness is also being adopted at local level, with targets for those accessing weather information exceeding targets, and use of weather information by district officers, although the most shock-prone populations are still yet to benefit fully. KIIs²⁴² expressed interest in WFP also engaging with the government on support for the

231 WFP Zambia Country Brief, February 2022

232 KIIs government, CO

233 KIIs government, donors

234 Government of Zambia, 2022, MoGE- Directorate of School Health and Nutrition

235 KIIs government

236 WFP Zambia Country Brief February 2022, KIIs government

237 WFP. Zambia APP 2021, KIIs government, CO, FGDs beneficiaries

238 FGDs beneficiaries, implementing partners

239 Government of Zambia, 2019, National Strategy on HGSM. KIIs government

240 Wall, Tolar-Peterson, Reeder, Roberts, Reynolds and Mendez, 2022

241 ACR, 2021

242 KIIs government

development of early warning systems at national level, rather than focusing only on such systems at community and local levels.

SO5 – Service provision to the government, development partners and United Nations agencies

157. WFP introduced SO5 in September 2020 following the WFP's budget revision (BR3), to provide on-demand logistics services to the government, United Nations agencies and the wider humanitarian community, leveraging its expertise in logistics, warehousing and procurement. Services include common distribution platforms, commodity handling, warehouse management and logistical and common premises support.

Finding 26: SO5 has contributed to achieving the outcomes of other SOs, especially through the strong value addition of WFP's supply chain team

158. SO5 has contributed to the achievement all SOs through its multi-strand impact pathway (Annex 9). Logistics and supply chain services to support WFP activities contributed to SOs1-4. According to interviewees, activities to deliver last-mile support for drought response and medical supplies led to the immediate outcome of enhancing the government's disaster response.²⁴³ Simultaneously, logistical services to the wider humanitarian and development community reportedly improved inter-agency coordination. WFP provided logistics services to the government and partners to transport health equipment, food supplies and agricultural inputs for COVID-19 and drought response. SO5 helped address national priorities including national health supply chain systems under the Apollo Project and provided valued logistics support to the MoH for the Malaria Elimination Programme led by the National Malaria Elimination Centre.²⁴⁴

159. To achieve the above, the WFP Supply Chains Team used its international expertise in markets, warehousing, PHM, cross-border customs clearances, food fortification, food standards harmonization, seasonal access, commercial viability of remote locations and private sector gaps. They were able to procure from SO3 aggregators, ordinarily inaccessible to the private sector due to the absence of roads in remote and dispersed locations, feeding into the SO3 impact pathway. The team also mapped, built capacity and contracted financial service providers to facilitate the COVID-19 ECT rapid scale-up to support SO1.

Finding 27: Through the Global Commodity Management Facility (GCMF), support to food stocks for relief efforts in and across the region, WFP has contributed to other COs' achievements of SOs

160. WFP Zambia has Memoranda of Understanding (MoUs) with ten neighbouring country offices, servicing their needs and feeding into the GCMF through supply of food to address emergency responses in the region. The Ukraine crisis has demonstrated the critical role of traditional WFP supply chains, which are presently engaged in sourcing 40,000 MTs of maize for Zimbabwe and the Horn of Africa.²⁴⁵ This created an achievement additional to what was included in Finding 1: by providing other agencies with logistical services, SO5 contributed towards other countries' SOs, although due to the limited and new nature of this task, the WFP Zambia contribution is likely to be small.

EQ2.2 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)?

Finding 28: The humanitarian principles of humanity, neutrality, impartiality and operational independence are being respected.

161. The ET found that WFP engages with communities to ensure consistent and principled humanitarian access, while maintaining high standards of integrity and insulating its actions from politics to support impartiality. FGDs and KIIs saw stakeholders praise WFP for its professional and impartial focus, and the evaluation found no evidence of threats to neutrality in the Zambian context.²⁴⁶ SHFs did not

243 KIIs government, WFP CO

244 KIIs WFP CO

245 KIIs CO

246 FGD discussions SHG, NGO KII districts, government, district KII

believe there was bias or exclusions in beneficiary selection provided that households met the targeting criteria.²⁴⁷ Partners, including those from the private sector, are aware of the humanitarian principles and the importance of neutrality, impartiality, and independence.²⁴⁸ In 2020, WFP's outcome monitoring showed that almost all beneficiaries reported they had accessed WFP assistance in an unhindered, safe and dignified way.²⁴⁹

162. There is positive discrimination for persons with specific needs in refugee contexts, such as those living with disabilities, child-headed households, the elderly and chronically ill, who are prioritized for food distributions with trained volunteers helping them collect their food, supporting the principle of humanity and the ethos of 'leave no-one behind'.²⁵⁰

Finding 29: Mitigation measures are in place for protection against sexual exploitation and abuse (PSEA) and gender-based violence (GBV) for SO1's food and cash distributions

163. According to its own reporting, WFP ensured that all interventions were designed and implemented to promote the safety, dignity and integrity of those it serves, while creating an environment that minimizes exposure to protection risks.²⁵¹ The evaluation finds tangible evidence that mitigation measures were put in place for PSEA and GBV, often drawing on partnerships: for example, WFP and UNHCR established mitigation measures to counter potential negative effects of CBT (GBV, exploitation or abuse). This included messages to prevent domestic violence related to family management of cash assistance, as well as training against fraud and theft.²⁵²

164. Additionally, WFP drew on UNHCR expertise to deliver training (WFP and partner) staff in PSEA. It expanded its capacity by appointing PSEA focal points who undertook 'training of trainers'. WFP delivered PSEA sensitization by training mobile network provider staff at the start of their involvement in CBT and providing communication materials on PSEA for beneficiaries at payment/distribution points.²⁵³

Finding 30: WFP's delivery adapted during the COVID-19 pandemic to strengthen beneficiary protection

165. WFP transitioned refugees to CBT in line with corporate strategy to reduce costs and improve delivery.²⁵⁴ The use of CBTs started in May 2020, and was largely completed by January 2021 for refugees and used in the COVID-19 response. This helped reduce personal contact during pandemic-induced lockdowns.²⁵⁵ In response to long waiting times for cash, WFP increased the number of pay points and operated with mobile money, enabling beneficiaries to access cash from local mobile networks within their communities.²⁵⁶

166. WFP also reduced distribution frequency in favour of double cash and in-kind transfers to limit human contact, provided personal protective equipment, and facilitated refugee vaccinations²⁵⁷ while increasing the use of radio to provide training and information to protect beneficiaries during the pandemic.²⁵⁸

Finding 31: WFP's complaints and feedback mechanism (CFM) was somewhat effective, although there are gaps in coverage of some beneficiary groups (notably SHFs)

167. WFP prioritized accountability to affected populations (AAP) through consultations with stakeholders, timely information provision, and a functional and appropriate CFM. The CSP target for the

247 FGD SHF women Districts

248 KII Districts and KII Lusaka

249 WFP Zambia ACR 2020

250 WFP. Zambia ACR 2019

251 WFP Zambia ACR 2021

252 UNHCR Zambia, 2021

253 Zambia CSP ACR 2019

254 WFP. Zambia, APP 2021

255 FGD Beneficiaries

256 WFP, Zambia ACR 2021

257 FGD Beneficiaries

258 WFP. Zambia ACR 2021

proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements is ≥ 66.67 per cent as of 2021: this has been surpassed (71.4 per cent) and the 2021 target, has been set at ≥ 80 , which is higher than the CSP target.²⁵⁹ Community consultation during implementation is seen as valuable to both beneficiaries and WFP.²⁶⁰

168. CFM mechanisms included provision of suggestion boxes at food distribution points and pay points, community help desks and toll-free lines, which were set up and used increasingly during the COVID-19 ECT response), particularly for SO1 activities.

169. Complaints increased during COVID-19 with CBT delays, blocked pin codes, stolen money and lost or stolen sim cards reported,²⁶¹ although safety concerns were also raised relating to travel distances and waiting times at pay points. To reduce time and overcrowding, WFP increased pay point numbers and help desks, and appointed another financial services provider. CFM recorded complaints have had a 100 per cent resolution rate and are responded to immediately or during COVID-19 with a two-week delay.²⁶²

170. WFP's drought response assistance provided CFM mechanisms via help desks at food distribution points. In contrast, SO3 beneficiaries channelled complaints, not through CFM mechanisms, but through community-based stakeholders, such as lead farmers or extension staff, which was seen by SHF beneficiaries as appropriate and adequate.²⁶³ It is not clear, however, how non-participants voice their complaints in the absence of CFM, or whether WFP engages with non-participants.

Finding 32: There has been reasonable progress in mainstreaming gender in CSP design and delivery overall, with more significant results in SO3 interventions. The CSP's focus shifted from women's economic empowerment to gender-transformative outcomes, though contextual challenges currently limit this transition.

171. The 2018 Zambia Country Programme 2016-2020 mid-term evaluation reported "*only minimal attention to gender equality and women's empowerment (GEWE) issues*". There have since been efforts to strengthen inclusion of gender considerations in the CSP design and delivery, with a substantial financial allocation of 15 per cent of the CO budget dedicated to gender mainstreaming.²⁶⁴

172. Funding was used to support government ministries (MoH, MoA, MCDSS, MoGE) through capacity building on gender integration and other issues for government programming.²⁶⁵ Consequently, government departments and ministries rolled out training to targeted communities using a gender training guide developed with WFP support.²⁶⁶ WFP also made efforts to empower women through training on financial literacy and decision making. The CO benefits from a Gender Focal Point, with support accessible from the Regional Bureau Johannesburg (RBJ) and HQ. There has been an increase in the number of women in leadership positions on management committees in the HGSP programme and at the Mantapala Refugee Settlement.²⁶⁷

173. WFP Zambia succeeded in increasing women's participation across the SOs during the CSP lifespan. Female participation was equal to male in 2019, rising to 53 and 52 per cent in 2020 and 2021.²⁶⁸ While this indicates only modest progress overall, results among SHFs were more significant. SHF beneficiaries reported that gender – as well as disability and age – was mainstreamed in WFP assistance. Male beneficiaries expressed interest in nutrition-focused activities offered primarily to women.

174. Despite these efforts, evidence suggests that there is more to be done. CSP donors noted shortcomings in cooperating partners' operationalization of WFP gender policies and strategies. This was

259 WFP, Zambia ACR 2021

260 WFP Zambia ACR 2021; WFP, Zambia, APP 2021

261 Complaints were addressed by AAHZ and WFP.

262 WFP CFM Aggregated Data, 4 August 2022

263 FGDs Beneficiaries

264 KII CO

265 UNSDPF Annual Report 2020.

266 WFP, Zambia ACR 2021

267 WFP, Zambia ACRs 2019, 2020 and 2021

268 WFP, Zambia ACRs 2019, 2020 and 2021

seen to be due to a lack of gender mainstreaming awareness and tools. Thus, gender-related initiatives or actions are ad hoc, rather than systematic or well-structured.²⁶⁹ The R4 evaluation recommended that WFP organizes training on integrating gender (as well as HIV, governance and Leave No One Behind) for its partners and government officers.²⁷⁰

175. Within its own staff in Zambia, there is a reasonable gender balance, although WFP has faced challenges in ensuring gender-balanced teams in all its field offices.²⁷¹

176. All CSPs designed since 1 June 2018 had to assign a Gender and Age Marker (GAM) code. A GAM code of 3 was assigned to the Zambia CSP, reflecting the ambition to improve gender equality and women's empowerment among assisted populations. This was the minimum requirement for CSPs.²⁷² An assessment of GAM for Zambia during the lifespan of the CSP (ACRs 2019-2021) shows a steady increase in GAM codes (from 3 to 4) (see Annex 10 for more information). All SOs except one (social protection activities under SO4) are assigned a GAM code of 4 (representing gender transformation). In 2021, WFP Zambia requested to join the Gender Transformative Programme launched by HQ and is moving forward with preparations (such as a detailed gender assessment) which could better inform work towards WFP gender transformation objectives.

177. Despite these positive ratings, and successful support such as Saving Clubs and gender transformation results within SIDA projects (see Annex 10 for more information), KIs saw the CSP as contributing to women's empowerment (GAM 3) rather than transformation (GAM 4). While they regard some interventions as having the potential to be transformative, there are some persistent challenges to gender equality, particularly in political empowerment, economic participation and access to education as evidenced by the Gender Inequality Index, where Zambia ranked 138 out of 191 countries in 2021-22.²⁷³ These are further described in the 2021 R4 gender, inclusion and governance analysis, which calls for greater consideration of household power dynamics and their impact on women's control over productive resources and decision-making power. Negative cultural values and norms, high dependency ratios, limited access to markets and GBV also persist.²⁷⁴

178. There are currently low levels of land ownership among women. Of the 40 per cent of women involved in SO3, only half have land tenure rights, although farmers groups have a greater female participation of 60 per cent. The 2019 ACR, however, reported that 61 per cent of HGSM suppliers were women. While this indicates that 'access' to land is more important than control, land tenure is important to consider when designing the intervention to ensure sustainability.

Finding 33: WFP promotes environmentally responsible sustainable development but there are concerns over deforestation arising from activities, and access to sustainable wood fuels for WFP interventions is insufficient

179. WFP has leveraged its partnerships with the MoA and other relevant stakeholders to support SHF adoption of less destructive land management practices to reduce the environmental impact of farming practices.²⁷⁵ KIs reported multiple environmental benefits resulting from CA,²⁷⁶ although FGDs revealed limited knowledge of some conservation practices, such as tree-grafting.

180. WFP collaborated with partners to train targeted households on tree planting, support tree conservation campaigns and train refugees on the construction of energy efficient cooking stoves.²⁷⁷ WFP

269 SDC, 2021

270 Ibid.

271 CO staff include 65 women and 70 men in national staff and 5 women and 3 men in international staff. There are no women staff in Petauke FO, one in Nchelenge and Mumbwa FOs and two in Mazabuka FO which is the most gender balanced FO.

272 WFP CSP 2019-2024

273 UNDP, 2022.

274 SDC, 2021

275 WFP Zambia ACR 2021, CM-L008b Zambia, Accessed 22/04/22. KII District government, KII district NGO, KII WFP district,

276 FGD with SHFs, WFP partners including NGOs, FAO and MoA

277 Zambia CSP ACR 2020, KII implementing partner

also ensured that the MoGE's HGSM strategy included establishment of woodlots and promotion of fuel-efficient stoves in schools.

181. Despite these efforts, fuel requirements for both HGSM and SO1 settlements continue to contribute to the felling of trees; their declining presence was observed by female SHFs who urged a greater focus on this issue. During HGSM site visits, the ET saw no evidence of woodlots²⁷⁸ and both schools and Parent Teacher Associations (PTAs), which are responsible for providing fuel, expressed the need for these facilities to reduce deforestation.²⁷⁹

182. The 2021 ACR reported that WFP is seeking to reduce its own carbon footprint, transitioning to paperless options for administrative processes, and installing solar lighting in field offices.

EQ2.3 To what extent are the achievements of the CSP likely to be sustainable, from a financial, social, institutional and environmental perspective?

Finding 34: WFP has contributed to strengthening government systems and capacities to deliver sustainable change through HGSM, but no sustainable results are visible yet in the area of social protection

183. Engineering sustainable change was an essential element of WFP's delivery strategy, with its focus on upstream activities such as generation of evidence, advocacy and support for policy reform and enhancement of national systems around food and nutrition security.

184. The transitioning of HGSM to government ownership, at the start of the CSP, is considered a sustainability success story by the government and WFP at country and district levels.²⁸⁰ Further support from WFP for the wider national programme scale-up was requested by MoGE. WFP supported government roll-out of the Food Tracking System,²⁸¹ but, some elements such as hydroponics are less sustainable, particularly in more remote settings, as access to inputs (including pump mechanics) pose a challenge and costs are high.²⁸²

185. HGSM local procurement of SHF produce positively supports the sustainability of SHF livelihoods (particularly in remote areas). KIs confirmed that demand by children for inclusion of greens in school meals has generated a sustained increase in demand for SHF produce.²⁸³

186. The combination of government commitment to improving nutrition, WFP mainstreaming nutrition throughout its programming and WFP nutrition-focused CCS activities has strong potential for sustainability. Evidence generation (such as FNG analysis), has been favourably received although, for sustainable impact, government needs to act on FNG recommendations, using it to inform the forthcoming food and nutrition strategy. WFP's strengthening of institutional capacity of 12 DNCCs is not yet sustainable as these structures are not yet fully functional.²⁸⁴

187. WFP's support to Zambia's social protection system supports the development of the system's architecture (see EQ 2.1 SO4), although the system is not yet fully developed and no sustainable contribution to wider system change has yet been delivered.

Finding 35: WFP's resilience building support has strengthened sustainable food systems among WFP targeted communities

188. Private sector engagement (such as with Zambia Breweries), has created scalable, commercially viable and effective market demand for nutritious produce. This has the potential in turn to strengthen sustainable livelihoods, markets, and income opportunities for SHFs.²⁸⁵ Market sustainability has been

278 ET observations during field data collection

279 Parent Teacher Association at HGSM sites.

280 Government of Zambia, National Strategy for HGSM (2020-24)

281 WFP Zambia ACR 2021

282 KIs CO, government

283 Government of Zambia, HGSM procurement strategy (2020-2024)

284 KIs Donors, CO

285 KIs private sector, implementing partners

strengthened through WFP's work on aggregation systems. Partnerships for development with the private sector, which WFP facilitates principally through the SUN Business Network, remain a cornerstone for the achievement of zero hunger. However, the Sun Business Network (SBN) is not yet an effective or sustainable platform to raise awareness of nutrition within Zambia's private sector, as it only has a handful of active members and no major retailers among its membership (see EQ 4.3).

189. WFP's focus on addressing the root causes of malnutrition, by increasing awareness and strengthening nutritious food production and demand, has reportedly helped generate sustainable outcomes.²⁸⁶ KIs confirmed that production and consumption patterns of SHFs have changed with mutual benefits for all sides (see EQ 2.1 SO3), evidencing that mainstreaming nutrition into smallholder agriculture and agribusiness has helped ensure that nutrition considerations are embedded in value chains, strengthening the food system among targeted communities.

190. WFP's support to SHFs on food processing and preservation techniques also enabled sustained availability of diverse nutrient-rich foods beyond the harvest season. Nutrition value chains may expand further if value addition processing is accessible to youth. Young SHFs are keen to engage in such ventures and sell to urban markets.

191. Threats to sustaining the resilience include donor fatigue for long-term emergency response support, given the classification of Zambia as a lower middle-income country²⁸⁷ not in need of emergency support, combined with competition for donor financing globally. The 2020 UNHCR-WFP Joint Needs Assessment highlighted that a shift was needed from blanket to vulnerability-based targeting and delivery of self-resilience activities.²⁸⁸ KIs noted that the 2022 reductions in CBT to a level below the minimum food basket threatened the sustainability of savings groups and livelihood activities, as greater proportions of income are diverted away from productive assets to cover food needs.²⁸⁹

Finding 36: Conservation agriculture supports environmental sustainability, but effectiveness is limited due to lack of agricultural inputs.

192. Cultivation of drought-tolerant crops provided a more sustainable venture than traditional maize, although in flood- and drought-prone environments, crop losses continue. The techniques taught are transferrable to other SHF communities and are thus scalable. Mainstreaming nutrition into activities for strengthening smallholder agriculture and agribusiness has ensured that nutrition considerations are sustainably implanted in value chains.²⁹⁰

193. The impact of climate change is expected to remain substantial in Zambia in 2022,²⁹¹ which is likely to limit the sustainability of improvements to nutrition. As reported earlier (EQ2.1, SO3), WFP's efforts to enhance assisted populations' capacity to manage climate shocks fell short of targets in 2021. While conservation agriculture affords SHFs with opportunities to apply more environmentally friendly farming practices, research indicates that its effects and applicability in different farming contexts are highly contested, with lack of herbicides and reduced tillage equipment cited as two major challenges to implementing conservation agriculture.²⁹²

EQ2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

Finding 37: The CSP stimulated more strategic linkages along the humanitarian-development nexus but has not yet engaged in CRRF nexus-livelihoods programming.

194. While Zambia's CSP does not explicitly mention the nexus, the implementation of a multi-year plan, combining humanitarian actions on food and nutrition security with development programming such as

286 WFP, ACR 2021

287 Zambia was reclassified in 2022 to a Lower Income Country from a Lower Middle Income Country by the World Bank.

288 UNHCR-WFP Joint Needs Assessment

289 FGDs beneficiaries

290 KIs government, CO, implementing partners

291 WFP, Zambia ACR 2021

292 Cipano, Onautsu, Tarassoum, Adejumobi and Bolakonga, 2022.

support for resilience building, CCS and social protection systems is evidence of attempts to bridge the gap between humanitarian and development interventions.

195. The CSP afforded an opportunity for WFP to accelerate the strategic shift started in delivery of the T-ICSP, with an increase in WFP engagement in strengthening national policies, systems and programmes. WFP support for government architecture at national, district and community levels, has strengthened government capacity to deliver priorities and global commitments, including SDG2 and SDG17, across the humanitarian-development spectrum.²⁹³

196. The successful integration of nutrition across all strategic pillars of WFP support facilitated linkage between emergency response, for instance under SO1, and longer-term objectives, such as improved nutrition for populations in crisis through partnerships with key ministries at national, district and community levels.

197. WFP multisectoral partnerships with the government proved effective in expanding development-oriented support. WFP was commended by multiple district offices from various sectors for bringing different line ministries together, engendering coordination and a common focus, thus contributing to development outcomes at community level.²⁹⁴ While the CSP prioritizes “prevention always, development wherever possible and humanitarian action when necessary”, WFP has not yet visibly facilitated nexus linkages between humanitarian and development action in refugee contexts such as the Mantapala Refugee Settlement, where households remain dependent on humanitarian assistance.²⁹⁵

198. The government adopted the CRRF in 2017, but WFP has not yet engaged in CRRF nexus-livelihoods programming. UNHCR KIs expressed interest in engaging WFP in refugee and host community self-reliance programming.

199. While WFP seeks to build climate resilience and self-reliance, ongoing and new climate crises necessitate continued engagement in humanitarian action. Despite operating in suitable agro-ecological regions, WFP has yet to engage in livestock value chains. Strengthening such value chains would also strengthen the adaptive capacity of food systems to climate variations (SDG 13).

2.3. EQ3: TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

EQ3.1 To what extent were outputs delivered within the intended time frame?

Finding 38: WFP budgeted adequate resources to cover new crises such as the drought and COVID-19 responses. While the COVID-19 response was timely, the drought response and some resilience building and capacity strengthening suffered delays, including due to COVID-19 restrictions. During the pandemic, WFP made good use of alternative delivery methods, and after the pandemic it accelerated the pace of implementation.

200. The most significant delay to the delivery of the refugee response (SO1) was in relation to the roll-out of CBTs, which had been expected to take place in 2019, but was pushed forward to April 2020, resulting in WFP continuing to provide food assistance to this beneficiary group in the meantime. The timeliness of the delivery of WFP’s response to the drought and COVID-19 responses is set out below.

201. In 2019, the government’s vulnerability and needs assessment estimated that due to the 2018-19 drought, food insecurity would hit the country’s vulnerable populations between October 2019 and March 2020. In October 2019, WFP made a budget revision to support people affected by prolonged drought.²⁹⁶ However, only 36 per cent of the funding required for the November 2019 to March 2020 period was received by December 2019.²⁹⁷ As a result of a relatively long lead-time for international and regional procurement, only 65 per cent of the procured pulses had arrived in Zambia by mid-March 2020. For maize meal, the Government allocated some 4,300 MT of which WFP had dispatched 3,122 MT by mid-March

293 KIs CO, government

294 KIs government

295 UNHCR/WFP 2021

296 WFP Zambia ACR 2019. The budget revision was approved in January 2020.

297 WFP. Zambia ACR 2019

2020.²⁹⁸ While WFP eventually exceeded the target of supporting 615,000 drought-affected people (648,000 beneficiaries) by June 2020, provision of support was slower than expected during the critical period until March 2020.

202. WFP's response to COVID-19 response, by contrast, was timely. The first COVID-19 cases were recorded in Zambia in March 2020, and the government launched the COVID-19 Emergency Cash Transfer Programme in July 2020.²⁹⁹ Given its emergency nature, an efficient and rapid response was required and, by late July 2020, populations in the six urban districts targeted by WFP were already benefiting from the COVID-19 Emergency Cash Transfer (C-19 ECT) programme.³⁰⁰

203. However, restrictions on movement and gatherings due to COVID-19 resulted in WFP slowing down or suspending some of its early recovery, resilience strengthening and nutrition improvement activities, including technical support to government³⁰¹. This can be seen in Figure 20, where 2020 expenditure levels are low in comparison to 2021 and 2022.

204. Despite an extended period of school closure, from March through to September 2020,³⁰² during 2020 WFP was able to provide strong technical support to the HGSM, assisting 150 schools establish gardens for nutritious food production and consumption including 34 hydroponics gardens for which training was also delivered to 400 teachers, pupils and community members under Activity 6.³⁰³ Although only 50 per cent of the planned technical assistance activities and 25 per cent of the tools/products were delivered in this year, this demonstrates some progress, despite the challenging circumstances. Contingency planning laid out in the CO Business Continuity Plan³⁰⁴ and the use of appropriate technology helped to minimize disruptions (for example in relation to the launch of the Healthy Diet Campaign and the rescheduling of the Good Food Logo).³⁰⁵ Radio broadcasts were also used to deliver training and disseminate information on both nutrition sensitization and agricultural practices.³⁰⁶

205. **Error! Reference source not found.** shows that 2021 saw an improvement in the pace of implementation. By mid-2022, there were already significant increases in expenditure as activities were scaled up, most notably in relation to Activity 3 (promotion of climate-smart agriculture, crop diversification and PHM among SHFs) and Activity 6 (technical support to the government to strengthen systems and capacities for HGSM programme). Using unspent resources from previous years, WFP made considerable efforts to regain momentum and 'catch up' on results delivery within the lifetime of the CSP.

298 WFP, 2020 Drought Response in Zambia – Operational Update.

299 USAID, Factsheet COVID-19 Emergency Cash Transfer, Zambia

300 WFP Zambia ACR, 2020

301 WFP. Zambia ACR 2021

302 Nkwain & Simwanza, Understanding the Implications of the COVID-19 School Closure on Learners in Zambia.

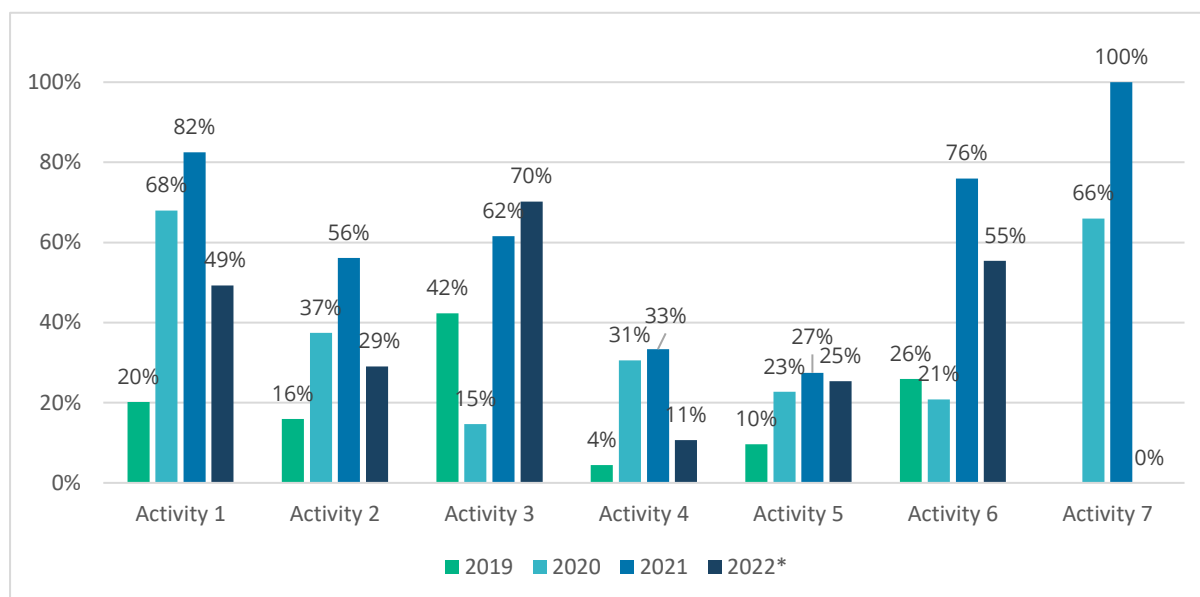
303 WFP. Zambia ACR 2020

304 WFP. Zambia, APP 2021

305 WFP. Zambia, APP 2021.

306 WFP. Zambia, ACR, 2020

Figure 20: Expenditure against available resources 2019-2022, by activity



Source: ACRs 2019-2021, CPB Resources Overview for Evaluation [31/01/2023], Zambia CO Budget Performance January-June 2022 [30/08/2022]. *2022 figures are partial and preliminary.³⁰⁷

EQ3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?³⁰⁸

Finding 39: Refugees, victims of drought and persons suffering from the economic impacts of COVID-19 were almost all reached according to the targets. However, the depth of coverage was reduced due to funding shortfalls, particularly for the refugees.

206. As shown in Figure 11, the response to the drought reached 650,000 vulnerable people in 2021, which was 106 per cent of the annual target. The COVID-19 response reached 313,000, which was 97 per cent of the target in 2020, and in 2021, 65 per cent of the target was reached.

207. For the refugee response, coverage was also good, with 97 per cent of refugees within the Mantapala Refugee Settlement supported with CBTs, and the remainder provided with in-kind food assistance,³⁰⁹ KIs reported that the quality of support suffered as a result of CBT reductions in 2020 and 2022 (see EQ 2.1 - SO1) which caused considerable hardship with food needs left unmet, limiting the depth of WFP support to this vulnerable group. KIs with the CO confirmed that this challenge was leading to some refugees expressing an intention to return to DRC. To mitigate against the impact of inflation eroding the value of CBTs, WFP raised the transfer value from ZMW 155 to ZMW 187 in January 2021.³¹⁰

208. In terms of the depth of support delivered in the framework of the COVID-19 ECT programme, WFP's cash payment of ZMW 400 per month was designed to address half of the households' food and nutrition needs for a period of six months.³¹¹ The majority of beneficiaries expressed satisfaction with the ECT provided (as reported in the response to EQ 2.1 SO1).

209. The depth of support provided in the drought response (as reported under EQ 3.1) was compromised by delays in the distribution of support (particularly pulses) to beneficiaries. In addition, the government's decision to halve the pre-agreed maize meal ration (from 400g per day to 200g per day),

³⁰⁷ Available resources calculation for 2022 is preliminary. Expenditure levels are as of the end of June 2022.

³⁰⁸ For this coverage analysis, 'depth' implies "making a significant difference in someone's life" and 'breadth' implies "affecting a large number of lives in absolute and/or proportional terms". This analysis is closely tied to the assessment of relevance: that is, the appropriateness of the CSP design to the needs of supported populations – whereas analysis of coverage is associated with the delivery of the CSP and actual beneficiary reach.

³⁰⁹ UNHCR, Achievements Report Mantapala Refugee Settlement, 2021

³¹⁰ UNHCR, Achievements Report Mantapala Refugee Settlement, 2021

³¹¹ WFP, 2020 Annual Country Report Highlights

further reduced the depth.³¹² The breadth and depth of resilience building and CCS activities was reduced due to the impact of the COVID-19 pandemic on implementation, with some activities scaled down or suspended, although the pace of delivery has accelerated since the pandemic (see Figure 8)

Finding 39: The CSP’s geographic footprint is potentially missing nutritionally vulnerable and underserved vulnerable people in northern and western provinces

210. WFP’s geographical footprint is shown in Figure 3 in Section 1.3. While WFP’s refugee response was delivered in Nchelenge District, its resilience building support is focused mainly on the Central Province, Southern Province and Eastern Province and less on the cluster of northern and western provinces. An analysis of IPC data (see Section 1.2) indicates that many of the areas supported by WFP are classified as IPC 2 (stressed), with some central districts supported by WFP classified as IPC 1 (minimal need). Additionally, stakeholders reported that significant areas in the northern and western provinces were left without WFP support, despite hosting some of Zambia’s most vulnerable people and being somewhat underserved by international assistance.³¹³

EQ3.3. To what extent were WFP’s activities cost-efficient in its delivery of assistance?³¹⁴

Finding 40: By increasing the use of CBT during the CSP, WFP is moving towards a more cost-efficient delivery mode

211. Although the data are limited and therefore caution in their interpretation is recommended (particularly with regard to the 2019 split between T-ICSP and CSP activities),³¹⁵ Table 4 indicates that during the CSP, CBTs have been a more cost-efficient modality than in-kind food assistance, after taking into account transfer delivery costs (transportation, finance provider fees and so on). This is in line with wider research confirming that cash shows greater cost-efficiency.³¹⁶ Further, a comparison of cost estimates with actual distribution costs per MT and US\$ also shows that costs were lower than foreseen in the NBP.

Table 5: SO1, Activity 1 – Transfer cost (food and in-kind) per ration distributed, 2019-2021

Modality & Assessment	2019		2020		2021	
	NBP	Actual	NBP	Actual	NBP	Actual
Food – Cost per MT	\$178	\$24	\$177	\$206	\$619	\$397
Food – Cost per monthly ration of 13.5kg³¹⁷	\$2.40	\$0.32	\$2.39	\$2.78	\$8.36	\$5.36
CBT – Cost per US\$	\$0.54	\$0.00	\$0.12	\$0.07	\$0.08	\$0.07
CBT - Cost per monthly ration of US\$10 (equivalent to ZMK187)³¹⁸	\$5.40	\$0.00	\$1.20	\$0.70	\$0.80	\$0.70

Source: Zambia CSP BR03_27_Jul_21, CM-R014_Food_and_CBT_v2.0, CPB_-_Plan_vs_Actuals_Report_v2.1 [01/09/2022]

212. Working with local finance and mobile network partners allowed WFP to scale up the use of CBTs to support refugees, replacing in-kind food assistance for the vast majority by January 2021, when over 90 per cent of the refugees at the Mantapala Refugee Settlement were CBT recipients. Through the COVID-19

312 WFP. WFP Drought Response in Zambia, Operational Update, 15 March 2020

313 Klls CO, government

314 Cost-efficiency implies two dimensions of analysis. Firstly, in 'economy,' defined as the 'extent to which inputs are acquired at the lowest possible cost and losses are kept under control, with attention to input quality': and secondly, 'cost efficiency' itself, defined as the "extent to which activities are maximized at the lowest possible cost, with attention to the quality of delivery and externalities".

315 Pending confirmation from CO

316 European Commission, Cash and In-Kind Transfers in Humanitarian Settings: A Review of Evidence and Knowledge Gaps, March 2022

317 2022 Ration consisted of: Maize Meal=9kg, Beans=1.8kg, Corn soy blend =1.8kg, Salt=0.15kg, Oil=0.75l. ACR 2021, FGDs Beneficiaries/Klls Implementing Partners Mantapala Settlement

318 Standard ration prior to reductions, as per CSP 2021.

ECT programme, WFP provided CBTs to vulnerable urban households. This shift from food assistance to cash-based programming demonstrates improvements in WFP cost-efficiency during implementation of the CSP.

213. As quantities of in-kind transfers to beneficiaries have been reduced significantly in Zambia and are minimal, an analysis of GCMF, transport uplift and other logistics data is less relevant for Zambia than for other contexts. Nevertheless, WFP has invested substantially in automating its financial management system with positive results. According to KIs, "SO managers now have an incentive to be cost-efficient to ensure expanded reach for more people and to get more stretch for the dollar". WFP, in its support for the government's HGSM programme, encourages cost-efficiency by advocating that the government procures food locally where possible.

214. Other cost-efficient measures included WFP's use of a trainer-of-trainers model, as described elsewhere in this report. This approach has resulted in multiplier effects, increasing coverage and reach; by focusing on lead farmers to train neighbouring farmers, WFP was cost-efficient in reducing the number of training workshops it delivered.³¹⁹ See EQ3.4 for further analysis.

EQ3.4 To what extent were alternative, more cost-effective measures considered?

Finding 41: Although few formal cost-effectiveness assessments have been conducted, WFP considers cost-effectiveness in its planning and implementation, and has promoted more cost-effective modes of delivery to its partners

215. WFP reported that a value-for-money assessment was planned for Q3 2022, and attention to cost-effectiveness is referenced within documentation. Throughout the CSP, Annual Management Plans refer to maximizing cost-efficiency in delivery³²⁰ and Annual Performance Plans (APP)³²¹ cite consideration of cost-effectiveness in managing overheads although there is a lack of clearly structured consideration of cost-effective alternatives and limited evidence of auditing, since 2019.

216. While the evaluation did not find evidence that the CO followed the latest guidance to inform its decision making on CBT versus food assistance,³²² the CO did consider the cost-effectiveness of specific delivery mechanisms and transfer modalities³²³ as demonstrated by the use of government systems (agricultural extension workers, health centres, district-level coordination mechanisms) and existing community mechanisms (such as farmer groups, lead farmers, etc.) and transitioning support to government (HGSM), which are all examples of a drive to enhance cost-effectiveness. For CCS, the training-of-trainers model was also a cost-effective strategy, compared to training smaller groups in geographically dispersed locations. Specifically, partners noted that WFP promoted this approach among local government and fostered buy-in to maximize cost-effectiveness.³²⁴

217. WFP recognizes that the cost-effectiveness of CBTs over in-kind food assistance should not be assumed, due to its dependency on the availability and cost of food in local markets and inflationary changes. To ensure the adequacy of CBTs as a means of resourcing beneficiaries in meeting their nutritional requirements, WFP conducted regular market assessments in Zambia to ensure the sufficiency of local food availability prior to use of CBT, and regularly monitored markets and food price assessments.³²⁵

319 KIs CO

320 WFP CO, 2019 Management Plan

321 APPs, 2019-2021

322 WFP, Cash-Based Transfers Manual (2018)

323 KIs CO, implementing partners

324 KIs, Staff, CO; KIs, Implementing Partners.

325 Food & Nutrition Security Quarterly Bulletins, Monthly Food Price Updates, Region Market Watch, Regional Supply Outlook Assessments

2.4. 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?

EQ4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?

Finding 42: WFP faced funding challenges most notably for its refugee emergency response support

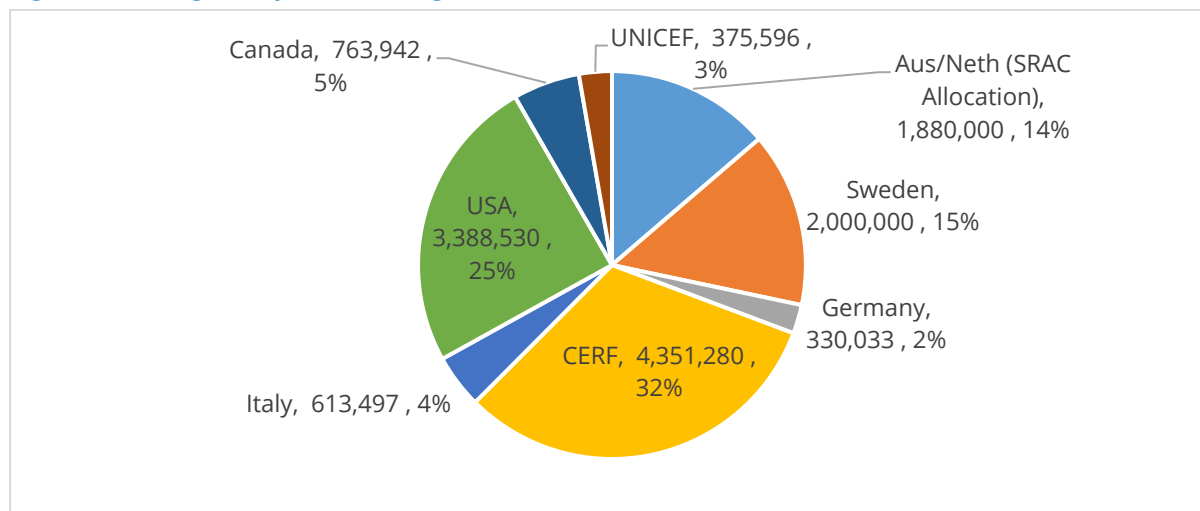
218. As foreseen in the CSP, "insufficient funding is one of the main risks facing WFP as the donor environment for Zambia is particularly challenging." The NBP required US\$142,030,298 (2019 to 2024) funding, of which only US\$58,753,276 of funding was committed as of September 2022. Although the CSP time frame was reduced from five to four years, and the needs for drought and COVID-19 have been revised down, the unmet needs are still high, particularly for the refugee operation that is currently delivering reduced rations.

219. During the CSP implementation, WFP has succeeded in expanding its donor base, seeking new funding opportunities from non-traditional donors such as Japan, the EU, the private sector, and AfDB while continuing partnerships with traditional donors.

220. WFP Zambia also accessed considerable United Nations CERF funds to support the 2019 drought response (along with other sources shown in The largest contributions to the CSP came from Germany, United Nations non-CERF funds, Sweden, the European Commission (DG ECHO) and the United States, with the latter two contributing to emergency response only. See Figure 7.

221. Figure 7 – see Section 1.3). Funding from the European Civil Protection and Humanitarian Aid Operations (ECHO) and United Nations CERF supported the COVID-19 response in targeted districts. Although resilience building and capacity strengthening activities attracted more of the funding required³²⁶ in the NBP than crisis response activities, most notably assistance to refugees, WFP leveraged internal funding mechanisms to access the necessary funds, enabling it to ensure coverage of the most vulnerable (see EQ2.1). There was a cost, however, as WFP had to reduce ration entitlements, for example in 2020 and 2022.

Figure 21: Drought response funding (US\$), SO1



Source: Data provided by Zambia CO on 4 October 2022

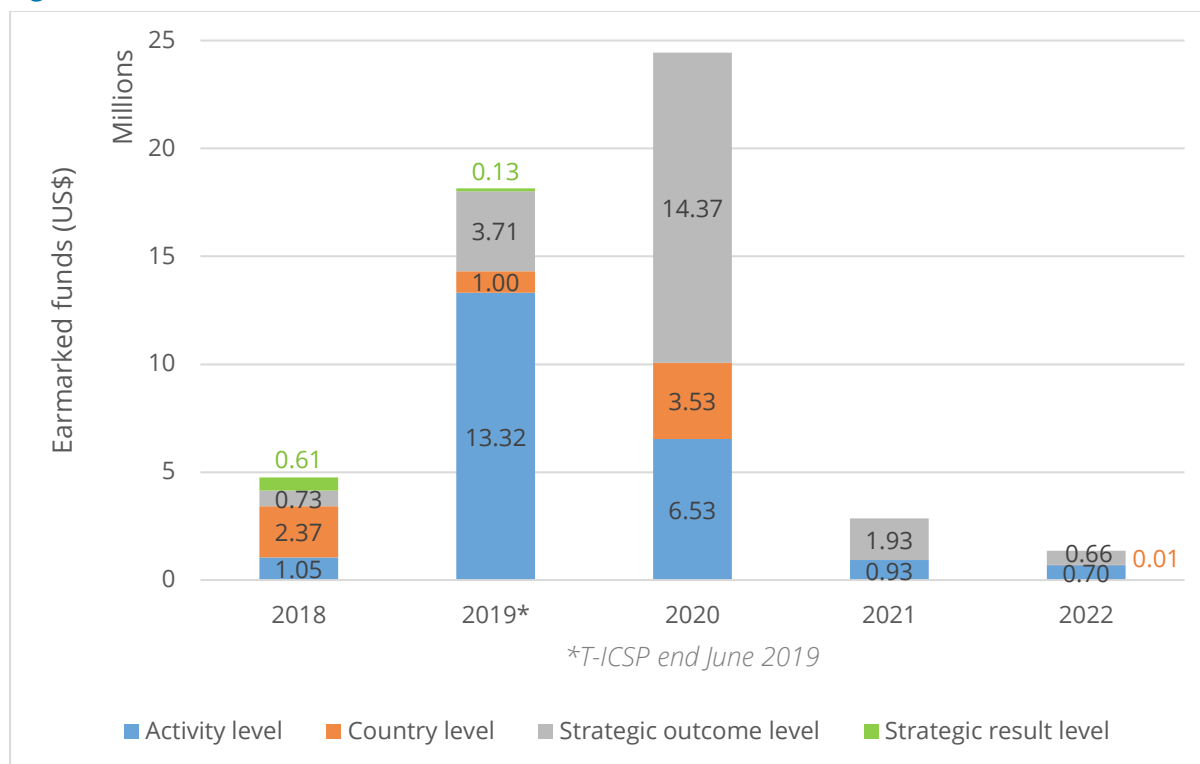
Finding 43: Funding flexibility improved over the lifetime of the CSP, with a modest shift to earmarking at strategic outcome level

222. WFP has continually advocated for flexible, multi-year funding for durable, long-term solutions that increase vulnerable SHF resilience, and enable programme adaptation by WFP. Between 2018 and 2022, there has been a modest shift, with most of the funding in 2020 earmarked at the strategic outcome level

³²⁶ Although HGSM faced funding challenges in 2019 in the aftermath of alleged financial mismanagement of the social cash transfer in 2018 which led donors to withdraw funds to the Government (WFP Zambia ACR 2019).

and a continuation of this trend in the following years, albeit within much smaller contributions. Overall, in 2018-2022, 44 per cent of funds were earmarked at SO level, which provided WFP with more flexibility, enabling resource reallocations between activities within SOs.

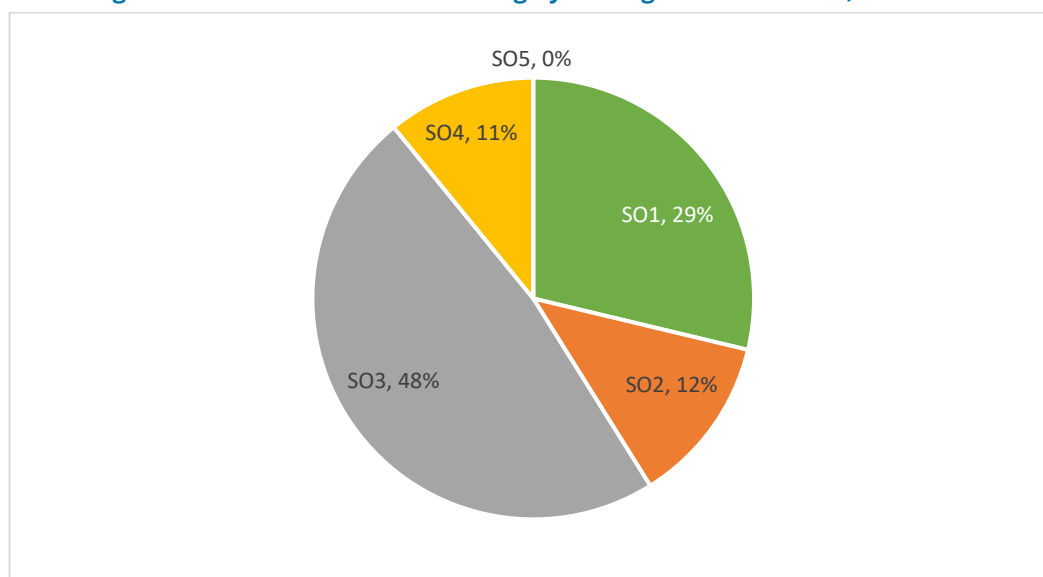
Figure 22: Evolution of earmarked contributions



Source: 2022-04-01_CPB donor earmarking Zambia 2018-2022

223. Within the funds earmarked by SO, the plurality were provided to support SO3, followed by SO1, which enabled a flexible scale-up of the emergency response (Figure 23). Seventy-one per cent of funds earmarked at the activity level were also for emergency response activities (See Annex II).

Figure 23: Breakdown of earmarking by strategic outcome area, 2019-2022



Source: 2022-04-01_CPB donor earmarking Zambia 2019, 2020, 2021, 2022

224. Where funding lacks flexibility, this partly reflects the preferences of some donors, although it may also be due to Zambia's past status as a lower-middle-income country (between 2011 and 2022) before it was reclassified as a low-income status country.²

EQ4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?

Finding 44: Monitoring data were broadly sufficient, but there were gaps in reporting and issues relating to the quality of some indicators, particularly on CCS.

225. While there were important outcome-level performance data for four of the five SOs, data were unavailable for several indicators (see Annex 11). Capacity strengthening was a central feature of the CSP across all SOs (not just SO4), yet existing monitoring and reporting systems for CCS cannot yet measure contributions to results. Overall, reporting on capacity strengthening results-level data was somewhat weak, focused mainly on the numbers of people trained and policies strengthened rather than evidence on the number of trained people who were applying strengthened capability or competencies in practice (except for SO3) or governmental adoption and implementation of policies, programmes or systems strengthened. The absence of these data frustrates informed decision making about the effectiveness of CCS activities and the adaptations needed to strengthen performance.

226. In relation to SO1, monitoring data were used to inform programmatic changes, for example in relation to decisions taken on changes to transfer values for CBT support to refugees, as well as decisions on transition from in-kind food assistance to widespread use of CBT (when feasible).

EQ4.3 How did the partnerships and collaborations with other actors influence performance and results?

Finding 45: Partnerships with government ministries were central to CSP implementation, with the effective use of government systems to support delivery of many but not all interventions.

227. WFP engaged with a variety of partners to deliver the CSP, particularly the government, in view of CCS and future ambitions to transition implementation to government. All government stakeholders interviewed appreciated WFP assistance, and several (notably MoA, MoGE and DMMU) reported that CSP implementation was aligned to government systems and was very effective.

228. The WFP 2019/20 drought response was delivered in partnership with the government and was appreciated by stakeholders. WFP was an active member of the United Nations Country Team, facilitating effective and coordinated COVID-19 response in partnership with the government and UNICEF. WFP support for the government responses to the COVID-19 and the 2019/20 drought responses supported the transfer of know-how and capacity to the government to respond to future shocks. While the 2020 ACR refers to coordination between WFP and the government, as well as United Nations agencies on cash transfer values, communications and targeting, dissatisfaction was expressed by some KIs on alignment of CBT values.³²⁷ Some KIs³²⁸ raised issues about COVID-19 ECT being distributed to beneficiaries directly by WFP (via a mobile service provider and its cash agents³²⁹), although the government's social protection system was acknowledged by KIs as not yet fit for use in the rapid COVID-19 ECT roll-out.³³⁰ In relation to the distribution of CBTs to refugees in the Mantapala Refugee Settlement, challenges of sharing beneficiary registers (such as data protection and confidentiality) between UNHCR and government systems affected the feasibility of use of the latter for the provision of support to beneficiaries.³³¹ Other stakeholders (both internal and external to WFP³³²) spoke of the need for a mindset change by WFP staff, to place a greater emphasis on implementation of assistance through government systems (rather than directly by WFP) in programme designs.

229. Some issues were raised about the sufficiency of WFP's use of governmental nutrition coordination systems at district level, and government partners were dissatisfied that the MoH was not engaged in the

327 KIs government

328 KIs government

329 WFP. Zambia Country Brief July 2020

330 KIs government, CO

331 KIs CO

332 KIs government, CO

Healthy Diets Campaign. WFP CO acknowledges that, at sub-national level, government partner engagement is largely led by implementing partners.

Finding 46: Partnerships with the private sector supported WFP's delivery of resilience building results. However, the SUN Business Network is not yet fully effective as a platform to promote private sector engagement on nutrition issues.

230. WFP actively engaged with private sector partners to deliver resilience support, one of which, for example (an insurance firm partnership), resulted in 7,800 farmers who had suffered drought-induced losses receiving compensation, while others supported SHF inputs procurement (such as seeds) and purchase of their produce.³³³ In 2021, WFP also facilitated a Zambia Breweries (ZB) sorghum out-grower pilot scheme that reached 586 SHFs in 2021, 3000 in 2022 and is still expanding.³³⁴ It has created scalable, commercially viable and effective market demand for nutritious produce and strengthened sustainable livelihoods, markets, and income opportunities for SHFs. Other examples of private sector partnerships include with ABIn/Bev/ZB and Lusaka Security Exchange and Zambia Agricultural Market Exchange promoting market opportunities for SHFs.

231. Together with the NFNC, WFP chairs the SBN to promote private sector involvement in the production and promotion of the consumption of nutritious foods.³³⁵ Currently, the network has 81 members in Zambia.³³⁶ However, although Zambia was one of the early joiners of the SUN movement (December 2010), few members (5-10) are active and, as of February 2021, no major retailers have come on board.³³⁷ The 2019 SBN evaluation³³⁸ raised concerns that it was seen increasingly as a WFP programme, which may lead to unintended impacts on national ownership and use of the system and tools by government and private partners, while limiting the network's ability to undertake lobbying and advocacy activities, (such as on taxation arrangements for fortificants). WFP acknowledges that the government needs a stronger leadership role in the SBN.

Finding 48: Some issues with the visibility of WFP's contribution to results in relation to the refugee response in Mantapala Settlement were identified, possibly affecting WFP's potential to address funding shortfalls.

232. WFP engagement with UNHCR, the government and other partners led to joint assessment missions to better understand refugee needs, risks, capacities and vulnerabilities and to devise joint programmes.

233. While the UNHCR Achievements Report of 2021 on the Mantapala Refugee Settlement acknowledged that WFP provided cash transfers to some 94 per cent of the refugees in Mantapala for their food assistance,³³⁹ WFP was not listed as a partner in the report, and the work and achievements of many other United Nations agencies and partners were given more "airtime" than WFP's contributions. However, the 2021 evaluation of UNHCR Country Strategy for Zambia noted that the delivery as One UN worked well in the Mantapala Settlement, although there was a need for more direction and coherence by UNHCR as a focal point on refugee policy and response to drive strategic partnerships and advocacy for refugee rights, protection, inclusion and assistance.

234. WFP's MoU with UNHCR³⁴⁰ notes that each agency is responsible for mobilizing funds and other resources to discharge their respective responsibilities, as well as setting out UNHCR's role in supporting WFP's advocacy efforts with donors on funding support. Visibility for WFP's support and achievements in supporting refugees in the Mantapala Refugee Settlement is therefore important in relation to its fundraising efforts to solicit support from the donor community.

333 WFP. Zambia ACR 2019

334 WFP Zambia, ACR 2021

335 WFP. Zambia ACR 2019

336 <https://sunbusinessnetwork.org/our-members/zambia/>

337 ENN. Zambia's First 1,000 Most Critical Days Programme: Case Study, February 2021

338 Mokoro. SUN Business Network Evaluation. 2019

339 WFP Zambia ACR 2021 reported this figure to be 97 per cent.

340 Memorandum of Understanding between the Office of the United Nations High Commissioner for Refugees and the World Food Programme, January 2011

EQ4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?

Finding 49: WFP Zambia has sufficient human resource capacity to deliver the CSP, although high use of short-term contracts by both WFP and implementing partners potentially affects continuity.

235. The 2019 Strategic Evaluation of WFP's Resilience Building Support noted that, while COs have experienced and dedicated staff to support resilience building, there was a need to broaden skill sets, for example, resilience support required a broader mindset to foster "people owned capacities".³⁴¹ Cognisant of the strategic shift, a learning needs assessment of WFP Zambia's capacity was conducted in 2018, at CSP design stage, mapping out capacity and skills necessary to deliver the CSP. Three areas of improvement were identified: strategic partnership and influencing skills, CCS and proposal and report writing skills. These gaps were addressed: for example, work to improve strategic partnerships involved establishing a Partnerships Office and training was delivered on CCS and proposal and report writing. Throughout CSP delivery, skills gaps are identified on an ongoing basis, mainly by SO managers. When staff are promoted to leadership positions, they receive leadership and management training.³⁴²

236. WFP Zambia has a small number of vacant positions – 16 out of 163 positions – of which eight are international roles and include a few senior roles (e.g., Head of Nutrition role which was expected to be filled by 1 August 2022). Field offices typically have four or five staff, which is deemed sufficient for their operations, although there was under-representation of women in FOs, though not overall.³⁴³

237. Staff turnover is low, with only six resignations in 2022 (some for personal reasons, others to transfer to other WFP COs). Almost half of all positions are SSA contract holders, and the CO is presently looking to convert some SSA contracts into fixed-term contracts.³⁴⁴ KIs³⁴⁵ reported that short-term contracts for implementing partner staff was an issue, particularly for resilience building activities, due to its impact on staff continuity. Beneficiaries reported satisfaction with the skills and support provided by implementing partners, their strong communication and technical skills and excellent relations with village and district level structures. The high turnover of community-based volunteers who were seen to add value to nutrition activities could be reduced if they were allocated an income.³⁴⁶

238. The CO is adequately staffed to support CSP resilience building activities.³⁴⁷ As WFP's geographical footprint changed, FO locations were similarly modified with new FOs opening in 2017 to provide the field management and operational support. Government stakeholders appreciated the quality of CCS support provided, with all requesting the continuation of assistance.

EQ4.5 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?

Finding 50: Performance and the strategic shift accelerated considerably during the CSP, but change is slow due to low funding levels, drought, deepening economic crisis and Covid 19.

239. The key factors that explain WFP performance and the ability to make the strategic shift required in WFP's Strategic Plan 2017-2022, and foreseen in the CSP document, have been analysed throughout the report. The contributing factors included strong relations with government at central and district levels, appropriate partnerships and adequate human resources. WFP sought to implement the strategic shift moving away from direct food or cash assistance to advocacy for, and engagement with, national policies, programmes and systems, through strengthening capacities and systems to enable the government to address systemic challenges to the achievement of zero hunger. This drove progress towards the strategic shift. The achievements under SOs 2, 3 and 4 (EQ2.1) in support of food security and nutrition policy and systems is testimony to the overall success of the strategic shift.

341 WFP, Strategic Evaluation of WFP Support for Enhanced Resilience (Volume 1), 2019

342 KIs CO

343 WFP Zambia, internal HR data

344 KIs CO

345 KIs FOs, implementing partners

346 KIs implementing partners

347 KIs CO, implementing partners

240. Constraining factors were encountered in terms of low levels of international funding, most likely due to competing global priorities and Zambia's classification as a lower middle-income country until its recent re-classification. Furthermore, the deepening economic crisis in Zambia resulting in lack of public funds to implement the joint initiatives, for instance with regards to the expansion of the HGSM, and the recommendations of the FNG analysis to enhance the national systems around food and nutrition security. Finally, the disrupting effects of the droughts and COVID-19 caused delays in implementation of CCS and resilience building activities and momentarily forced WFP to respond to emergency needs with direct transfers, somewhat delaying the strategic shift.

3. Conclusions and recommendations

3.1. CONCLUSIONS

Summary

241. The scale of the problem of food security and the deepening economic crisis in Zambia, reflected in its recent World Bank reclassification of Zambia to low income, is a daunting challenge for the Government of Zambia and its international partners. While WFP's US\$60 million programme is of small scale given the immense needs in the country, its contributions offer a value which, on the evidence of this evaluation, bring high value to both humanitarian needs and the government's development agenda.

242. WFP's five strategic objectives in Zambia have allowed it to work across the humanitarian-development continuum, combining humanitarian action to mitigate hunger and food insecurity with longer-term development programming focused on resilience building, policy and capacity strengthening at national and sub-national level. Constraints have been encountered; funding shortfalls particularly affected implementation of the refugee crisis response, and COVID-19 impeded the pace of implementation in 2020. Nonetheless, following increased implementation in 2021 and 2022, progress towards intended outcomes has been strong, particularly for the resilience building of small holder farmers and enhancing the government's capacity to implement the Home-Grown School Meals programme.

243. The intended strategic shift from direct food assistance to national capacity strengthening envisioned by WFP's strategic plan 2017-22 was impeded by contextual conditions – including the advent of the COVID-19 pandemic in 2020. Nonetheless, over the lifetime of the CSP, WFP has continued to build its credentials among partners in the resilience building and capacity strengthening arenas. Several specific conclusions and recommendations are set out below, designed to guide and support WFP in its future support to the Government of Zambia.

Conclusion 1: The CSP design was aligned with national and United Nations priorities and plans, although there were reports of shortcomings in WFP's consultation process with government stakeholders at the design stage.

244. The CSP was aligned with both key Government of Zambia strategies and policies for development, as well as the relevant United Nations plans in the country. Its design was highly consistent with the government's multisectoral approach to addressing food and nutrition insecurity issues. It prioritized some key issues for government; including building national ownership and capacity to implement nutrition-sensitive approaches in social protection programmes and building the resilience of SHFs, while maintaining WFP's traditional emergency response capacities.

245. WFP is a valued partner to the government, which appreciates its technical capacities and systems-building approach. However, consultation at CSP design stage could have been deeper and stronger. It could also have extended WFP's knowledge of national systems and facilitated an informed approach to, for example, the later COVID-19 ECT programme, with government systems not yet prepared to support a rapid distribution of cash transfers. This is an important learning for the future.

Conclusion 2: The targeting strategy was based on needs assessments and consultations with stakeholders, but the resilience building activities are not being implemented in the most vulnerable areas.

246. Regular gathering and analysis of evidence on food security and nutrition issues in Zambia ensured that the CSP's design could flex and adapt its targeting to respond to new crises as they arose. There was also a broad consensus that WFP's targeting strategy set out in the CSP was appropriate. However, two main learnings have arisen. Firstly, WFP's geographical footprint for resilience building activities is in the Central, Eastern, Southern and Western provinces – all areas heavily supported by other international agencies: this risked exclusion of some, more vulnerable, locations. Secondly, the CSP did not explicitly target youth, a priority group for the new government which came to power in 2021, midway into CSP implementation.

Conclusion 3: Overall, partnerships pursued by WFP were appropriate and suitably broad, including engagement with the private sector. However, there is scope to enhance strategic coordination with partners in the social protection space.

247. WFP employed an effective partnership approach to support its multisectoral, integrated approach to CSP implementation. It engaged a broad range of partners, including the government, United Nations agencies, civil society organizations, and the private sector, aligning its food assistance capacities and programming with those of partners to avoid overlaps and capitalize on linkages and synergies. However, not all partnership approaches were informed by a strategic framework – for example, regarding the private sector, though this is currently under development.

248. WFP contributed to building the national social protection system through supporting improvements in government capacity for assessment and analysis. However, there was limited evidence of a strategic approach or coordination with traditional actors such as UNICEF and the World Bank in the social protection space.

Conclusion 4: WFP has improved awareness and consumption of diversified diets for targeted populations groups. However, WFP's contribution to improvements in the nutritional status of vulnerable people in Zambia was constrained by slowdown in delivery due to COVID-19.

249. With malnutrition and particularly stunting remaining at stubbornly high levels in Zambia, WFP's application of a multisectoral and mainstreamed approach sought comprehensive integration across all pillars of programme support. However, implementation fell short of expectations due to COVID-19 related delays in 2020, and deferral of unspent resources to later years. Nonetheless, WFP played a valuable role in conducting nutrition-related analysis, generating recommendations that can inform future food and nutrition policy if taken on board by government.. WFP's efforts to strengthen SBN at national and district level and the DNCCs are potentially strategic and sustainable contributions, but more efforts are needed to make them fully functional. Key results included improved diets for schoolchildren through the HGSM programme (the transitioning of the programme to government ownership, at the start of the CSP, is considered a sustainability success story by the government and WFP); and improvements in the proportion of children aged 6-23 months who receive a minimum acceptable diet, although this cannot be attributed to WFP alone.

Conclusion 5: WFP's emergency responses in Zambia were effective at output level, but ration cuts due to funding shortfall reduced nutritional outcomes.

250. WFP's emergency response to the drought and COVID-19 proved largely effective, reaching their intended beneficiary targets, although delays and ration cuts reduced the nutritional outcome for the drought operation. Also, funding shortfalls constrained the refugee response, with ration cuts leading to negative coping strategies among the refugees. Resilience activities were limited due to lack of funding and contextual factors. Financing emergency response is an enduring challenge for WFP in a country such as Zambia, particularly when refugee situations are protracted.

Conclusion 6: WFP's resilience work has supported access to markets and helped to diversify livelihoods for smallholder farmers, but challenges remain in improving resilience to climate shocks.

251. The extensive training of SHFs in conservation agriculture contributed to strong resilience outcomes, with beneficiaries showing high levels of adoption of new techniques and changed farming practices increasing yields, although less so for farmers in remote areas. Access to financial services, availability of extension support, provision of market information and agricultural inputs were all strengthened, positively contributing to the building of sustainable food systems. More efforts can be made to anchor the achievements institutionally through network stimulation and CCS. WFP succeeded in raising the capacity of SHFs to manage climate shocks; however, interventions are yet to reach a significant scale. Similarly, while WFP is helping to improve early warning systems on weather conditions at the community level, initiatives remain small-scale, with no national-level intervention yet.

252. Conclusion 7: Gender considerations, and the humanitarian principles, were adequately incorporated and adhered to in CSP design and implementation. However, accountability to affected populations saw shortcomings, and some interventions raise environmental risk concerns.

253. Gender was adequately mainstreamed in the design of the CSP, and some progress was made towards enhancing women's empowerment, such as through leadership of self-help groups. However,

transformative gender equality gains were not realized. The analysis finds adherence to the humanitarian principles, with consistent and principled access to resources provided to beneficiaries in an unhindered, safe and dignified way. WFP's complaint and feedback mechanisms, part of its commitment to Accountability to Affected Populations, did not always comply with WFP standards. Some interventions raise environmental concerns, such as the felling of trees in forests neighbouring the Mantapala Settlement, and also for HGSM.

Table 6: Evaluation recommendations

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
1	In the design of the next country strategic plan WFP should:	Operational				
1.1	Collect more data and evidence on the needs of vulnerable young people in order to inform future country strategic plan targeting decisions.	Operational	Country office	Regional bureau	High	December 2023
1.2	Re-examine Integrated Food Security Phase Classification and nutrition-focused assessments to consider adjusting its geographic footprint for resilience building activities to ensure coverage of underserved areas.	Operational	Country office		High	December 2023
1.3	Ensure earlier and deeper engagement with the Government of Zambia in the new country strategic plan design process.	Operational	Country office	Regional bureau		December 2023
1.4	Conduct a detailed gender assessment to inform the shift to gender transformation in the new country strategic plan and specifically to shape any interventions targeted at women and girls.	Operational	Country office		High	January 2024
1.5	Map out the role of the private sector in the sustainable strengthening of Zambia's food systems in order to inform its new private sector engagement strategy.	Operational	Country office		High	January 2024
1.6	Consider including support for the Government of Zambia on national early warning systems with regard to climate shocks.	Operational	Country office	Regional bureau	High	May 2024
2	WFP should expand its nutrition portfolio.	Strategic				
2.1	WFP should consider including further strengthening of institutional coordination structures focused on nutrition, particularly at the district and sub-district levels, to enhance their functionality.	Strategic	Country office		High	May 2024
2.2	WFP should advocate the implementation, by the Government of Zambia, of the recommendations stemming from the food and nutrition gap analysis and consider providing support for the process of development of Zambia's future food and nutrition policy.	Strategic	Country office		High	In accordance with timeline agreed with the Government of Zambia

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
2.3	WFP should liaise with the National Food and Nutrition Commission on plans to refresh the Scaling Up Nutrition Business Network to ensure active engagement by members on nutrition issues and National Food and Nutrition Commission leadership of the network, as well as support the decentralization of the Scaling Up Nutrition Business Network to the district level.	Strategic	Country office		Medium	May 2024
3	WFP should strengthen its engagement in the social protection space.	Strategic				
3.1	WFP should define its strategy to support, via country capacity strengthening, the development of Zambia's social protection system (based on the 12 building blocks of a national social protection system).	Strategic	Country office	Regional bureau	High	January 2024
3.2	WFP should enhance coordination with other social protection stakeholders, such as the World Bank, the United Nations Children's Fund and the Ministry of Community Development and Social Services.	Strategic	Country office		High	January 2024
3.3	WFP should consider supporting the Government in commissioning an assessment of the impact of the home-grown school meals programme on attendance, enrolment and nutritional intake of schoolchildren and define an exit strategy for its engagement with the programme.	Operational	Country office		Medium	August 2024
3.4	WFP should seek to work with the Government of Zambia to leverage the home-grown school meals programme as a potential market for smallholder farmers.	Strategic	Country office		Medium	August 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
4	WFP should make additional improvements to ensure that cross-cutting principles are adhered to.					
4.1	In designing interventions supporting women’s empowerment or gender transformation, WFP should report on the specific constraints faced by women and how those can be mitigated or addressed in intervention design.	Operational	Country office	Regional bureau	Medium	In accordance with timelines for new intervention designs
4.2	WFP should increase the number of women employed in gender-imbalanced field offices.	Operational	Country office		Medium	August 2024
4.3	WFP should advocate the development of wood lots at schools where school feeding is happening, in order to minimize the felling of trees.	Operational	Country office		Medium	August 2024
4.4	WFP should strengthen community feedback mechanisms to expand coverage and capture of complaints from beneficiaries, especially beneficiaries of resilience building or country capacity strengthening support.	Operational	Country office		Medium	May 2024
5	WFP needs to rethink its funding strategy and approach to refugee emergency response activities.	Strategic				
5.1	WFP should explore, with the Office of the United Nations High Commissioner for Refugees, constraints to broadening its resilience building support to include refugees and host communities as target groups.	Strategic	Country office	Country office	High	December 2023
5.2	WFP, in partnership with the Office of the United Nations High Commissioner for Refugees, should advocate the addressing, by the Government of Zambia, of constraints to resilience building opportunities for refugees (and host communities).	Strategic	Country office		High	January 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
5.3	WFP should broaden its funding sources to include the business sector, including new innovative partnerships with leading corporations, philanthropic foundations, individual supporters and the Green Climate Fund.	Strategic	Country office	Regional bureau	High	January 2024
6	WFP should continue to strengthen its approach to building the resilience and livelihoods of smallholder farmers.	Operational				
6.1	WFP should continue to invest in common infrastructure and platforms that enable business-to-business services.	Operational	Country office	Regional bureau	Medium	May 2024
6.2	WFP should consider support for smallholder farmers on livestock markets in reflection of their value added in terms of dietary diversity and income generation and should do this in consultation with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development.	Operational	Country office		Medium	August 2024
6.3	WFP should commission a feasibility study on remote farmers' engagement in commercial farming and explore partnership opportunities with the private sector.	Operational	Country office		High	March 2024
6.4	WFP should support country capacity strengthening at the sub-district level in view of decentralized investments and programming made possible through the Zambia Constituency Development Fund and enter into strategic partnerships with the Ministry of Local Government and Rural Development and the Ministry of Small and Medium Enterprise Development.	Operational	Country office		High	August 2024

Annex 1: Summary terms of reference

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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders

Subject and focus of the evaluation

The Zambia CSP was designed in consultation with the Government of Zambia with the purpose of contributing to the country's seventh national development plan and the joint Zambia-United Nations sustainable development partnership framework (UNSDPF) with focus on SDGs 2 and 17. The CSP programme cycle will be reduced with one year to align with the UNSDPF cycle, pushing forward the end date of the CSP to June 2023.

The strategic focus of the CSP is to strengthen the national systems and capacities to address food and nutrition insecurity to achieve zero hunger (SDG 2) and to respond to the needs of crisis affected populations. The CSP has five main Strategic Outcomes (SO):

- **Strategic Outcome 1:** *Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year.*
- **Strategic Outcome 2:** *Vulnerable people in Zambia have improved nutrition status in line with national targets by 2024.*
- **Strategic Outcome 3:** *Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030.*
- **Strategic Outcome 4:** *Government institutions in Zambia have more efficient, effective and shock responsive social protection systems that contribute to the achievement of SDG (Sustainable Development Goals) 2.*
- **Strategic Outcome 5:** *Service provision to the Government, private sector, development partners and United Nations agencies.*

The CSP was approved in June 2019 at US\$76 million and revised upwards to US\$142 million due to increased numbers of people affected by crisis (displacement, droughts, floods and COVID-19). At the time of the latest budget revision in September 2020, WFP planned to reach 2 million people. As of November 2021, they are reaching approximately 1 million annually. The CSP is currently approximately 38 per cent funded.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in June 2023.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Zambia?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended

time frame; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which WFP analysed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2019 as well as any subsequent approved budget revisions. The evaluation covers all WFP activities (including cross-cutting results) from July 2019 to July. To the extent possible the scope will include activities prior to the Country Strategic Plan (2019-2024) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Zambia CSPE (that is, nutrition, resilience, livelihoods, social protection, gender, disaster response, climate change).

OEV EVALUATION MANAGER: The evaluation will be managed by Pernille Hougesen in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and

content. Second level quality assurance will be provided by Sergio Lenci.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other United Nations agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in August to inform the new CSP design process. A country stakeholder workshop will be held in November to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: April 2022

Data collection: July 2022

Debriefing: July 2022

Reports: March 2023

Stakeholder Workshop: November 2022

Executive Board: June 2023

Annex 2: Evaluation 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 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	20 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 3: Methodology

1. This methodology annex summarizes the methods employed by the evaluation team during this CSPE. The evaluation approach was built on the original methodological approach set out in the CSPE terms of reference and further developed during the inception phase of the evaluation.
2. The evaluation approach was designed to solicit responses to four standardized evaluation questions.
 - EQ 1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?
 - EQ 2 - What is the extent and quality of WFP’s specific contribution to country strategic plan strategic outcomes in Zambia?
 - EQ 3 – To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?
 - EQ 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?
3. The evaluation questions were aligned to the standard UNEG and OECD/DAC evaluation criteria:³⁴⁸ relevance, efficiency, effectiveness, coherence, sustainability, connectedness and coverage. Moreover, it explored several cross-cutting themes which are outlined below. The evaluation’s overall approach to answering the EQs was based on the following broad and interrelated approaches.

Use of mixed methods

4. The evaluation has drawn on quantitative and qualitative data sources and primary and secondary data to respond to the EQs specified in the evaluation matrix (EM) contained in annex 4. The use of mixed methods has ensured that the evidence base is comprehensive in scope and facilitated opportunities for triangulation of sources of evidence so that no single source of information is used to underpin a particular finding or conclusion. This mitigates informant bias and supports defensible conclusions.

Theory-based evaluation, contribution analysis and assessment of CCS activities

5. The CSP represents a complex portfolio of support provided under five SOs which aimed to contribute to SDGs 2 and 17. The ET used Contribution Analysis³⁴⁹ to assess the contribution of WFP to the SOs and the causal pathways set out in the ToC. A reconstruction of the ToC was prepared with CO support during the inception phase, which was used by the evaluation team to inform lines of inquiry in the EM (Annex 4) and as a guide to data collection, analysis and reporting activities.
6. The assessment of CCS activities was an important component of the evaluation, given the emphasis of the CSP on strengthening national capacities and systems. The methodology for the assessment of CCS was loosely based on Kirkpatrick’s approach to the evaluation of capacity strengthening and training interventions,³⁵⁰ as well as WFP’s approach to CCS and assessing capacity changes at three levels: individual, organizational and wider system levels.

Cross-cutting themes

7. The evaluation assessed WFP performance in the cross-cutting areas: **AAP, protection, humanitarian principles, gender equality, environmental sustainability and climate change**. A mixed-method approach was used to ensure that information provided by participants was captured with fair representation of different viewpoints. Qualitative and quantitative sources were used to inform the evidence base used to respond to the EQs.

Table 7: Cross-cutting issue assessment framework

Cross-cutting Theme	Methodology & Tools
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348 OECD. 2019. Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. OECD, Paris.

349 Mayne, J. The Institutional Learning and Change (ILAC) Initiative. 2008. Contribution analysis: An approach to exploring cause and effect.

350 Kirkpatrick, D. L. (1959). Techniques for Evaluation Training Programs. Journal of the American Society of Training Directors, 13, 21-26

<p>AAP To operationalize its commitments to AAP, WFP focuses on three key components: information provision, consultations, and complaints and feedback mechanisms.</p> <ul style="list-style-type: none"> • Information provision - Give account to – providing information to affected people regarding programmes. • Consultation - Take account of – consulting affected people on programme design and implementation. • Complaints and feedback mechanisms (CFMs) - Be held to account – providing platforms to receive complaints and feedback. 	<ul style="list-style-type: none"> • AAP cross-cutting indicators from the corporate results framework (CRF). • Primary data: focus group discussions (FGDs), KIs with CO, RBN, field office staff, interviews with beneficiaries of WFP support, interviews with government, donors and implementing partners. • Secondary data: documentation review (including ACRs, monitoring reports, evaluation reports and studies, and aggregated data from WFPs CFM).
<p>Gender equality The pursuit of gender equality and women's empowerment (Sustainable Development Goal 5) is central to fulfilling WFP's mandate.</p>	<ul style="list-style-type: none"> • Corporate tools: a) gender and age marker design and monitoring tools. b) gender cross-cutting indicators from the CRF. • Secondary data and documentation review: ACRs, sex- and age-disaggregated COMET data, progress on gender equality results, evaluation reports and studies. • Primary data collection: FGDs and KIs.
<p>Protection Ensuring that affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.</p>	<ul style="list-style-type: none"> • AAP cross-cutting indicators from the corporate results framework (CRF). • Primary data: focus group discussions (FGDs), KIs with CO, WFP field office staff, interviews with beneficiaries of WFP support, interviews with government, beneficiaries, United Nations agencies, donors and implementing partners. • Secondary data: documentation review (including ACRs, monitoring reports (PDM), and evaluation reports and studies.
<p>Environment Ensuring that targeted communities benefit from WFP programmes in a manner that does not harm the environment.</p>	<ul style="list-style-type: none"> • Environment cross-cutting indicators from the corporate results framework (CRF). • KIs with CO, WFP field office staff, interviews with government, beneficiaries and implementing partners. • Secondary data: documentary review, environmental impact assessment reports and guiding frameworks/tools.
<p>Humanitarian principles Adherence to the core humanitarian principles of humanity, impartiality, neutrality and operational independence and the ability to gain access to those in need of assistance are central to WFP's operations.</p>	<ul style="list-style-type: none"> • Secondary data: documentation review including ACRs, evaluation reports and studies. • Primary data collection: FGDs and KIs.
<p>Climate Change Examination of the extent WFP's work in Zambia supported the prevention, mitigation and preparation for disasters, and preparations, response and recovery from climate shocks and stresses.</p>	<ul style="list-style-type: none"> • KIs with CO, WFP field office staff, interviews with government and implementing partners. • Secondary data: documentation review

Data collection and analysis

8. As explained above, a mix of qualitative, quantitative, primary, and secondary data collection methods and sources were used in the evaluation of the CSP.

Secondary data

9. **Document review** - the ET reviewed a wide range of documentation throughout the process. The majority of documentation reviewed was internal to WFP, but external sources from other organizations, cooperating partners, donors, government, academia, and so on were also used for contextual analysis and triangulation with internal sources. A full evaluation bibliography is presented in Annex 12.

10. **Quantitative data** - the evaluation gathered and analysed quantitative data from WFP and the government where possible. See Annex 11 for a full presentation of the analysis conducted. Sources included:

- Corporate and CO-level performance data
- Financial resources and implementation data
- Post-distribution monitoring data
- Process monitoring data
- Output monitoring data reported by cooperating partners validated by CO M&E Unit.
- Annual Country Reports.
- VAM assessment reports - Food Security and Nutrition Monitoring System (FSNMS), Integrated Food Security Phase Classification (IPC) and Crop and Food Security Assessment Mission (CFSAM).
- WFP Zambia's complaints and feedback mechanisms reports.

Primary data

11. The ET employed a hybrid approach to data collection, with all six evaluation team members conducting in-person data collection in Zambia (two national, and four international team members). In addition, follow-up interviews (with CO, RBJ) were conducted remotely.

12. The in-country team attended briefings with CO HQ in Lusaka and held key informant interviews with representatives of the CO, the government, donors, United Nations agencies and implementing partners in Lusaka. While one evaluation sub-team focused on conducting KIs in Lusaka, two sub-teams conducted two weeks of field missions with visits to all four of WFP's FOs in Zambia, to conduct consultations with FO staff, implementing partners, government representatives, United Nations agencies, civil society organizations, private sector representatives and FGDs with beneficiaries. Field missions involved visits to Lusaka, Luapula, Western, Central and Southern provinces and interventions managed by Nchelenge, Mumbwa, Mazabuk and Petauke Field Offices, as well as interventions managed directly by WFP CO in Lusaka.

13. The plans for primary data collection were informed by stakeholder mapping conducted by the ET during the inception phase. The ET's overall sampling strategy was purposive, aiming to identify a diverse group of key informants that could provide the most relevant evidence to comprehensively respond to the key EQs.

14. Site visits to interventions supported by WFP were also conducted, in order for the evaluation team to assess first-hand the impact of the support provided and appreciate contextual factors affecting performance. The following sampling criteria were applied to select the locations visited by the ET:

- Coverage of interventions supporting SO 1-4.
- Coverage of interventions in a range of provinces and districts.
- Coverage of a range of types of activity (school feeding, conservation agriculture, emergency response, and so on).
- Coverage of projects delivered by a diverse group of implementing partners (such as private sector partners, government partners, United Nations agencies, and so on).

- Inclusion of different groups of beneficiaries and target groups (such as refugees, women and smallholder farmers) reached.

Stakeholder consultations

15. The ET consulted 384 individuals during the data collection phase of the evaluation across the targeted stakeholder categories (see breakdown in Figure 24 and Figure 25) including with 276 beneficiaries, exceeding the stipulated evaluation inception report target number of 110 beneficiary interviews. A mixture of KIIs and FGDs were used in these consultations. In total, 44 per cent of all key informants were female, and 56 per cent were male.

Figure 24: KIIs, by stakeholder category and sex

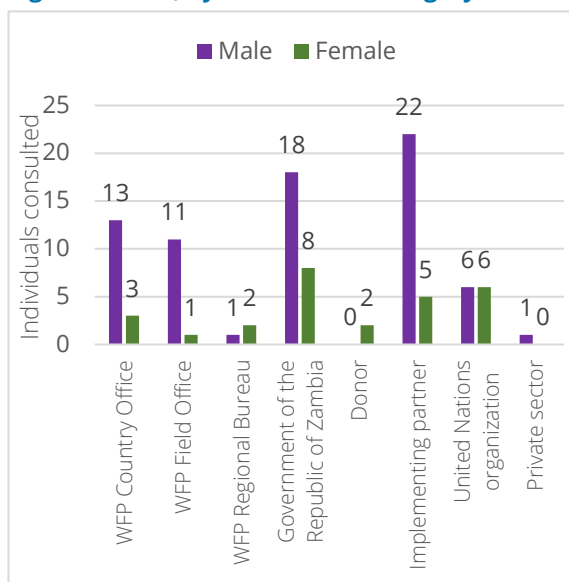
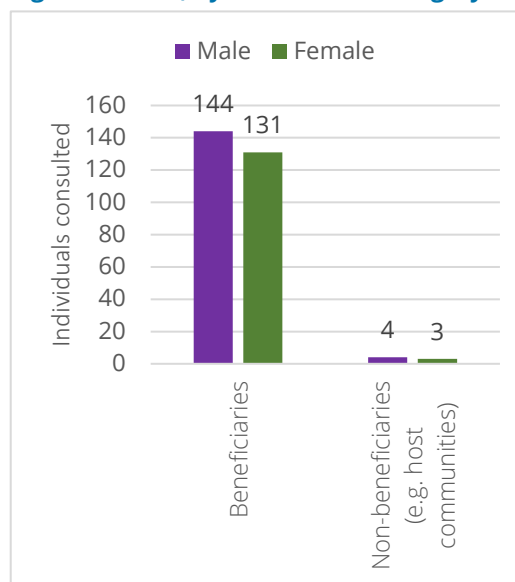


Figure 25: FGD, by stakeholder category and sex



Source: ET

- The ET used customized interview guides to steer the consultations in the framework of the KIIs with the different stakeholder groups. These interview guides were based on the evaluation matrix. This and other fieldwork tools are presented in Annex 5. Evidence generated by these consultations were recorded using a template based on the evaluation matrix to facilitate efficient systematic coding.
- Interviews at the local, field level, where assistance reaches its final beneficiaries, were conducted by ET members with WFP FOs providing all security, administrative and logistical support.
- The ET interviewed 266 beneficiaries across the selected sites ensuring coverage of all CSP activities, residence statuses (resident, refugee, and so on), all modalities (cash, capacity strengthening, and so on), the broad regions of WFP's footprint in Zambia as well as ensuring consultations with women, people with disabilities, people from different age groups and those from urban or rural settings.
- Gender considerations were made by the ET in all stages of the data collection process. Almost a third of interviewees were female (27 per cent) and 48 per cent of FGD participants were female. Focus group discussions with females were conducted, where possible, involving a female member of the evaluation team. All data collection tools (such as interview guides) were designed to ensure adequate coverage of gender considerations. Ethical considerations were an important focus of data collection processes covering both genders.

Data analysis

20. Prior to field data collection, during the evaluation's inception phase, evaluation team members analysed available secondary data in detail. Following the data collection phase, all interview notes and key secondary sources comprising the qualitative evidence base were systematically coded to evaluation questions and sub-questions using coding software (EPPI reviewer), which generated downloads of evidence pertaining to the EQs and sub-EQs. Evaluation team members then analysed these findings systematically, in conjunction with analysis of the quantitative data to distil findings from the evaluation, summary conclusions and key recommendations. Feedback sessions with the CO, RBJ

and HQ were arranged at the end of the field data collection phase (Exit debrief) and at an interim point in the analysis stage (preliminary findings debrief) to validate the findings with WFP representatives and test the appropriateness and implementability of the emerging recommendations.

Limitations

21. During the Inception phase of the evaluation, the ET undertook an in-depth evaluability assessment. 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. Inception interviews were conducted with senior staff from the WFP CO, RBJ, HQ and external stakeholders (government, donors, and so on). Based on these consultations and other inputs available during the inception phase of the evaluation (such as secondary documentation review available through the E-Library, indicator and data analysis, and so on) the ET concluded that an evaluation of the WFP Zambia CSP (2019-2024) was feasible. While certain evaluability challenges were expected and materialized, measures put in place mitigated their impact.
22. One of the limitations to the evaluation identified in the evaluability assessment was coverage of the T-ICSP in the assessment. There were shortfalls in the assessment of performance against targets for aligned/similar indicators for T-ICSP and CSP because of changes to indicators between the T-ICSP and CSP. This made comparisons across these two strategic frameworks problematic. Nonetheless, where possible, the evaluation team were able to report on a small number of indicators which could plausibly be compared across the transition from T-ICSP and CSP, as well as gathering qualitative data on the extent and nature of the strategic shift from T-ICSP and CSP.
23. To address a shortcoming of the CO's available ToC identified by the evaluation team during the inception phase – namely its focus on resilience building support rather than reflecting the spectrum of CSPs intervention in Zambia – the evaluation team, with inputs from the CO, reconstructed the ToC, resourcing the evaluation with a number of testable hypotheses for exploration during the evaluation.
24. Indicator coverage for some areas such as policy change were identified as weak in the evaluability assessment, and some limitations were found to indicators assessing capacity strengthening. To address these issues the evaluation team gathered qualitative evidence from KIs to fill the gaps. Similarly, there were some shortcomings in relation to gender and inclusions indicators; again, the evaluation team sought to supplement available data by gathering qualitative evidence.
25. While the decision to conduct of the evaluation one year before the end of CSP implementation was flagged as a concern during the inception phase, the evaluation team resorted to assessing the plausible contribution of WFP's work to the menu of SOs and direction of travel, recognizing that there was additional time available for WFP to make more substantial changes before the end date of the CSP. Uncertainty about the possible impact of COVID-19 travel restrictions, as well as staff turnover in CO and FOs affecting in-person data collection and institutional memory were similarly raised in the evaluability assessment, but in practice did not materialize.

Ethical Considerations

26. Ensuring appropriate management of ethical considerations was paramount throughout the evaluation. The evaluation was designed to ensure adherence to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines.³⁵¹ Landell Mills was responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This included 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 in no harm to participants or their communities. During the inception phase ET team members were trained on these topics in advance of field data collection activities. Particular emphasis was placed on AAP principles in relation to beneficiary consultations and the importance of including beneficiaries' voices in reported findings. Protection issues were given serious consideration, including the requirement for evaluation team members to adhere to prevailing COVID-19 preventive measures.

³⁵¹ United Nations Evaluation Group. 2020. UNEG Ethical Guidelines for Evaluation 2020.

Annex 4: 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?					
1.1.1 Evidence-based design and focus on the most vulnerable	<p>Coherence of CSP with government and national and stakeholder analysis of food and nutrition insecurity and needs.</p> <p>Extent to which the CSP was based on assessments of needs and contextual analysis, which evolved in conjunction with changing contexts including COVID-19.</p> <p>Extent needs of and opportunities to engage youth were explored during CSP design and delivery (to inform future opportunities to engage this group).</p> <p>Extent to which CSP was informed by gender analysis.</p>	<p>Evidence of vulnerability assessments and analysis to inform targeting and programming.</p> <p>Evidence of triangulation of stakeholders' perceptions and verifiable facts based on hard data, that WFP support targeted the most vulnerable.</p> <p>Evidence that targeting adapted in accordance with contextual changes e.g., COVID-19.</p> <p>Evidence that targeting was informed by gender analysis.</p> <p>Evidence of opportunities going forward to engage youth in WFP interventions.</p>	<p>Document review:</p> <p>WFP Annual Country Reports and budget revisions</p> <p>T-ICSP and CSP documents, log frame, Gender and Age Marker Design (GAM-D)</p> <p>Relevant government policies e.g., National Agriculture Policy, Food and Nutrition Policy, National Social Protection Policy, National Gender Policy, etc.</p> <p>Relevant evaluation reports</p> <p>National Zero Hunger Review</p> <p>M&E data and emergency preparedness reports</p>	<p>Document and data review</p> <p>Semi-structured interviews</p>	<p>Vulnerability and needs analysis</p> <p>Gender and inclusion analysis</p> <p>Triangulation of findings across evidence sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
			Moderate Acute Malnutrition reports, Food Consumption Scores, IPC reports Food Consumption Survey Micronutrient survey Government data on nutrition KPIs Lessons learned from COVID-19 Findings from interviews/FGDs: KIs/FGDs with UNCT, government, WFP, private sector, donors, IFIs, academia		
1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of SDGs?					
1.2.1 Alignment with national policies, strategies and plans	What is the rationale behind the choice of SOs? Degree of alignment of CSP SOs, outputs and activities with national priorities, policies, strategies and plans, (including 7 th NDP and 8 th NDP) and Agenda 2030, domesticated SDGs and Zambia Zero Hunger Strategic Review.	Extent of alignment of CSP with national development goals (including on food and nutrition security, social protection, domesticated SDGs).	Document review: CSP budget revision documents Government policies, plans, programmes Zambia Zero Hunger Strategic Review	Document review Semi-structured interviews	Strategic alignment analysis Context analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
		Government perception of level of government engagement with CSP design	Findings from Interviews: Government and WFP staff responsible for drafting CSP including WFP CO/RBJ staff, donors.		Triangulation of findings across evidence sources
1.3 To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
<p>1.3.1 Alignment with wider United Nations and humanitarian sector and development actors</p> <p>1.3.2 Partnership root and complementarities</p>	<p>Extent to which CSP is coherent and aligned with UNSDPF and new UNSDCF.</p> <p>WFP engagement with UNSDPF processes and extent to which WFP objectives are incorporated into the partnership framework and Common Country Assessment (CCA) analysis. (Forward focus will also reflect alignment with forthcoming UNSDCF and WFP Strategic Plan 2022).</p> <p>Extent to which partnerships enhanced collaborations, drew on synergies and complementarities.</p> <p>Extent to which joint programming with RBAs maximizes comparative advantages of all agencies and added value of RBA collaboration.</p> <p>Extent to which WFP is the appropriate partner (including mandate and expertise) to address capacity strengthening needs of</p>	<p>Extent of alignment with WFP Strategic Plan (2017-2021)</p> <p>Evidence of WFP strategic presence in UNSDPF and CCA literature / reports.</p> <p>Evidence and perceptions of government and RBA on appropriateness of WFP building and harnessing RBA productive partnerships.</p> <p>Evidence and perceptions of government and UNCT on appropriateness of WFP activities in the CCS sphere.</p> <p>Evidence of active participation in forums/technical working groups during times of crises, as noted by stakeholders including government, and forum minutes.</p>	<p>Document review:</p> <p>Programme documents, nutrition reports government/ WFP Index's Zero Hunger Capacity Score Card.</p> <p>UNSDPF and evaluation of UNSDPF.</p> <p>UNSDCF drafts.</p> <p>Coordination Forum minutes.</p> <p>Findings from interviews:</p> <p>Government, WFP, private sector, INGOs/NGOs, donors, IFIs, academia, United Nations agencies</p> <p>Workshops with SO teams / CO teams</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Strategic alignment analysis</p> <p>Context analysis</p> <p>Partnership analysis</p> <p>Analysis of cooperation and coordination mechanisms in place</p> <p>Triangulation of findings across evidence sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>government institutions with respect to nutrition-sensitive programming, HGSM, food systems, and climate change resilience.</p> <p>Extent to which WFP's participation in coordination forums was rated as sufficient by stakeholders.</p> <p>Extent to which partnerships with government, IFIs, civil society, NGOs, academia and the private sector were aligned with the CSP objectives</p> <p>Extent to which WFP competes with partners, including the private sector.</p>	<p>Level of alignment with partners' plans and operations.</p> <p>Stakeholder perceptions of WFP participation in coordination forums.</p> <p>Extent to which partnerships evolved to utilize complementary and mutually beneficial strengths to address objectives</p>			
1.4 To what extent is the CSP design internally coherent articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.4.1 Internal coherence of the CSP	<p>Extent to which CSP reflects WFP's comparative advantages.</p> <p>Extent to which CSP design is aligned with Line of Sight, Corporate Results Framework and WFP Strategic Plan.</p> <p>Extent to which the CSP's design and Line of Sight reflected a coherent, (i.e., consistent and logical) approach to addressing the root causes of food and nutrition insecurity in Zambia.</p>	<p>Evidence of alignment of CSP with WFP Corporate Results Framework, Line of Sight. and WFP Strategic Plan (2017-2021)</p> <p>Evidence of synergies and linkages between SOs in support of a coherent integrated approach</p> <p>Perceptions of WFP on implications of earmarking on portfolio coherence and a</p>	<p>Document review:</p> <p>T-ICSP and CSP documents</p> <p>Line of Sight for CSP</p> <p>WFP Corporate Results Framework</p> <p>WFP Strategic Plan</p> <p>Reconstructed CSP ToC and narrative (Annex 9)</p> <p>CO resilience ToC</p>	<p>ToC workshop</p> <p>CO comments on reconstructed CSP ToC particularly on linkages and synergies</p>	<p>ToC analysis</p> <p>Analysis of CSP design and modifications</p> <p>Portfolio analysis</p> <p>Triangulation of findings across</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Extent to which WFP's multisectoral integrated CSP for Zambia is coherent by testing whether the linkages and synergies set out in the reconstructed CSP ToC are valid in reality</p> <p>Added value of inclusion of SO5 for service provision in terms of portfolio coherence</p> <p>Extent to which earmarking affected the application of an integrated, coherent approach</p> <p>Extent to which the CSP's design builds on lessons learned from the T-ICSP.</p>	<p>multisectoral integrated approach.</p> <p>Perceptions of WFP staff on added value to portfolio coherence of inclusion of a dedicated SO for service provision.</p> <p>Evidence of lessons from T-ICSP delivery used to shape CSP design</p>	<p>Findings from interviews:</p> <p>ToC workshop with CO (during inception phase)</p> <p>Interviews with WFP CO, RBJ,</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>evidence sources</p>
<p>1.5 To what extent has WFP 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?</p>					
<p>1.5.1 Relevance of the CSP to changing context and shocks over the lifetime of the strategy</p>	<p>Extent to which CSP's strategic direction has remained relevant following contextual changes.</p> <p>Extent to which the Strategic Shift (from programme delivery to CCS) has been affected by significant BRs.</p> <p>Extent to which CSP adapted to evolving food security and nutrition context including changes in the local context, governance, natural resources and COVID-19.</p>	<p>Evidence of WFP adapting programming approaches and redesigning activities in the context of COVID-19 and other shocks (e.g., timeliness of BRs).</p> <p>Evidence of harnessing initiatives such as digital transformation or climate change initiatives nationally and locally as they emerge</p>	<p>Document review:</p> <p>Annual Country Reports and country briefs</p> <p>COVID-19 lessons learned</p> <p>Budget revisions</p> <p>Food Consumption Survey</p> <p>Micronutrient survey</p> <p>Government data on nutrition KPIs</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Context analysis</p> <p>Vulnerability and needs analysis</p> <p>Portfolio analysis</p> <p>Risk management analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	Extent to which CO continues to leverage on relevant innovations as they arise in Zambia	Evidence of innovation in approaches and interventions supported by WFP in Zambia.	Findings from interviews/FGDs: WFP CO, RBJ, government, United Nations agencies, Implementing partners, beneficiaries		Triangulation of findings across evidence sources
Evaluation Question 2: What is the extent and quality of WFP specific contribution to country strategic plan strategic outcomes in Zambia?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDPF? Were there any unintended outcomes, positive or negative?					
2.1.1 Attainment of expected outcomes 2.1.2 Level of contribution of outputs to Strategic Outcomes	Extent to which planned beneficiaries were reached (by SO/activity/target group). Extent to which WFP contributed to progress towards national SDG targets and UNSDPF priorities Level of contribution of WFP to CSP SOs Factors explaining reasons for under achievement against SO indicator targets Extent to which the CO progressed towards strengthening resilience as defined by the CSP, among food- and nutrition-insecure communities affected by shocks.	Evidence of delivery of activities in accordance with plans (including beneficiaries reached against targets). Performance of CSP Strategic Outcome (Indicators – including inter alia the indicators below disaggregated by gender and residency status where possible SO1: Food Consumption Scores (FCS) and Coping Strategy Index (CSI) for supported groups SO2: Proportion of children 6-23 months of age frequently eating a diverse diet	Document review: Programme monitoring and performance data (including Needs Based Plans, implementation plans, SO indicator data, etc.) COMET data PDM data CCS Plan for Zambia Global survey of CCS Planned customer survey for SO5	Document review Semi-structured interviews FGDs	Performance analysis Contribution analysis Analysis of other donor/ government intervention in areas supported by WFP ToC analysis Analysis of intervention modalities

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Effectiveness of urban programmes and any lessons to inform future programming or guidance in this area.</p> <p>Examination of factors explaining achievement rates for refugees versus Zambian residents</p> <p>Extent that institutional capacity strengthening in relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response led to changes at individual, institutional levels and in wider government policies and programmes.</p> <p>Extent to which capacity strengthening of micro economic actors enhanced resilience among target communities.</p> <p>Extent to which presence of locally produced nutritious food has increased (in farms and markets) and is readily consumed by targeted communities.</p> <p>Extent there is a market for crops or other products produced by smallholder farmers (ToC Assumption)</p> <p>Extent schoolchildren are willing to work in school gardens and are receptive to SBCC messages (ToC assumption)</p>	<p>SO3: Percentage of households with acceptable FCS, including acceptable Minimum Dietary Diversity for Women.</p> <p>Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems</p> <p>SO4: Evidence of government adoption of WFP-supported interventions (e.g., Food Tracking System, Vulnerability and Needs assessments, etc) in support of strengthening national social protection systems as a result of WFP capacity strengthening.</p> <p>Number of schoolchildren consuming fresh vegetables and legumes as a result of hydroponics gardens or other WFP interventions.</p> <p>SO5: Degree of customer satisfaction with WFP service provision.</p> <p>Progress made by Zambia on SDGs 2 and 17 as detailed in UNSDPF Annual Report</p>	<p>Complaints and Feedback Mechanisms data</p> <p>Relevant evaluations (e.g., UNSDPF) etc.</p> <p>Findings from interviews/FGDs:</p> <p>WFP CO, FOs, Implementing Partners, government, United Nations agencies, donors, beneficiaries, private sector</p>		<p>Analysis of scale-up and exit plans</p> <p>Triangulation of findings from different data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Unintended outcomes, positive or negative from WFP support.</p> <p>Positive and negative externalities resulting from large-scale CBT.</p>	<p>Stakeholders' and beneficiaries' perceptions of WFP performance and factors explaining over and under achievements of targets.</p> <p>Stakeholders and beneficiaries' perceptions of whether assumptions underpinning ToC pathways in reconstructed CSP ToC held</p> <p>Evidence of government policy and programme change or adoption of WFP interventions (ToC Pathway 4)</p> <p>Adoption of commercially viable and environmentally sustainable practices by agro-economic actors</p> <p>Evidence of incentivized production/adoption of commercially viable, environmentally sustainable practices by agro-economic actors</p> <p>Evidence of improved diets (including inter alia for schoolchildren), increased financial inclusion, reduced negative externalities</p>			

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
		<p>Evidence of positive or negative externalities from large-scale cash transfers</p> <p>Evidence on unintended consequences of WFP support</p>			
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)?					
<p>2.2.1</p> <p>Contribution of the CSP to achieving the cross-cutting priorities: adherence to humanitarian principles, protection, AAP gender equality, climate change, environmental sustainability</p>	<p>Extent to which cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment and climate change) were embedded</p> <p>Extent to which gender was mainstreamed and women empowered throughout WFP emergency response, food systems and capacity strengthening activities.</p> <p>Extent to which women and men are willing to take on leadership roles in committees (ToC assumption).</p> <p>Extent to which partners including government, adopted WFP cross cutting aims and humanitarian principles including mainstreaming gender.</p> <p>Extent to which CO/CSP considered wider environmental impact and externalities and embraced climate change.</p>	<p>Evidence, including stakeholder opinions, that CO applied WFP guidance policies and protocols for cross-cutting aims as articulated in the CSP.</p> <p>Evidence of degree of participation of women and men throughout, including in decision making.</p> <p>Evidence of government adoption and changes in cross-cutting aims, protocols and practices</p> <p>Evidence of adoption of sustainable and climate smart practices by smallholder farmers.</p>	<p>Document review:</p> <p>T-ICSP and CSP documents</p> <p>WFP Annual Country Reports</p> <p>Log frame</p> <p>Budget revisions,</p> <p>Gender and Age Marker Design (GAM-D)</p> <p>Data from Complaints and Feedback Mechanisms</p> <p>Findings from interviews/FGDs:</p> <p>WFP CO, FOs, Implementing partners, government, beneficiaries</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Gender and inclusion analysis</p> <p>Analysis of adherence to AAP principles</p> <p>Analysis of adherence to humanitarian and protection principles</p> <p>Analysis of environmental impacts and climate change considerations</p> <p>Portfolio analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
					Triangulation of findings from different data sources
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?					
2.3.1 Level of sustainability of CSP achievements across government institutions and systems, targeted communities, private sector etc.	<p>Extent to which cash-based transfers provided an opportunity not only to address food security and nutrition issues but also to increase inclusion of the target population in the local financial and market system.</p> <p>Extent to which CSP innovations are scalable to address nutrition challenges.</p> <p>Extent to which WFP supply chain expertise enhanced scalable food and nutrition access by stakeholders, actors, target communities and beneficiaries.</p> <p>Extent to which institutional stakeholders have adopted and sustained CSP interventions, including making provision for funding in budgets</p> <p>Extent to which the CSP achievements demonstrate scalability, sustainability, and commercial viability.</p>	<p>Evidence of financial inclusion among target communities</p> <p>Evidence of adoption of nutrition interventions by government.</p> <p>Evidence of changes in the behaviour of beneficiaries re good food and nutrition practices.</p> <p>Evidence of adoption by government of HGSM interventions.</p> <p>Evidence of WFP preparing exit plans and making progress on handover of interventions to partners.</p> <p>Evidence of partners making budgetary provision for WFP supported interventions in the future.</p>	<p>Document review:</p> <p>T-ICSP and CSP documents</p> <p>WFP Annual Country Reports</p> <p>Review of national budget data</p> <p>Exit strategy and plans to transition support to government systems etc.</p> <p>Findings from interviews/ FGDs:</p> <p>WFP CO, FOs, implementing partners, government, United Nations agencies, private sector, beneficiaries</p>	<p>Document Review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Financial analysis of funding over life of CSP</p> <p>Analysis of government programmes, policies and budget allocations</p> <p>Analysis of the dimensions of sustainability (financial, institutional, environmental)</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Extent of commercially viable linkages and adoption by partners (private sector/government) of CSP interventions.</p> <p>Extent to which environmentally sustainable practices are adopted.</p> <p>Extent to which vulnerable communities demonstrate sustained resilience.</p>	<p>Evidence that CSP initiatives are integrated and adopted into government policies.</p> <p>Evidence of private sector take-up of WFP interventions.</p> <p>Policy level commitments by government</p> <p>Graduation from WFP support</p> <p>Evidence of application of good environmental practice</p>			<p>Analysis of environmental impact</p> <p>Analysis of graduation of beneficiaries from support</p> <p>Triangulation of findings from different data sources</p>
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
2.4.1 Synergies between crisis response / resilience building/ root causes	<p>Extent to which implementation of the CSP has facilitated linkages between humanitarian action and development among target communities (ToC Pathways 1-4)</p> <p>Extent of engagement and harnessing of private / commercial sectors in supply chain and market development activities, (and WFP working in remote areas only if not adequately serviced by the private sector). (ToC Pathway 5 -SO5)</p>	<p>Evidence of transition from humanitarian to development actions (ToC Pathways 1-4)</p> <p>Evidence of target households and communities engaging in commercially viable development activities / livelihoods.</p> <p>Evidence of adoption of CSP initiatives by government national systems and policies, (including Social Protection) and HGSM (ToC Pathways 2 and 4) (SO3 and SO4).</p>	<p>Document review:</p> <p>T-ICSP and CSP documents</p> <p>WFP Annual Country Reports</p> <p>Budget revisions</p> <p>Relevant government policies</p> <p>Findings from interviews/FGDs:</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Portfolio analysis</p> <p>Analysis of government social protection systems</p> <p>Analysis of government programmes</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Extent to which CSP prioritizes “prevention always, development wherever possible and humanitarian action when necessary”.</p> <p>Extent to which the CSP’ built resilient and sustainable food systems.</p> <p>Extent to which WFP procurement footprint utilized partnerships with governments and the private sector to catalyse demand-driven platforms that enable smallholders to have sustainable, profitable market engagement beyond WFP.</p>	<p>Evidence of CSP innovations catalysing private sector led participation in supply chains and markets (ToC Pathway 2)</p> <p>Evidence of smallholder farmers accessing micro financing, crop insurance, diversification and reduction in post-harvest losses (ToC Pathway 2 SO3))</p> <p>Evidence of target households and communities engaging in environmentally and commercially viable livelihoods</p> <p>Evidence of growth of market actors / activities.</p>	WFP CO, FOs, government, implementing partners, donors, private sector		<p>aligned to CSP activities</p> <p>Triangulation of findings from different data sources</p>
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 time frame?					
3.1.1 Timeliness of delivery of CSP outputs	<p>Extent to which outputs were delivered within planned time frame.</p> <p>Factors influencing / hindering / advancing timeliness, including COVID-19, and reflecting that working with/through government can be slower than moving alone.</p>	<p>Performance against work plans - evidence of reported delivery against targets</p> <p>Evidence that supply chain expertise addressed access and nutritional issues in a timely manner</p>	<p>Document review:</p> <p>WFP Annual Country Reports</p> <p>WFP implementation plans</p> <p>Supply chain and procurement systems data</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Performance analysis against targets and work plans</p> <p>Risk Management analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Timeliness and speed of emergency cash-based transfers verses food responses.</p> <p>Timeliness implications of facilitating local stakeholder procurement (e.g., HGSM) and pre-positioning.</p> <p>Extent that WFP supply chain expertise enhanced timeliness.</p>	<p>Prepositioning resources and contracts; disaster preparedness implications for CBT.</p> <p>Pipeline breaks and implications.</p> <p>Proportion of requested food that arrived on time and in distributable quality (tonnage of food and CBT).</p> <p>Stakeholder and beneficiary perceptions of the timeliness of WFP support.</p>	<p>Monitoring data including data from Complaints and Feedback Mechanism.</p> <p>Findings from interviews/FGDs:</p> <p>WFP CO, FOs, implementing partners, government, beneficiaries</p>	<p>FGDs</p>	<p>Supply chain analysis</p> <p>Portfolio analysis</p> <p>Analysis of decision-making systems</p> <p>Triangulation of findings from different data sources</p>
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"					
3.2.1 Depth and breadth of coverage	<p>Extent to which coverage addressed needs of the vulnerable, arising from shocks and stresses and factors affecting coverage successes and challenges (including reduced rations).</p> <p>Examination of low achievement rates across beneficiary groups.</p> <p>Extent to which coverage included the most vulnerable among urban, youth, refugees and environmentally depleted resource-poor communities</p>	<p>Evidence that coverage met required scale and need including analysis of achievement rates by gender and residency status.</p> <p>Stakeholders' consensus on prioritization of resources and coverage.</p> <p>Evidence that coverage included urban, youth, refugees and environmentally depleted / resource-poor communities</p>	<p>Document review:</p> <p>WFP CSP and consecutive budget revision documents</p> <p>WFP meeting briefs/notes on prioritization decisions</p> <p>Zambia VAM and IPC assessments, other nutrition surveys etc.</p> <p>Analysis of beneficiary data</p> <p>Implementation plans and needs based plans</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Vulnerability and needs analysis</p> <p>Financial analysis of resource allocations</p> <p>Portfolio analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Extent to which coverage was sufficient to address needs and trade-offs between expanding coverage and reducing ratios.</p> <p>Whether transfers enabled sufficient access to nutritious food, goods, and services (ToC Assumption)</p> <p>Extent to which the most vulnerable to food insecurity benefit from CSP innovative programming.</p>	<p>Stakeholder opinions on coverage and challenges including inclusion and exclusion errors</p> <p>Extent to which nutrition data or national demographic health surveys indicate gaps in WFP geographic coverage.</p>	<p>WFP monitoring data including PDM surveys</p> <p>Data from Complaints and Feedback Mechanisms</p> <p>Findings from interviews and FGDs:</p> <p>WFO CO, government, donors, implementing partners</p>		<p>Triangulation of findings from different data sources</p>
<p>3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?</p>					
<p>3.3.1 Level of cost efficiency of CSP implementation</p>	<p>Extent to which CSP used most cost-efficient delivery of assistance - including supply sources and modalities.</p> <p>Extent to which collaborations and synergies across CSP SOs enhanced efficiencies.</p> <p>Cost per US\$ of cash support compared to equivalent in food into hands of beneficiaries and related positive and negative externalities.</p> <p>Trade-offs of cost-saving measures? Extent to which inputs (goods /services) were acquired at lowest possible price versus quality. Unintended negative consequences of acquiring goods and services at lower price.</p>	<p>Evidence of consideration of cost efficiency in delivery and analysis of cost data across modalities</p> <p>Evidence on degree of losses between acquisition and delivery of goods.</p> <p>Evidence of use of technology and innovation to drive efficiency.</p> <p>Changes to cost drivers over the life of the programme by modality and activity</p> <p>Cost implications of COVID-19, efficiency implications of local procurement and capacity building interventions.</p>	<p>Document review:</p> <p>WFP Annual Country Reports</p> <p>Budget data, COMET and SCOPE data</p> <p>Supply chain and procurement data</p> <p>CO cost-efficiency assessments</p> <p>Data/reports on costs of other humanitarian actors</p> <p>Findings from interviews/FGDs:</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Financial analysis of resource allocations across modalities and costs by activity etc.</p> <p>Supply chain analysis</p> <p>Triangulation of findings from different data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	Analysis of main cost drivers for different activities and for the CO as a whole. Have these cost drivers evolved over time? Factors that explain cost changes over time		WFP CO, private sector, United Nations agencies, implementing partners		
3.4 To what extent were alternative, more cost-effective measures considered?					
3.4.1 Consideration of alternative, more cost-effective measures	Extent to which alternative, more cost-effective measures were considered. Extent to which CO conducted quality cost effective analysis of different intervention approaches to achieve strategic outcomes and inform decisions regarding the choice of intervention options. Extent to which cost-effectiveness comparisons were strategically chosen, i.e., in areas where funds were disbursed. Implications of collaborations/synergies across SOs on cost effectiveness.	Evidence that consideration of cost-effectiveness and reflection on alternative options for programme intervention. Appropriate use of cost effectiveness analysis findings reflected in decisions taken for programme adaptation. Evidence that synergies/linkages across SOs were promoted to drive cost effectiveness.	Document Review: WFP Annual Country Reports Budget data, COMET and SCOPE data Studies on cost-effectiveness and value for money. Findings from interviews/FGDs: WFP CO, government, FO, Implementing partners, United Nations agencies.	Document review Semi-structured interviews FGDs	Analysis of financial and performance data Triangulation of findings from interviews, group discussions and documentation review
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 was WFP able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.1.1 Adequacy of	Extent to which WFP has been able to mobilize adequate, predictable and flexible resources from all avenues to finance the CSP (including examination of under	Budget allocations against spend by year and SO.	Document Review:	Document review	Financial analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
resources for the CSP	<p>expenditure against allocated resources across delivery of CSP most notably in 2019)</p> <p>Extent to which shifts in earmarking suggests mismatch between WFP and donor priorities</p> <p>Reasons for changes to funding of CSP Zambia by government, donors, etc.</p> <p>Extent to which CSP activities were supported by sufficient resources and reliable financial flows (including implications of drop in funding in 2021)</p> <p>Extent to which budget revisions were able to meet changing needs and contexts such as COVID-19.</p> <p>Extent to which donor priorities, funding cycles and earmarking, as well as high proportion of funding allocated to SO1 (emergency response) constrained WFP's flexibility in delivering the CSP and the Strategic Shift.</p>	<p>Stakeholder explanations of underspends against budgeted allocations</p> <p>Explanations from donors and government on reasons for changes in levels of funding to CSP Zambia</p> <p>Evidence of changes in budget requirements</p> <p>Evidence from donors on constraints to CSP funding, their priorities and earmarking</p>	<p>WFP Annual Country Reports</p> <p>Budget Revisions</p> <p>Donor strategies, priorities and funding (as well as funding cycles)</p> <p>Financial, monitoring and performance data</p> <p>Evaluation reports</p> <p>Fundraising strategy</p> <p>Findings from interviews/FGDs:</p> <p>WFP CO, donors, United Nations agencies, government</p>	<p>Semi-structured interviews</p> <p>FGDs</p>	<p>Performance analysis</p> <p>Strategic alignment analysis</p> <p>Triangulation of findings from interviews, group discussions and documentation review</p>
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?					
4.2.1 Adequacy of monitoring	Extent to which appropriate data was generated to support results-based management and used to inform decision making.	Evidence that MEL is aligned to cooperate requirements and used to inform decision making	Document review: WFP Annual Country Reports	Document review	Portfolio analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
and reporting systems	<p>Extent to which WFP was able to reorient monitoring, evaluation and learning (MEL) systems to enable analysis and adaptive management in areas such as capacity strengthening and resilience programming.</p> <p>Extent to which other stakeholders including government utilized CO VAM/M&E data and systems to support evidence-based decision making and policy making.</p>	<p>Evidence of reoriented MEL systems and data informing CCS and resilience programme decisions</p> <p>MEL financial resourcing as percentage of annual budget over time.</p> <p>Evidence of government use of WFP data</p>	<p>Budget revisions</p> <p>MEL frameworks and outputs</p> <p>VAM reports and needs analysis</p> <p>Notes from CO meetings on reprioritization decisions</p> <p>Findings from interviews/FGDs:</p> <p>WFP CO, RBJ, government</p>	<p>Semi-structured interviews</p> <p>FGDs</p>	<p>MEL system diagnostic health check</p> <p>Analysis of extent to which decision making is informed by evidence</p> <p>Triangulation of findings from interviews, group discussions and documentation review</p>
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.3.1 Appropriateness and effectiveness of partnerships formed by WFP to plan and implement CSP	<p>Extent to which partnerships and collaborations with government, United Nations and private sector) evolved and leverage comparative advantages to drive performance and results.</p> <p>Extent to which CO partnerships with government strengthened government, policy and institutional capacities in strategic areas (ensuring nutrition is incorporated into government structures).</p>	<p>Reflection of trends in strategic partnerships over time.</p> <p>Evidence of WFP participation in thematic coordination groups</p> <p>Evidence of benefits obtained from partnerships</p> <p>Stakeholder perceptions on level of partner participation in</p>	<p>Document review:</p> <p>WFP Annual Country Reports</p> <p>UNSDPF</p> <p>Monitoring data</p> <p>Relevant government policies and programmes</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Partnership analysis</p> <p>Analysis of coordination and collaboration structures and forums</p> <p>Triangulation of findings from</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
	<p>Appropriateness of partners identified (national/local government, academia, NGOs, private sector) for CCS.</p> <p>Extent to which WFP partnerships with government encouraged mainstreaming gender objectives in government policy.</p> <p>Extent to which new partnerships are required to drive future interventions</p>	<p>development and implementation of the CSP.</p> <p>Evidence that partnerships with government encouraged mainstreaming gender in government policies.</p>	<p>Findings from interviews/FGDs:</p> <p>WFP CO, government, implementing partners, United Nations agencies</p>		<p>interviews, group discussions and documentation review</p>
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
<p>4.4.1 Adequacy of HR capacity to deliver intended CSP results</p>	<p>Sufficiency of HR capacity to match the ambitions of the CSP and drive sustainable impact.</p> <p>Extent to which CO has sufficient expertise and technical continuity for capacity strengthening and upstream work.</p> <p>Extent to which WFP has appropriate HR technical capacity for resilience-building and focus on Changing Lives.</p> <p>Extent to which FOs' technical expertise and organizational set-up is fit for purpose for the shift in focus.</p> <p>Extent CO set-up and structure support delivery of the Strategic Shift</p>	<p>Changes in CO skill set profiling and competencies</p> <p>Adequacy of support and guidance provided by RBJ and HQ</p> <p>Stakeholder perceptions on CO expertise</p> <p>Changes in FO organizational set up, skill set profiling and competencies</p>	<p>Document review: WFP Annual Country Reports</p> <p>Data on HR resources at CO and FOs (including number of vacancies, roles and responsibilities, staff turnover, etc.)</p> <p>Guidance and support provided by HQ and RBJ to CO</p> <p>Organizational structure of CO and FOs</p> <p>Findings from interviews/FGDs:</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>FGDs</p>	<p>Analysis of HR systems and resources</p> <p>Analysis of organizational structures for delivery</p> <p>Triangulation of findings from interviews, group discussions and documentation review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data Analysis
			WFP CO, RBJ, FOs, implementing partners		

Annex 5: Data collection tools

STAKEHOLDER-SPECIFIC TOPIC GUIDES

1. The topic guides below were used by evaluation team members to guide KIs and FGDs during the field phase. They were developed based on the overarching guide presented in the Inception Report, to ensure coverage of EQs, and further document review. The specific questions covered with individual interviewees or groups were further tailored according to individual team member research (e.g., project-specific document review) and adapted to suit the specific knowledge of interviewees.

Topic Guide Introduction

2. The following introductory statement was read out before commencing all KIs:

Table 8: KI opening preamble

Thank you for agreeing to take part in this interview. Your answers will be used to inform the independent, external evaluation of the WFP's Country Strategic Plan (CSP) for Zambia 2019-2023.

Objectives of evaluation: The evaluation has been commissioned by the WFP's Office of Evaluation and is being implemented by the external consultancy Landell Mills. The evaluation will assess achievements in terms of relevance, efficiency, effectiveness, coherence and sustainability, connectedness and coverage. The evaluation will produce recommendations to inform future planning and implementation of WFP support in Zambia.

Confidentiality: Your responses are completely anonymous and will help the evaluation team to gather perceptions on the results and impact of WFP's support to Zambia through the CSP between 2019 to date. Findings from the interviews will be aggregated and analysed, so your contribution will feed into the recommendations for the future. We encourage you to be honest and open in your confidential responses.

Request informed consent – Do you agree to participate in this interview? Your opinion and experience are greatly valued.

3. The following introductory statement was read out to all focus group participants prior to commencing data collection:

Table 9: FGD introduction

Informed Consent (Note): WFP is working on assessing the current practices for the programme you are participating in. These assessments aim to develop better ways of providing assistance to the community we serve. Therefore, I would like to have a detailed interview with you and shall be asking questions related to programme and other household aspects.

The interview takes approximately one hour. Your participation is voluntary and does not provide any monetary or other sort of rewards. **You can choose not to answer any or all of the questions.**

However, we hope that you will participate since the information you will provide is important to improve WFP assistance that is currently being provided to you and or other members of your community.

The responses you give will be treated as strictly confidential and your name will not be used in the report. If you decide not to participate this does not have implications for your participation in any programme.

Do you agree to be interviewed? If a group interview, then ask the Group if anyone wishes to decline to be involved in the FGD.

Yes

No

4. The following personal information was requested for all KIs (Table 9) and FGDs (Table 10):

Table 10: KI Background information questions

Name of interviewee:

Position of interviewee:

Office: OEV/RBJ –
Date of interview:
Mode of interview – face to face/telephone/online:
Interviewer name:

Begin interview by asking interviewee about their role in WFP.

Table 11: FGD background information questions

Name respondent:/FGD location

A Background information

Date:

Province:

District:

Enumerators name:

Are you conducting interview in: Community [] or Camp []

Do you/group reside in an urban/rural area?

Name Local Field Office of WFP:

Respondent information (Please adapt for FGDs - data for FGDs must include (1) the gender split of the group, (2) age profile of the Group – age range, as well as (3) whether any in group have disabilities (or members of household with disabilities). (4) Please also indicate number of participants in FGD)

1. Sex of respondent? Male / Female
2. What is your age?
3. Are you the head of the household? Yes / No
 3b If no what is the sex of the head of household?
 3c What is the approximate age of the head of household?
4. Dominant culture within the community receiving assistance?
5. Are there any people with disabilities living in your household?
6. Which kinds of shock (climate change, economic, natural hazards, etc.) or crisis did your household experience which affected your food security situation in the last three years?
 - a) Floods
 - b) Drought
 - c) People in household died or became chronically ill
 - d) COVID-19
 - e) Others (specify)

7. How would you describe the food and nutrition security situation in the past three years?

- a) Constantly the same
- b) Getting better
- c) Getting worse
- d) It goes up and down

Respondent information on assistance received

Which kind of assistance did your household/members of this FGD receive in the past three years and for how long?

	Most of the time past year	Seasonally	Only in recent months	In the past but not anymore	Other
In-kind food assistance					
Cash assistance					
Nutrition education / gardening activities					

Training in conservation agriculture					
Receiving weather information					
Training in post-harvest losses					
Training in production of nutrition and climate resilient crops					
Support in trading surplus commodities					
Other specify: Name					

Topic Guides – Key Informant Interviews

5. The tables below present questions included in the KI Topic Guides for the following stakeholder groups:

- Table 11: Topic guide - WFP RBJ & HQ
- Table 12: Topic guide - WFP CO
- Table 13: Topic guide - WFP FOs
- Table 14: Topic guide - Donors
- Table 15: Topic guide - Government
- Table 16: Topic guide – United Nations
- Table 17: Topic guide - Implementing partners
- Table 18: Topic guide – Other
- Table 19: Topic guide - Smallholder farmers
- Table 20: Topic guide - Affected communities (e.g. crisis response)

Table 12: Topic guide - WFP RBJ & HQ

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?
<ul style="list-style-type: none">• How different in your opinion is the design of the Zambia CSP in terms of addressing the needs of the most vulnerable (i.e., greater emphasis on CCS and resilience building rather than emergency response)?• In countries with greater capacity to conduct assessments of hunger challenges, does WFP rely more on government-backed surveys and assessments? How can WFP validate the reliability of these sources?
1.3 To what extent is the CSP coherent and aligned with the SDGs, and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in-country?

<ul style="list-style-type: none"> • How does the RBJ/HQ support the CO to build strategic partnerships? • What is WFP policy on building partnerships with the private sector? • What is RBJ/HQ view on the appropriateness of WFP as a partner for capacity strengthening activities? • What is RBJ/HQ view on the modalities in use in WFP Zambia for partnership arrangements (e.g., MoUs, joint programming, FLAs). • Is RBJ/HQ aware of any particular challenges the CO faced in terms of partners?
<p>1.4 To what extent is the CSP design internally coherent, articulating WFP's role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP Strategic Plan?</p>
<ul style="list-style-type: none"> • Does the Zambia CO harness WFP's comparative advantages in the delivery of the CSP? • Does Zambia CO harness the strategic joint expertise of RBAs? Any recommendations for improvement? • Does the Zambia CO harness the expertise of the RBJ?
<p>1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering the changing context, national capacities and needs? – including the response to the COVID-19 pandemic?</p>
<ul style="list-style-type: none"> • In your opinion is the Zambia CSP appropriately flexible to respond to changes in context? • How appropriate was its response to COVID -19 in your opinion?
<p>Evaluation Question 2: To what extent are the objectives of the CSP being met?</p>
<p>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?</p>
<ul style="list-style-type: none"> • Are you aware of any particularly significant achievements of the Zambia CSP? • Are you aware of any elements that have been challenging to deliver? • What would you say constitutes good practice from CSP delivery in Zambia?
<p>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)?</p>
<ul style="list-style-type: none"> • What type of support was provided to CO and FOs to ensure delivery took cross cutting aims such as gender equality, environmental considerations, AAP, climate change etc. into consideration?
<p>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?</p>
<ul style="list-style-type: none"> • What is RBJ's involvement in the fundraising strategy for Zambia? What are the trends in donor support? • Do you think the CO was able to mobilize resources from all avenues (including traditional and emerging donors, south-south cooperation, private sector, IFIs)? • What is the extent of development of joint fundraising efforts with other United Nations agencies and other partners and the exploration of partnerships with new donors and the private sector?

<ul style="list-style-type: none"> Do you think sustainability is taken into consideration in the delivery of CSP activities in Zambia (e.g., via exit plans etc.)? How could sustainability be better assured?
<p>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</p>
<p>3.1 To what extent were outputs delivered within the intended time frame?</p>
<ul style="list-style-type: none"> Have you any points to share on the efficiency of CSP delivery in Zambia?
<p>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?</p>
<p>4.1 To what extent was WFP able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?</p>
<ul style="list-style-type: none"> Is there a mismatch between WFP's focus in the Zambia CSP and donor priorities? A high proportion of funds are allocated to the crisis response. To what extent is this due to donor funding patterns placing a heavier emphasis on emergency response activities, the COVID-19 response or other factors? What were the factors that drove flexible versus earmarking of funding by donors? What was the extent of earmarking and readiness of partners (government and donors) to accept the Strategic Shift? What were the implications of earmarking of funding by donors on achievement of the SOs? To what extent did donor priorities impact the availability of sufficient resources to deliver intended outcomes? There was a significant reduction in earmarking by donors at country level in 2019 – why? What were the implications of annual or multi-year funding made available to finance the CSP by donors? To what extent did the COVID-19 pandemic affect funding for CSP delivery? Are donors planning any changes to levels of funding for CSP activities going forward? Were disbursement bottlenecks addressed effectively? Were there any unintended consequences?
<p>4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?</p>
<ul style="list-style-type: none"> To what extent is CO expertise sufficient for its capacity strengthening and other upstream work – e.g., CO skills and staffing in relation to needs? Is there sufficient HR capacity to match the ambitions of the CSP and drive sustainable impact? Appropriateness of HR technical capacity? To what extent is WFP's HR technical capacity appropriate for Changing Lives, e.g., raising productivity, incomes, nutrition security and resilience in the context of climate change, environmental degradation? To what extent were the skill sets of staff in FOs realigned to meet the new shift in focus? To match the ambitions of the CSP e.g., in resilience, disaster risk management? Is WFP HR expertise for coaching and mentoring staff within government ministries sufficient?
<p>4.5 What are the other factors that can explain WFP performance and to what extent it has made the Strategic Shift expected by the CSP?</p>
<ul style="list-style-type: none"> What is the value added of RBA and RBJ in supporting CO including adherence to corporate policies and requirements? To what extent do the RBJ and HQ support the CO to embrace the Strategic Shift? Is the CO set-up and the structure of the FOs appropriate to deliver CSP results? Describe external and internal factors which supported/hindered attainment of outcomes (including COVID-19).

- Are there any tensions between WFP corporate strategies and local context?

Table 13: Topic guide – WFP CO

<p>Evaluation Question 1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable?</p>
<p>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?</p>
<p>1.5.1 Targeting of the most vulnerable</p> <ul style="list-style-type: none"> • What was the level of stakeholder consensus on food and nutrition insecurity and needs? What was the degree of coherence of CSP with government and national analyses of food and nutrition insecurity and needs? Were needs assessments and contextual analyses conducted on a regular basis to capture contextual changes? • Was WFP targeting strategy appropriate? Is there sufficient clarity and transparency on WFP targeting strategy? Were targeted groups consulted on their needs? Were youth adequately targeted? • The CSP target was to support 175,000 people but more than 2 million were supported in the end: how can this expansion of numbers be explained? How was the targeting of the wider population done? • What were the implications of WFP’s protracted geographic focus vis a vis “Leave no one behind”? • To what extent did the CSP embrace Zambia’s natural resource variations, and vulnerability spatial distributions, including urban communities, in its targeting strategy and criteria? • To what extent did WFP adapt activities to the needs of the vulnerable groups over the lifetime of the strategy, and specifically in response to the COVID-19 pandemic? • To what extent are WFP activities informed by gender analyses, and are they appropriately focussed on gender equality and women’s empowerment?
<p>1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the Sustainable Development Goals?</p>
<p>1.2.1 Alignment with national policies, strategies and plans</p> <ul style="list-style-type: none"> • Are WFP SOs and activities aligned with national priorities, policies, strategies and plans, (including 7th/8th NDP) and Agenda 2030? What are the areas of complementarity/synergies? Are WFP SOs and activities aligned with domesticated SDGs and Zambia Zero Hunger Strategic Review? • Is WFP work replacing/crowding out government work? • Is WFP is appropriately positioned to make optimal contribution (nationally and at district level) with regard to emergency preparedness and response, social protection and disaster risk reduction? • What are the mechanisms for WFP to engage with the government on strategic and operational levels? Is WFP engaging with the right stakeholders?
<p>1.3 To what extent is the CSP is coherent and aligned with UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?</p>

- Was WFP engagement with UNSDPF processes adequate? Could it be improved? Were WFP objectives incorporated into the partnership framework and the Common Country Assessment?
- Did WFP work in harmony with wider United Nations and humanitarian and development sector actors? Did partnerships enhance collaboration leading to synergies and building on complementarities in order to achieve capacity strengthening objectives? Any recommendations for improvement?
- Is WFP the appropriate partner (mandate/expertise) to address the capacity strengthening needs of government institutions in relation to nutrition-sensitive programming, HGSM, food systems, and climate change resilience? Recommendations for improvement?
- Does WFP have appropriate partnerships within the government, IFIs, civil society and NGOs, at appropriate strategic levels, including private sector partnerships? Recommendations for improvement?
- Does WFP avoid duplication of effort with partner agencies? Recommendations for improvement?
- Is WFP competing with, or promoting private sector models in delivery and more generally transitioning activities to include private sector as a key partner?
- How appropriate are the modalities that WFP uses in its partnership arrangements (e.g., MoUs, joint programming, FLAs, etc.)?

1.4 To what extent is the CSP design internally **coherent**, articulating WFP's role and contributions in a realistic manner and based on its **comparative advantages** as defined in the **WFP strategic plan**?

- What is the CO's understanding of how the CSP was expected to achieve the envisaged Strategic Outcomes?
- Was there consensus within WFP on how the CSP was expected to deliver results?
- Do SOs promote synergy, cross fertilize and are they mutually reinforcing? Recommendations for improvement?
- Does the CSP reflect a coherent and integrated approach to addressing the root causes of food and nutrition insecurity in Zambia? Recommendations for improvement? Have there been any shortcomings in the use of an integrated programming approach?
- How does the CSP harness WFP comparative advantages and strategic joint expertise of RBAs? Recommendations for improvement?
- In what way did the CSP's design build on the T-ICSP in terms of design and focus?

1.5 To what extent has **WFP's strategic positioning remained relevant throughout the implementation of the CSP considering the changing context**, national capacities and needs? – including the response to the COVID-19 pandemic?

- Did WFP continue to adapt to the evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases etc.?
- Did WFP sufficiently engage with the government during the COVID-19 response and other emergencies?
- Was WFP equipped to embrace changing contexts such as a growing emphasis on youth and urban communities? Recommendations for improvement?
- Did adaptations to CSP as a result of contextual changes appropriately consider gender and inclusion considerations?

Evaluation Question 2: To what extent are the **objectives of the CSP being met**?

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?

- To what extent has the CSP progressed food insecure communities to be more resilient to climatic shocks?
- What are the factors which explain different achievement rates for groups with different residency status?

- To what extent has wider institutional capacity strengthening worked across relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response?
- To what extent has WFP strengthened capacities of the government, communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system?
- To what extent does WFP work through government systems and structures to support evidence-based innovations that facilitate smallholder access to climate and market information through digital platforms, financial services, knowledge and low-cost technologies for reducing post-harvest losses?
- To what extent has WFP prioritized activities that meet the needs of women in finance, farming, and trade activities?
- To what extent have WFP activities to diversify production included nutritious crops to increase household dietary diversity and their marketable surpluses?
- To what extent did the CSP strengthen government capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?

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)?

- To what extent were cross-cutting issues given priority and addressed throughout the CSP results frameworks and monitored during CSP delivery?
- How did the COVID-19 pandemic affect delivery of cross-cutting priorities?
- To what extent has WFP achieved, or progressed towards achieving, gender equality and *mainstreaming* of women's empowerment through emergency response, sustainable food systems and national and county capacity strengthening activities?
- To what extent were feedback on cross-cutting issues, AAP, (including feedback mechanisms) protection and disability used to inform decision making?
- To what extent were beneficiary perspectives incorporated into design, planning, implementation of M&E/CSP design?
- To what extent did the CO/CSP consider wider environmental impact and externalities?
- To what extent did the CSP take climate change considerations into account?

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?

- To what was WFP able to mobilize adequate, predictable and flexible resources to finance the CSP?
- To what extent did WFP demonstrate scale and sustainability to avoid losing donors?
- To what extent did the CO mobilize resources from all avenues (including traditional and emerging donors, south-south cooperation, the private sector, and IFIs)?
- What is the extent of development of joint fundraising efforts with other United Nations agencies and other partners and exploration of partnerships with new donors and the private sector?
- To what extent is there national ownership of CSP activities? Is there progress towards moving CSP activities onto the government's budget?
- What is the extent of commercially viable linkages with smallholder farmer agricultural interventions and evidence of private sector expanding on CSP results?
- Will CSP activities continue (e.g., via private sector / government) if funding stops?
- Are Zambian food systems more sustainable and resilient to climate shocks following delivery of CSP? How can WFP strengthen its food systems approach?
- Is the CSP Integrated into national government systems and policies?
- How has the environment been affected by the delivery of CSP initiatives?
- Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?

2.4 To what extent did the CSP facilitate **more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?**

- To what extent did implementation of the CSP facilitate more strategic linkages between humanitarian and development action?
- To what extent did WFP and government effectively work across the nexus? What evidence is there on promotion of the triple nexus by the CSP?
- To what extent has the CSP engendered support for the development and adoption of social protection approaches in crises by the government (for example through the move towards cash-based assistance)?
- Did the CSP support engagement with the private/commercial sector, IFIs, multi-lateral development banks? Any recommended improvements?
- To what extent is WFP the partner of choice for supply chain and market activities?
- To what extent has the CSP developed linkages with the broader economy?
- To what extent did the CSP bridge the gap between siloed humanitarian and development resources to work across the nexus?
- To what extent did the CSP prioritize “prevention always, development wherever possible and humanitarian action when necessary”?

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 time frame?

- To what extent were activities/outputs/outcomes delivered within planned time frames?
- Describe factors influencing / hindering / advancing timeliness. (Reflecting that working with/through government can be slower than moving alone)
- Was the timeliness / speed of emergency CBT and food responses strengthened by prepositioning of resources? What were the disaster preparedness implications for use of CBT?
- Were there any pipeline breaks and what were the implications?
- Was M&E timely and evidence used to inform decision making?
- Can you compare the timeliness of HGSM meals (via government systems) with the former operation?
- What are the consequences of programme activity delays? How did COVID-19 affect the timeliness of assistance?
- Are there any timeliness implications from use of local procurement and pre-positioning?
- Has WFP demonstrated speed and supply chain expertise to address access and nutritional issues?
- Does WFP use the best possible tools for capturing and analysing data to generate relevant insights into what works best?

3.2 To what extent does the **breadth and depth of coverage** ensure the most vulnerable to food insecurity benefit from the programme?

- What are your views on the depth and breadth of WFP coverage? Can you explain the overall low attainment rates by beneficiaries?
- Has WFP struck an appropriate balance between support for residents of Zambia versus refugees?
- What were the implications of resource constraints in relation to application of targeting strategy?
- How were prioritization decisions made? Were prioritization decisions appropriate?
- There was significant underspend in 2019 in comparison with the needs-based plan. Why?
- What are the reasons for underspend on capacity strengthening against this area in the needs-based plan?
- Was coverage sufficient (e.g., across different types of shock – natural disasters, socio-economic and health-related)?
- Can you give examples of incomplete coverage? What are the implications of these?
- Is there stakeholder consensus on the appropriateness of CSP coverage and prioritization decisions? Which factors affect coverage successes and challenges?

- Are there alternative coverage strategies that could improve returns with a fixed intervention budget?
- Is adequacy of coverage of WFP support validated by evidence/data from nutrition surveys (e.g., national demographic health surveys which identify geographic areas in need)?

3.3 To what extent were WFP **activities cost-efficient** in delivery of its assistance?

- What are the main cost drivers for different activities? Have these evolved over time? What are the factors which explain cost changes over time?
- What were the cost implications of COVID-19? Cost implications for local procurement?
- To what extent was cost efficiency enhanced via collaboration and synergy across the CSP SOs?
- To what extent were choices of supply sources and modalities cost efficient?
- What were the causes and consequences of WFP efficiency performance across different modalities? (Balance description and analysis.)
- Were there trade-offs resulting from introduction of cost-saving measures? To what extent were inputs (goods /services) acquired at lowest possible price versus quality? Were there any unintended negative consequences of acquiring goods/services at lower prices?
- To what extent were losses between acquisition and delivery of goods kept under control?
- Examples of low and high efficiencies. Identify consequences, investigate causes, highlight high efficiency rates to identify good practices.
- To what extent did the CO effectively use technology and innovation to drive efficiency?

3.4 To what extent were **alternative, more cost-effective measures** considered?

- To what extent were alternative, more cost-effective measures considered?
- Scope and pertinence of CEAs? What was the quality of these cost-effectiveness comparisons? Were cost-effectiveness comparisons used to inform decisions regarding the choice of intervention options? Were cost-effectiveness comparisons strategically chosen,
- Did collaboration and synergies across SOs and relationship (if any) enhance cost effectiveness? To what extent did synergies across SOs reduce supply chain costs? What were the smallholder farmer aggregation impacts on supply chains costs? Cost implications of reduced smallholder farmer post-harvest losses for supply chains? What were the cost implications of HGSM?
- What is the degree of scalability of SO3 to address nutrition challenges?
- Were there strategic local procurement supply chain synergies across the SOs? What level of supply chain expertise was used to address nutrition issues?

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 was WFP able to **mobilize adequate, timely, predictable, and flexible resources** to finance the CSP?

- To what extent were CSP activities supported by sufficient resources and reliable financial flows?
- What were the implications of the fall in funds in 2021 for the delivery of the CSP?
- To what extent did insufficient funding across SOs affect the achievement of outcomes?
- Is there a mismatch between WFP's focus in the CSP and donor priorities?
- A high proportion of funds are allocated to the crisis response. To what extent was this due to donor funding patterns placing a heavier emphasis on emergency response activities, the COVID-19 response or other factors?
- Were there any issues with the timeliness of availability of funding and alignment with annual planning?

<ul style="list-style-type: none"> • Which factors drove flexible funding rather than earmarking by donors? • Extent of earmarking and readiness of partners (government and donors) to accept the Strategic Shift? • What were the implications of the earmarking of funding by donors to achievement of the SOs? To what extent did donor priorities affect the availability of sufficient resources to deliver the intended outcomes? There was a significant reduction in earmarking by donors at country level in 2019 – why? • What were the implications of annual or multi-year funding made available to finance the CSP by donors? • To what extent did the COVID-19 pandemic affect funding for CSP delivery? Are donors planning any changes to levels of funding for CSP activities going forward? • Were there disbursement bottlenecks? Were they addressed effectively? Were there any unintended consequences?
<p>4.2 To what extent were the monitoring and reporting systems useful for tracking and demonstrating progress towards expected outcomes and to inform management decisions?</p>
<ul style="list-style-type: none"> • To what extent was adequate data generated to support results-based management and inform decision making? • Can you demonstrate evidence that WFP collects data and credible evidence in priority areas for decision making purposes? • Is there evidence of adaptation based on data analysis? • To what extent were VAM/M&E systems appropriately adapted and reflective of the Strategic Shift to CCS? • Did the CO develop any country-specific indicators in addition to standard CRF indicators? • Does the CO monitor any donor-specific indicators in parallel to its own set of monitoring indicators? • What was the M&E financial resourcing as a percentage of the annual budget over the lifetime of the CSP?
<p>4.3 How did the partnerships and collaboration with other actors influence performance and results?</p>
<ul style="list-style-type: none"> • Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results? • Demonstrate how WFP partnerships strengthen government policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, etc.)? • To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy? • To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy? • To what extent has the CO built partnerships with local governments for saving lives and changing lives? • Prime examples of effectiveness of transitioning of activities? Can we demonstrate private sector aggregation cases?
<p>4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?</p>
<ul style="list-style-type: none"> • To what extent does the CO have sufficient expertise for its capacity strengthening and other upstream work – CO skills and staffing in relation to the needs? • Is there sufficient HR capacity to match the ambitions of the CSP and drive sustainable impact? Appropriateness of HR technical capacity? • To what extent does WFP have appropriate HR technical capacity for Changing Lives, (e.g., raising productivity, incomes, nutrition security and resilience in the context of climate change and environmental degradation)? • To what extent were the skill sets of staff in FOs realigned to meet the new shift in focus? To match the ambitions of the CSP (e.g., in resilience, disaster risk management)? • Is WFP HR expertise for coaching and mentoring staff within government ministries sufficient?
<p>4.5 Which other factors can explain WFP performance and the extent to which it has made the Strategic Shift expected by the CSP?</p>

- Are the CO set-up and the structure of FOs appropriate to deliver the CSP results?
- Describe external and internal factors which supported/hindered the attainment of outcomes (including COVID-19).
- To what extent do the RBJ and HQ support the CO to embrace the Strategic Shift?
- What is the value added of RBA and RBJ in supporting CO including adherence to corporate policies and requirements?
- Are there any tensions between WFP corporate strategies and local context?
- Are adequate data generated to support results-based management and decision making?
- To what extent were changes made and barriers encountered when shifting to capacity strengthening of partners within the areas of nutrition, social protection, climate change and risk reduction? Recommendations?
- To what extent is nutrition integrated across value chains and SOs?
- Are partners appropriate or are there weaknesses and gaps (national/local, academia, NGOs, private sector, government) for CCS? Any recommendations?

Table 14: Topic guide – WFP FOs

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?
<p>1.1.1. Targeting of the most vulnerable</p> <ul style="list-style-type: none"> • Was WFP targeting strategy appropriate? Is there sufficient clarity and transparency on WFP targeting strategy? Were targeted groups consulted on their needs? Were youth adequately targeted? • The CSP target was to support 175,000 people but more than 2 million were supported in the end: how can this expansion of numbers be explained? How was the targeting of the wider population done? • What were the implications of WFP protracted geographic focus vis a vis “Leave no one behind”? • To what extent did WFP adapt activities to the needs of the vulnerable groups over the lifetime of the strategy and specifically in response to the COVID-19 pandemic?
1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the Sustainable Development Goals?
<p>1.2.1 Alignment with national policies, strategies and plans</p> <ul style="list-style-type: none"> • Is WFP work replacing/crowding out government work? • Which government institutional partners do you work with in delivery of assistance? • Is WFP is appropriately positioned to make optimal contribution (nationally and at district level) with regard to emergency preparedness and response, social protection and disaster risk reduction? • What are the mechanisms for WFP to engage with the government on strategic and operational levels? Is WFP engaging with the right stakeholders?
1.3 To what extent is the CSP is coherent and aligned with UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?

- Does WFP have appropriate partnerships within the government, IFIs, civil society and NGOs at appropriate strategic levels, including private sector partnerships? Recommendations for improvement?
- Does WFP avoid duplication of effort with partner agencies? Recommendations for improvement?
- Is WFP competing with, or promoting private sector models in delivery and more generally transitioning activities to include private sector as a key partner?
- How appropriate are the modalities that WFP uses in its partnership arrangements (e.g., MoUs, joint programming, FLAs, etc.)?

1.4 To what extent is the CSP design internally **coherent** articulating WFP role and contributions in a realistic manner and based on its **comparative advantages** as defined in the **WFP strategic plan**?

- Does the CSP reflect a coherent and integrated approach to addressing the root causes of food and nutrition insecurity in Zambia? How are the strategic outcomes and interventions joined up? Recommendations for improvement?
- Have there been any shortcomings in the use of an integrated programming approach?

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? – including the response to the COVID-19 pandemic?

- Did WFP continue to adapt to evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases etc.?
- Did WFP sufficiently engage with the government during the COVID-19 response and other emergencies?
- Was WFP equipped to embrace changing contexts such as a growing emphasis on youth and urban communities? Recommendations for improvement?
- Did adaptations to CSP as a result of contextual changes appropriately consider gender and inclusion considerations?

Evaluation Question 2: To what extent are the **objectives of the CSP being met**?

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?

- To what extent has the CSP progressed food insecure communities to be more resilient to climatic shocks?
- What are the factors which explain different achievement rates for groups with different residency status?
- To what extent has wider institutional capacity strengthening worked across relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response?
- To what extent has WFP strengthened capacities of the government, communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system?
- To what extent does WFP work through government systems and structures to support evidence-based innovations that facilitate smallholder access to climate and market information through digital platforms, financial services, knowledge and low-cost technologies for reducing post-harvest losses?
- To what extent has WFP prioritized activities that meet the needs of women in finance, farming, and trade activities?
- To what extent have WFP activities to diversify production included nutritious crops to increase household dietary diversity and their marketable surpluses?
- To what extent did the CSP strengthen government capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?

<p>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)?</p>
<ul style="list-style-type: none"> • To what extent were cross cutting issues given priority and addressed throughout the CSP results frameworks and monitored during CSP delivery? • How did the COVID-19 pandemic affect delivery of cross-cutting priorities? • To what extent has WFP achieved, or progressed towards achieving, gender equality and <i>mainstreaming</i> of women's empowerment through emergency response, sustainable food systems and national and county capacity strengthening activities? • To what extent were feedback on cross-cutting issues, AAP, (including feedback mechanisms) protection and disability used to inform decision making? • To what extent did the CO/CSP consider wider environmental impact and externalities? • To what extent did the CSP take climate change considerations into account?
<p>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?</p>
<ul style="list-style-type: none"> • To what extent is there national ownership of CSP activities? Is there progress towards moving CSP activities onto the government's budget? • What is the extent of commercially viable linkages with smallholder farmer agricultural interventions and evidence of private sector expanding on CSP results? • Will CSP activities continue (e.g., via private sector/government) if funding stops? • Are Zambian food systems more sustainable and resilient to climate shocks following delivery of CSP? How can WFP strengthen its food systems approach? • Is the CSP Integrated into national government systems and policies? • How has the environment been affected by the delivery of CSP initiatives? • Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?
<p>2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?</p>
<ul style="list-style-type: none"> • To what extent did implementation of the CSP facilitate more strategic linkages between humanitarian and development action? • To what extent did WFP and government effectively work across the nexus? What evidence is there on the promotion of the triple nexus by the CSP? • To what extent has the CSP engendered support for the development and adoption of social protection approaches in crises by the government (for example through the move towards cash-based assistance)? • Did the CSP support engagement with the private/commercial sector, IFIs, multi-lateral development banks? Any recommended improvements? • To what extent is WFP the partner of choice for supply chain and market activities? • To what extent has the CSP developed linkages with the broader economy?
<p>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</p>
<p>3.1 To what extent were outputs delivered within the intended time frame?</p>
<ul style="list-style-type: none"> • To what extent were activities/outputs/outcomes delivered within planned time frames? • Describe factors influencing/ hindering/ advancing timeliness. (Reflecting that working with/through government can be slower than moving alone) • Was the timeliness / speed of emergency CBT and food responses strengthened by prepositioning of resources? What were the disaster preparedness implications for use of CBT?

- Were there any pipeline breaks and what were the implications?
- Was M&E timely and evidence used to inform decision making?
- Can you compare the timeliness of HGSM meals (via government systems) with the former operation?
- What are the consequences of programme activity delays? How did COVID-19 affect the timeliness of assistance?
- Are there any timeliness implications from use of local procurement and pre-positioning?
- Has WFP demonstrated speed and supply chain expertise to address access and nutritional issues?
- Does WFP use the best possible tools for capturing and analysing data to generate relevant insights into what works best?

3.2 To what extent does the **breadth and depth of coverage** ensure the most vulnerable to food insecurity benefit from the programme?

- What are your views on the depth and breadth of WFP coverage? Can you explain the overall low attainment rates by beneficiaries?
- Has WFP struck an appropriate balance between support for residents of Zambia versus refugees?
- What were the implications of resource constraints in relation to application of targeting strategy?
- How were prioritization decisions made? Were prioritization decisions appropriate?
- Was coverage sufficient? By location/target group? Can you give examples of incomplete coverage? What are the implications of these?
- Is there stakeholder consensus on the appropriateness of CSP coverage and prioritization decisions? What are the factors affecting coverage successes and challenges?
- Are there alternative coverage strategies that could improve returns with a fixed intervention budget²
- Is adequacy of coverage of WFP support validated by evidence/data from nutrition surveys (e.g., national demographic health surveys which identify geographic areas in need)?

3.3 To what extent were WFP **activities cost-efficient** in delivery of its assistance?

- What are the main cost drivers for different activities? Have these evolved over time? What are the factors which explain cost changes over time?
- What were the cost implications of COVID 19? Cost implications for local procurement?
- What were the causes and consequences of WFP efficiency performance across different modalities? (Balance description and analysis.)
- Were there trade-offs resulting from introduction of cost-saving measures? To what extent were inputs (goods /services) acquired at lowest possible price verses quality? Were there any unintended negative consequences of acquiring goods/services at lower prices?
- Examples of low and high efficiencies. Identify consequences, investigate causes, highlight high efficiency rates to identify good practices?
- To what extent did the CO effectively use technology and innovation to drive efficiency?

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?

4.3 How did the **partnerships and collaborations with other actors** influence performance and results?

- Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results?
- Demonstrate how WFP partnerships government policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, etc.)?
- To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy?

- To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy?
- To what extent has the CO built partnerships with local governments for saving lives and changing lives?
- Prime examples of effectiveness of transitioning of activities? Can we demonstrate private sector aggregation cases?

4.4 To what extent did the CO have **appropriate human resources capacity** to deliver on the CSP?

- To what extent does the CO have sufficient expertise for its capacity strengthening and other upstream work – CO skills and staffing in relation to the needs?
- Is there sufficient HR capacity to match the ambitions of the CSP and drive sustainable impact? Appropriateness of HR technical capacity?
- To what extent does WFP have appropriate HR technical capacity for Changing Lives, (e.g., raising productivity, incomes, nutrition security and resilience in the context of climate change and environmental degradation)?
- To what extent were the skill sets of staff in FOs realigned to meet the new shift in focus? To match the ambitions of the CSP (e.g., in resilience, disaster risk management)?
- Is WFP HR expertise for coaching and mentoring staff within government ministries sufficient?

4.5 What are the **other factors can explain WFP performance** and the extent to which it has made the **Strategic Shift** expected by the CSP?

- Are the CO set-up and the structure of FOs appropriate to deliver the CSP results?
- Describe external and internal factors which supported/hindered the attainment of outcomes (including COVID-19).
- To what extent do the RBJ and HQ support the CO to embrace the Strategic Shift?
- To what extent were changes made and barriers encountered when shifting to capacity strengthening of partners within the areas of nutrition, social protection, climate change and risk reduction? Recommendations?
- To what extent is nutrition integrated across value chains and SOs?
- Are partners appropriate or are there weaknesses and gaps (national/local, academia, NGOs, private sector, government) for CCS? Any recommendations?

Table 15: Topic guide – Donors

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?	
1.4.1 Targeting of the most vulnerable	<ul style="list-style-type: none"> • Was your organization consulted during the design of the CSP and more specifically on its targeting strategy? • Is WFP's targeting strategy appropriate in your opinion? • To what extent are WFP activities informed by gender analysis and appropriately focussed on gender equality and women's empowerment?
1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the Sustainable Development Goals?	<ul style="list-style-type: none"> • How well aligned in your opinion is WFP support with government policies and goals? • Is WFP work replacing/crowding out government work? • Do you think WFP is appropriately positioned to make optimal contribution (nationally and at district level) with regard to emergency preparedness and response, social protection and disaster risk reduction?
1.3 To what extent is the CSP is coherent and aligned with UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?	<ul style="list-style-type: none"> • Is WFP support well aligned to your organization's goals and priorities in Zambia? • What other complementary programmes is your organization supporting in Zambia of relevance to WFP's interventions? • Are there any synergies between other support programmes and WFP assistance in Zambia? • Are there any other partnerships that the WFP should forge to support the effectiveness of its work in Zambia?
1.4 To what extent is the CSP design internally coherent articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan ?	<ul style="list-style-type: none"> • Does CSP reflect a coherent and integrated approach to addressing the root causes of food and nutrition insecurity in Zambia? Recommendations for improvement? Have there been any shortcomings in the use of an integrated programming approach? • How does the CSP harness WFP's comparative advantages? Recommendations for improvement?
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering the changing context , national capacities and needs? – including the response to the COVID-19 pandemic?	<ul style="list-style-type: none"> • Did WFP continue to adapt to evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases etc.? • Did adaptations to CSP as a result of contextual changes appropriately consider gender and inclusion considerations?
Evaluation Question 2: To what extent are the objectives of the CSP being met?	

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?
<ul style="list-style-type: none"> • What do you think are WCP's key achievements in Zambia? • Do you think WFP has strengthened capacities of the government, communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system? • To what extent did the CSP strengthen government capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?
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)?
<ul style="list-style-type: none"> • Are you aware of WFP consideration of cross-cutting issues such as gender equality, climate change, AAP, environmental considerations and so on? Do you think WFP is doing enough in these areas?
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?
<ul style="list-style-type: none"> • Is WFP doing enough to ensure the likely sustainability of its interventions in Zambia? Are you aware of any successes in terms of sustainability? • What are your organization's plans in terms of priorities and future support to WFP Zambia? What would you like to see more of/less of? • To what extent did WFP demonstrate scale and sustainability to avoid losing donors? • To what extent did the CO mobilize resources from all avenues (including traditional and emerging donors, south-south cooperation, the private sector, and IFIs)? • To what extent is there national ownership of CSP activities? • Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace ?
<ul style="list-style-type: none"> • To what extent did implementation of the CSP facilitates more strategic linkages between humanitarian and development action?
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?
3.2 To what extent does the breadth and depth of coverage ensure the most vulnerable to food insecurity benefit from the programme?
<ul style="list-style-type: none"> • What are your views on the depth and breadth of WFP coverage? Can you explain the overall low attainment rates by beneficiaries? • Has WFP struck an appropriate balance between support for residents of Zambia versus refugees?
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?
<ul style="list-style-type: none"> • What are your views on the extent to which WFP supports cost efficiency in delivery of support? • What more could it do to ensure cost-efficient delivery?

<ul style="list-style-type: none"> • What about the modalities used by WFP – are they cost-efficient?
3.4 To what extent were alternative, more cost-effective measures considered?
<ul style="list-style-type: none"> • What is the degree of scalability of WFP support?
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 was WFP able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
<ul style="list-style-type: none"> • Is there a mismatch between WFP’s focus in the CSP and donor priorities? • A high proportion of funds are allocated to the crisis response. To what extent is this due to donor funding patterns placing a heavier emphasis on emergency response activities, the COVID-19 response or other factors? • Were there any issues with the timeliness of availability of funding and alignment with annual planning? • What were the implications of earmarking of funding by donors on achievement of the SOs? To what extent did donor priorities affect the availability of sufficient resources to deliver intended outcomes? There was a significant reduction in earmarking by donors at country level in 2019 – why? • What were the implications of annual or multi-year funding made available to finance the CSP by donors? • Which factors drove flexible versus earmarking of funding by donors? • To which extent did the COVID-19 pandemic affect funding for CSP delivery? Are donors planning any changes to levels of funding for CSP activities going forward? • Extent of earmarking and readiness of partners (government and donors) to accept WFP’s Strategic Shift from life saving to life changing interventions?
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?
<ul style="list-style-type: none"> • What reporting system is in place from WFP to your organization on results achieved? • Is the M&E/reporting system sufficient to meet your decision-making needs?
4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?
<ul style="list-style-type: none"> • Does WFP have sufficient capacity at CO and FO level to match the ambitions of 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?
<ul style="list-style-type: none"> • Describe the external and internal factors which supported/hindered attainment of outcomes (including COVID-19). • Has WFP gone far enough in terms of the strategic shift towards resilience building and CCS activities?

Table 16: Topic guide: Government of the Republic of Zambia

<p>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</p>
<p>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?</p>
<p>1.4.1 Targeting of the most vulnerable</p> <ul style="list-style-type: none"> • What was the degree of coherence of CSP with government and national analyses of food and nutrition insecurity and needs? Were needs assessments and contextual analyses conducted on a regular basis to capture contextual changes? Does WFP take government surveys and research into account in defining needs and targeting and prioritization decisions? • Was WFP targeting strategy appropriate? Is there sufficient clarity and transparency on WFP targeting strategy? Were youth adequately targeted? • What were the implications of WFP protracted geographic focus vis a vis “Leave no one behind”? • To what extent did WFP adapt activities to the needs of the vulnerable groups over the lifetime of the strategy and specifically in response to the COVID-19 pandemic? • To what extent do you think WFP activities are informed by gender analyses and are appropriately focussed on gender equality and women’s empowerment?
<p>1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the Sustainable Development Goals?</p>
<p>1.2.1 Alignment with national policies, strategies and plans</p> <ul style="list-style-type: none"> • Are the WFP SOs and activities aligned with national priorities, policies, strategies and plans, (including 7th/8th NDP) and Agenda 2030? What are the areas of complementarity/synergies? Are the WFP SOs and activities aligned with domesticated SDGs and Zambia Zero Hunger Strategic Review? • Is WFP work replacing/crowding out government work? • Is WFP is appropriately positioned to make optimal contribution (nationally and at district level) with regard to emergency preparedness and response, social protection and disaster risk reduction? • What are the mechanisms for WFP to engage with the government on strategic and operational levels? Is WFP engaging with the right stakeholders?
<p>1.4 To what extent is the CSP design internally coherent, articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?</p>
<ul style="list-style-type: none"> • What is your understanding of WFP’s comparative advantages?
<p>1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – including the response to the COVID-19 pandemic?</p>
<ul style="list-style-type: none"> • Did WFP continue to adapt to evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases and so on? • Did WFP sufficiently engage with the government during the COVID-19 response and other emergencies? • Was WFP equipped to embrace changing contexts such as a growing emphasis on youth and urban communities? Recommendations for improvement?
<p>Evaluation Question 2: To what extent are the objectives of the CSP being met?</p>

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?
<ul style="list-style-type: none"> • To what extent has the CSP made food insecure communities more resilient to climatic shocks? • To what extent has wider institutional capacity strengthening worked across relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response? • To what extent has WFP strengthened the capacities of the government, communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system? • To what extent does WFP work through government systems and structures to support evidence-based innovations that facilitate smallholder access to climate and market information through digital platforms, financial services, knowledge and low-cost technologies for reducing post-harvest losses? • To what extent did the CSP strengthen the government's capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?
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)?
<ul style="list-style-type: none"> • To what extent has WFP influenced government policies and programme delivery in relation to cross-cutting aims such as gender equality, environmental protection, climate change, and so on? • How has the environment been affected by the delivery of CSP initiatives? • Has WFP supported women's empowerment?
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?
<ul style="list-style-type: none"> • To what extent is there national ownership of CSP activities? Is there progress towards moving CSP activities onto the government's budget? • Will CSP activities continue (for example via the private sector or the government) if funding stops? • Are Zambian food systems more sustainable and resilient to climate shocks following delivery of CSP? How can WFP strengthen its food systems approach? • Is the CSP Integrated into national government systems and policies? • Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace ?
<ul style="list-style-type: none"> • To what extent did WFP and the government effectively work across the nexus? What is evidence on the promotion of the triple nexus by the CSP? • To what extent has the CSP engendered support for the development and adoption of social protection approaches in crises by the government (for example through the move towards cash-based assistance)?
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 time frame?
<ul style="list-style-type: none"> • Describe factors influencing / hindering / advancing timeliness. (Reflecting that working with/through government can be slower than moving alone)

<ul style="list-style-type: none"> • Was the timeliness / speed of emergency CBT and food responses strengthened by prepositioning of resources? What were the disaster preparedness implications for use of CBT? • Can you compare timeliness of HGSM meals (via government systems) versus former operations? • What are the consequences of programme activity delays? How did COVID-19 affect the timeliness of assistance?
<p>3.2 To what extent does the breadth and depth of coverage ensure the most vulnerable to food insecurity benefit from the programme?</p>
<ul style="list-style-type: none"> • What are your views on the depth and breadth of WFP coverage? • Was the government consulted on prioritization decisions? Were these decisions appropriate? • Was enough done to support capacity strengthening of government partners? What more should/could have been done?
<p>3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?</p>
<ul style="list-style-type: none"> • Are there any examples of in-kind/financial support from the government to support cost efficiency in WFP delivery?
<p>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?</p>
<p>4.3 How did the partnerships and collaborations with other actors influence performance and results?</p>
<ul style="list-style-type: none"> • Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results? • Demonstrate how WFP partnerships strengthened government policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, etc.)? • To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy? • To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy? • To what extent has CO built partnerships with local governments for saving lives and changing lives? • Are there good examples of effectiveness of transitioning of activities? Can we demonstrate private sector aggregation cases?
<p>4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?</p>
<ul style="list-style-type: none"> • To what extent does the CO have sufficient expertise for its capacity strengthening and other upstream work – CO skills and staffing in relation to the needs? • Is there sufficient HR capacity to match the ambitions of the CSP and drive sustainable impact? Appropriateness of HR technical capacity? • Is WFP HR expertise sufficient for coaching and mentoring staff within government ministries?
<p>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?</p>
<ul style="list-style-type: none"> • Is the CO set-up and the structure of FOs appropriate to deliver the CSP results? • Describe external and internal factors which supported/hindered the attainment of outcomes (including COVID-19). • To what extent were changes made and barriers encountered when shifting to capacity strengthening of partners within the areas of nutrition, social protection, climate change and risk reduction? Recommendations? • Are partners appropriate or are there weaknesses and gaps (national/local, academia, NGOs, private sector, government) for CCS? Any recommendations?

Table 17: Topic guide – United Nations

Key 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, food security and nutrition issues prevailing in the country to ensure its relevance at the design stage?	<ul style="list-style-type: none"> a) To what extent did the CSP address the needs of food and nutrition-insecure populations in Zambia? b) What are the implications of WFP’s geographic focus and leave no one behind
1.4 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including national SDGs?	<ul style="list-style-type: none"> a) In your view, have WFP’s activities been relevant to national priorities and plans, United Nations agency needs and donor interests? b) How well do you think WFP adapted to the COVID crisis? c) Do you think WFP is replacing or crowding out government work?
1.3 To what extent is the CSP coherent and aligned with the UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?	<ul style="list-style-type: none"> a) What were the main objectives for the UNCT, and how relevant have WFP’s interventions been to these? Relevance to UNSDPF? b) Was WFP engagement with UNSDPF processes adequate? Could it be improved? Were WFP’s objectives incorporated into the partnership framework and Common Country Assessment? c) Did WFP work in harmony with wider United Nations and humanitarian and development sector actors? Did partnerships enhance collaboration leading to synergies and building on complementarities in order to achieve capacity strengthening objectives? Are there any recommendations for improvement? d) How did WFP partnerships and collaborations positively influence performance and results? e) Is WFP the appropriate partner (mandate/expertise) to address capacity strengthening needs of government institutions in relation to nutrition-sensitive programming, HGSM, food systems, and climate change resilience? Recommendations for improvement? f) Are WFP-United Nations joint activities efficiently planned and coordinated? Recommendations for improvement? g) Does the CSP clearly define the WFP mandate and avoid duplication of effort with partner agencies? Recommendations for improvement?
1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering the changing context, national capacities and needs? – including the response to the COVID-19 pandemic?	<ul style="list-style-type: none"> a) Did WFP continue to adapt to evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, and so on? b) Is WFP appropriately positioned (both nationally and locally) with regard to emergency preparedness and response? Recommendations for improvement?
Key Question 2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes and UNSDPF? Were there any unintended outcomes, positive or negative?	

2.1 To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?	a) What was the key contribution of WFP support in Zambia to the UNSDPF? What are the priority areas which WFP should support going forward in the new UNSDCF?
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?	a) To what extent have United Nations agencies adopted some of the approaches of WFP (e.g., scale-up of interventions) to further promote their sustainability? b) In your view, have resilience building interventions supported by the WFP been adopted by communities, small holder farmers or households more widely? c) To what extent did WFP common services play a role in building national / local capacities? d) How appropriate and effective has WFP’s support to capacity strengthening been? Areas of improvement and interventions that are working well.
2.4 To what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, contribution to peace?	a) To what extent do you think WFP understands the triple nexus, and is this aligned with other actors in Zambia? b) To what extent did WFP work effectively across the nexus? c) To what extent has WFP engendered support for the development and adoption of approaches to social protection in crises?
Evaluation Question 4: What are the factors that explain WFP’s performance and the extent to which it has made the strategic shift expected by the ICSP?	
4.3 To what extent did the partnerships and collaborations with other actors influence performance and results?	a) Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results? b) How have WFP partnerships strengthened the government’s policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, and so on)? c) To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy? d) To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy?

Table 18: Topic guide – Implementing partners

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?
<p>1.4.1 Targeting of the most vulnerable</p> <ul style="list-style-type: none"> • Do you think the CSP support was based on food and nutrition insecurity needs? • Was WFP’s targeting strategy appropriate? Is there sufficient clarity and transparency on WFP’s targeting strategy? Were targeted groups consulted on their needs? Were youth adequately targeted? • What were the implications of WFP’s protracted geographic focus vis a vis “Leave no one behind”?
1.2 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the Sustainable Development Goals?
<p>1.2.1 Alignment with national policies, strategies and plans</p> <ul style="list-style-type: none"> • Is WFP work replacing/crowding out government work? • Is WFP is appropriately positioned to make optimal contribution (nationally and at district level) with regard to emergency preparedness and response, social protection and disaster risk reduction? • What are the mechanisms for WFP to engage with the government on strategic and operational levels? Is WFP engaging with the right stakeholders?
1.3 To what extent is the CSP is coherent and aligned with UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?
<ul style="list-style-type: none"> • Did WFP work in harmony with wider United Nations and humanitarian and development sector actors? Did partnerships enhance collaboration leading to synergies and building on complementarities in order to achieve capacity strengthening objectives? Any recommendations for improvement? • Is WFP the appropriate partner (mandate/expertise) to address capacity strengthening needs of government institutions in relation to nutrition-sensitive programming, HGSM, food systems, and climate change resilience? Recommendations for improvement? • Does WFP have appropriate partnerships within the government, IFIs, civil society and NGOs, at appropriate strategic levels, including private sector partnerships? Recommendations for improvement? • Does WFP avoid duplication of effort with partner agencies? Recommendations for improvement? • Is WFP competing with, or promoting private sector models in delivery and more generally transitioning activities to include private sector as a key partner? • How appropriate are the modalities that WFP uses in its partnership arrangements (e.g., MoUs, joint programming, FLAs, etc.)?
1.4 To what extent is the CSP design internally coherent articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan ?

<ul style="list-style-type: none"> Does CSP delivery reflect a coherent and integrated approach to addressing the root causes of food and nutrition insecurity in Zambia? Recommendations for improvement? Have there been any shortcomings in the use of an integrated programming approach?
<p>1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – including the response to the COVID-19 pandemic?</p>
<ul style="list-style-type: none"> Did WFP continue to adapt to evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases etc.? Did WFP sufficiently engage with the government during the COVID-19 response and other emergencies? Was WFP equipped to embrace changing contexts such as a growing emphasis on youth and urban communities? Recommendations for improvement? Did adaptations to CSP as a result of contextual changes appropriately consider gender and inclusion considerations?
<p>Evaluation Question 2: To what extent are the objectives of the CSP being met?</p>
<p>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?</p>
<ul style="list-style-type: none"> To what extent has the CSP progressed food insecure communities to be more resilient to climatic shocks? What are the factors which explain different achievement rates for groups with different residency status? To what extent has wider institutional capacity strengthening worked across relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response? To what extent has WFP strengthened capacities of the government, communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system? To what extent does WFP work through government systems and structures to support evidence-based innovations that facilitate smallholder access to climate and market information through digital platforms, financial services, knowledge and low-cost technologies for reducing post-harvest losses? To what extent has WFP prioritized activities that meet the needs of women in finance, farming, and trade activities? To what extent have WFP activities diversified production included nutritious crops to increase household dietary diversity and their marketable surpluses? To what extent did the CSP strengthen government capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?
<p>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)?</p>
<ul style="list-style-type: none"> To what extent were cross-cutting issues given priority and addressed throughout the CSP results frameworks and monitored during CSP delivery? How did the COVID-19 pandemic affect delivery of cross-cutting priorities? To what extent has WFP achieved, or progressed towards achieving, gender equality and <i>mainstreaming</i> of women's empowerment through emergency response, sustainable food systems and national and county capacity strengthening activities?
<p>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?</p>

- To what extent is there national ownership of CSP activities? Is there progress towards moving CSP activities onto the government's budget?
- What is the extent of commercially viable linkages with smallholder farmer agricultural interventions and evidence of private sector expanding on CSP results?
- Will CSP activities continue (e.g., via private sector or government) if funding stops?
- Are Zambian food systems more sustainable and resilient to climate shocks following delivery of CSP? How can WFP strengthen its food systems approach?
- Is the CSP Integrated into national government systems and policies?
- How has the environment been affected by delivery of CSP initiatives?
- Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?

2.4 To what extent did the CSP facilitate **more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?**

- To what extent did implementation of the CSP facilitate more strategic linkages between humanitarian and development action?
- To what extent did WFP and government effectively work across the nexus? What evidence is there on the promotion of the triple nexus by the CSP?
- Did the CSP support engagement with the private/commercial sector, IFIs, multi-lateral development banks? Any recommended improvements?
- To what extent is WFP the partner of choice for supply chain and market activities?
- To what extent has the CSP developed linkages with the broader economy?
- To what extent did the CSP bridge the gap between siloed humanitarian and development resources to work across the nexus?
- To what extent did the CSP prioritize "prevention always, development wherever possible and humanitarian action when necessary"?

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 time frame?

- To what extent were activities/outputs/outcomes delivered within planned time frames?
- Describe factors influencing/ hindering/ advancing timeliness. (Reflecting that working with/through government can be slower than moving alone)
- Was the timeliness / speed of emergency CBT and food responses strengthened by prepositioning resources? What were the disaster preparedness implications for use of CBT?
- Were there any pipeline breaks and what were the implications?
- What are the consequences of programme activity delays? How did COVID-19 affect the timeliness of assistance?
- Are there any timeliness implications from use of local procurement and pre-positioning?

3.2 To what extent does the **breadth and depth of coverage** ensure that the most vulnerable to food insecurity benefit from the programme?

- What are your views on the depth and breadth of WFP coverage? Can you explain overall the low attainment rates by beneficiaries?
- Has WFP struck an appropriate balance between support for residents of Zambia versus refugees?
- Can you give examples of incomplete coverage? What are the implications of these?
- What are the factors affecting coverage successes and challenges?
- Are there alternative coverage strategies that could improve returns with a fixed intervention budget²

3.3 To what extent were WFP **activities cost-efficient** in delivery of its assistance?

- What are the main cost drivers for different activities? Have these evolved over time? What are the factors which explain cost changes over time?
- What were the cost implications of COVID-19? Cost implications for local procurement?
- To what extent were choices of supply sources and modalities cost efficient?
- What were the causes and consequences of WFP efficiency performance – across different modalities? (Balance description and analysis.)
- Were there trade-offs resulting from introduction of cost-saving measures? To what extent were inputs (goods /services) acquired at lowest possible price verses quality? Were there any unintended negative consequences of acquiring goods/services at lower price?
- Examples of low and high efficiencies. Identify consequences, investigate causes, highlight high efficiency rates to identify good practices.
- To what extent did the CO effectively use technology and innovation to drive efficiency?

3.4 To what extent were **alternative, more cost-effective measures** considered?

- To what extent were alternative, more cost-effective measures were considered?
- What is the degree of scalability of SO3 to address nutrition challenges?
- Were there strategic local procurement supply chain synergies across the SOs? What was the level of use of supply chain expertise to address nutrition issues?

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?

4.3 How did the **partnerships and collaborations with other actors** influence performance and results?

- Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results?
- Demonstrate how WFP partnerships strengthened government policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, etc.)?
- To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy?
- To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy?
- To what extent has the CO built partnerships with local governments for saving lives and changing lives?
- Prime examples of effectiveness of transitioning of activities? Can we demonstrate private sector aggregation cases?

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?

- Are the CO set-up and the structure of FOs appropriate to deliver CSP results?
- Describe external and internal factors which supported/hindered attainment of outcomes (including COVID-19).
- Are partners appropriate or are there weaknesses and gaps (national/local, academia, NGOs, private sector, government) for CCS? Any recommendations?

Figure 26: Topic guide – Academic Institutions

We would like to focus this interview mainly on the food and nutrition, economic, and climatic context of the WFP operations in Zambia.

1. To what extent has the context (food and nutrition security, socio-cultural, economic, climatic) in Zambia changed between 2019 and now.
2. How might these changes in context affect WFP support to affected populations in Zambia.
3. What have been the effects of COVID-19 on the poor and vulnerable in Zambia? Do you think the WFP has responded appropriately to support the needs of the poor and vulnerable during the pandemic?
4. What are the challenges for organizations like the WFP in delivery of support in a way that reflects humanitarian principles, and takes gender and environmental considerations into account?
5. Are there any negative/positive unintended effects of WFP support to Zambia?
6. What should organizations like WFP do more of (in terms of what has worked well)?
7. What should organizations like WFP do less of (in terms of what has NOT worked well)?
8. Are there any lessons for WFP based on its work in Zambia?
9. Are there any recommendations to inform WFP's next strategy for Zambia?
10. Are there any ways that WFP can better promote local ownership and the sustainability of its interventions in Zambia?
11. Are there any other points you would like to make?
12. Are there any publications/reference documents that you would like to recommend we the evaluation team look at?
13. Are there any additional persons/stakeholders that the evaluation team should interview?

Table 19: Topic guide – Other

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?
1.4.1	<p>Targeting of the most vulnerable</p> <ul style="list-style-type: none"> • What was the level of stakeholder consensus on food and nutrition insecurity and needs? What was the degree of coherence of CSP with government and national analyses of food and nutrition insecurity and needs? Were needs assessments and contextual analyses conducted on a regular basis to capture contextual changes? • Was WFP targeting strategy appropriate? Is there sufficient clarity and transparency on WFP targeting strategy? Were targeted groups consulted on their needs? Were youth adequately targeted? • What were the implications of WFP protracted geographic focus vis a vis “Leave no one behind”? • To what extent did the CSP embrace Zambia’s natural resource variations, and vulnerability spatial distributions including urban communities in its targeting strategy and criteria? • To what extent did WFP adapt activities to the needs of the vulnerable groups over the lifetime of the strategy and specifically in response to the COVID-19 pandemic? • To what extent are WFP activities informed by gender analyses and is appropriately focussed on gender equality and women’s empowerment?
1.2	To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of Sustainable Development Goals?
1.2.1	<p>Alignment with national policies, strategies and plans</p> <ul style="list-style-type: none"> • Are WFP SOs and activities aligned with national priorities, policies, strategies and plans, (including 7th/8th NDP) and Agenda 2030? What are the areas of complementarity/synergies? Are WFP SOs and activities aligned with domesticated SDGs and Zambia Zero Hunger Strategic Review? • Is WFP work replacing/crowding out government work? • Is WFP is appropriately positioned to make an optimal contribution (nationally and at district level) regarding emergency preparedness and response, , social protection and disaster risk reduction? • What are the mechanisms for WFP to engage with the government on strategic and operational levels? Is WFP engaging with the right stakeholders?
1.3	To what extent is the CSP is coherent and aligned with UNSDG and includes appropriate strategic partnerships based on the comparative advantage of WFP in-country?

- Was WFP engagement with UNSDPF processes adequate? Could it be improved? Were WFP objectives incorporated into the partnership framework and the Common Country Assessment?
- Did WFP work in harmony with wider United Nations and humanitarian and development sector actors? Did partnerships enhance collaboration leading to synergies and building on complementarities in order to achieve capacity strengthening objectives? Any recommendations for improvement?
- Is WFP the appropriate partner (mandate/expertise) to address the capacity strengthening needs of government institutions in relation to nutrition-sensitive programming, HGSM, food systems, and climate change resilience? Recommendations for improvement?
- Does WFP have appropriate partnerships within the government, IFIs, civil society and NGOs, at appropriate strategic levels, including private sector partnerships? Recommendations for improvement?
- Does WFP avoid duplication of effort with partner agencies? Recommendations for improvement?
- Is WFP competing with, or promoting private sector models in delivery and more generally transitioning activities to include private sector as a key partner?
- How appropriate are the modalities that WFP uses in its partnership arrangements (e.g., MoUs, joint programming, FLAs, etc.)?

1.4 To what extent is the CSP design internally **coherent**, articulating WFP role and contributions in a realistic manner and based on its **comparative advantages** as defined in the **WFP strategic plan**?

- What is the CO's understanding of how the CSP was expected to achieve the envisaged Strategic Outcomes?
- Was there consensus within WFP on how the CSP was expected to deliver results?
- Do SOs promote synergy, cross fertilize and are they mutually reinforcing? Recommendations for improvement?
- Does the CSP reflect a coherent and integrated approach to addressing the root causes of food and nutrition insecurity in Zambia? Recommendations for improvement? Have there been any shortcomings in the use of an integrated programming approach?
- How does the CSP harness WFP comparative advantages and strategic joint expertise of RBAs? Recommendations for improvement?
- In what way did the CSP's design build on the T-ICSP in terms of design and focus?

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? – including the response to the COVID-19 pandemic?

- Did WFP continue to adapt to the evolving food security and nutrition context – reflecting locally specific contexts; governance, natural resources, COVID-19, food price increases etc.?
- Did WFP sufficiently engage with the government during the COVID-19 response and other emergencies?
- Was WFP equipped to embrace changing contexts such as a growing emphasis on youth and urban communities? Recommendations for improvement?
- Did adaptations to CSP result from contextual changes appropriately consider gender and inclusion considerations?

Evaluation Question 2: To what extent are the objectives of the CSP being met?

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCPF? Were there any unintended outcomes, positive or negative?

- To what extent has the CSP progressed food insecure communities to be more resilient to climatic shocks?
- What are the factors which explain different achievement rates for groups with different residency status?

- To what extent has wider institutional capacity strengthening worked across relief assistance, nutrition, food systems, social protection, HGSM, emergency preparedness and response?
- To what extent has WFP strengthened capacities of the government communities, SHFs, private sector entities and NGOs to adopt methods, approaches and practices that build a resilient and equitable food system?
- To what extent does WFP work through government systems and structures to support evidence-based innovations that facilitate smallholder access to climate and market information through digital platforms, financial services, knowledge and low-cost technologies for reducing post-harvest losses?
- To what extent has WFP prioritized activities that meet the needs of women in finance, farming, and trade activities?
- To what extent have WFP activities to diversify production included nutritious crops to increase household dietary diversity and their marketable surpluses?
- To what extent were national SDG targets and UNSDPF priorities (as articulated in the CCA) attained?
- To what extent did CSP make an optimal contribution to national efforts (including domesticated SDGs, Agenda 2030)? How could its contribution have been strengthened?
- To what extent did the CSP strengthen government capacity specifically in the social protection space to provide safety nets to address shocks and chronic stressors and adapt to changes in context?

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)?

- To what extent were cross-cutting issues given priority and embedded and addressed throughout the CSP results frameworks and monitored during CSP delivery?
- How did the COVID-19 pandemic affect delivery of cross-cutting priorities?
- To what extent has WFP achieved, or progressed towards achieving gender equality and *mainstreaming* of women's empowerment through emergency response, sustainable food systems and national and county capacity strengthening activities?
- To what extent have CO partners (including government) adopted WFP cross cutting aims and humanitarian principles including mainstreaming gender?
- To what extent were cross-cutting issues, AAP, (including feedback mechanisms) protection and disability addressed and used to inform decision making?
- To what extent were beneficiary perspectives incorporated into design, planning, implementation of M&E/CSP design?
- To what extent did the CO/CSP consider wider environmental impact and externalities?
- To what extent did the CSP take climate change considerations into account?

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?

- To what was WFP able to mobilize adequate, predictable and flexible resources to finance the CSP?
- To what extent did WFP demonstrate scale and sustainability to avoid losing donors?
- To what extent did the CO mobilize resources from all avenues (including traditional and emerging donors, south-south cooperation, the private sector, and IFIs)?
- What is the extent of development of joint fundraising efforts with other United Nations agencies and other partners and the exploration of partnerships with new donors and the private sector?
- To what extent is there national ownership of CSP activities?
- Is there progress towards moving CSP activities onto the government's budget?

- What is the extent of commercially viable linkages with smallholder farmer agricultural interventions and evidence of private sector expanding on CSP results?
- To what extent have CSP social protection systems and approaches been adopted by government?
- Will CSP activities continue (e.g., via the private sector/government) if funding stops?
- Are Zambian food systems more sustainable and resilient to climate shocks following delivery of CSP? How can WFP strengthen its food systems approach?
- Is the CSP Integrated into national government systems and policies?
- What is the degree of government ownership of the programme?
- How has the environment been affected by delivery of CSP initiatives?
- Are there any issues concerning the likely sustainability of WFP support to specific groups (including women for example)?

2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

- To what extent did implementation of the CSP facilitate more strategic linkages between humanitarian and development action?
- To what extent did WFP and government effectively work across the nexus? What evidence is there on promotion of the triple nexus by the CSP?
- To what extent has the CSP engendered support for the development and adoption of social protection approaches in crises by the government (for example through the move towards cash-based assistance)?
- Did the CSP support engagement with the private/commercial sector, IFIs, multi-lateral development banks? Any recommended improvements?
- To what extent is WFP the partner of choice for supply chain and market activities?
- To what extent has the CSP developed linkages with the broader economy?
- To what extent did the CSP bridge the gap between siloed humanitarian and development resources to work across the nexus?
- To what extent did the CSP prioritizes “prevention always, development wherever possible and humanitarian action when necessary”?

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 time frame?

- To what extent were activities/outputs/outcomes delivered within planned time frames?
- Describe factors influencing/ hindering/ advancing timeliness. (Reflecting that working with/through government can be slower than moving alone)
- Was the timeliness / speed of emergency CBT and food responses strengthened by prepositioning resources? What were the disaster preparedness implications for use of CBT?
- Were there any pipeline breaks and what were the implications?
- Was M&E timely and evidence used to inform decision making?
- Can you compare the timeliness of HGSM meals with the former operation?
- What are the consequences of programme activity delays? How did COVID-19 affect the timeliness of assistance?
- Are there any timeliness implications from use of local procurement and pre-positioning?
- Has WFP demonstrated speed and supply chain expertise to address access and nutritional issues?
- Does WFP use the best possible tools for capturing and analysing data to generate relevant insights into what works best?

3.2 To what extent does the breadth and depth of coverage ensure the most vulnerable to food insecurity benefit from the programme?

- What are your views on the depth and breadth of WFP coverage? Can you explain the overall low attainment rates by beneficiaries?

- Has WFP struck an appropriate balance between support for residents of Zambia versus refugees?
- What were the implications of resource constraints in relation to application of targeting strategy?
- How were prioritization decisions made? Were prioritization decisions appropriate?
- There was significant underspend in 2019 in comparison with the needs-based plan. Why?
- What are the reasons for underspend on capacity strengthening against this area in the needs-based plan?
- Was coverage sufficient (e.g., across different types of shock – natural disasters, socio-economic and health-related)?
- Can you give examples of incomplete coverage? What are the implications of these?
- Is there stakeholder consensus on the appropriateness of CSP coverage and prioritization decisions? Which factors affect coverage successes and challenges?
- Are there alternative coverage strategies that could improve returns with a fixed intervention budget?
- Is adequacy of coverage of WFP support validated by evidence/data from nutrition surveys (e.g., national demographic health surveys which identify geographic areas in need)?

3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?

- To what extent was efficiency enhanced by collaboration and synergy across the CSP SOs?
- Does the promotion of collaboration and synergies across SOs result in additional costs/reduced costs?
- To what extent were choices of supply sources and modalities cost efficient?
- What were the causes and consequences of WFP efficiency performance - across different modalities? (Balance description and analysis.)
- Were there trade-offs resulting from introduction of cost-saving measures? To what extent were inputs (goods /services) acquired at lowest possible price versus quality? Were there any unintended negative consequences of acquiring goods/services at lower price?
- What are the main cost drivers for different activities? Have these evolved over time? What are the factors which explain cost changes over time?
- What were the cost implications of COVID 19?
- What were the cost implications for local procurement?
- To what extent were losses between acquisition and delivery of goods kept under control?
- Examples of low and high efficiencies. Identify consequences, investigate causes, highlight high efficiency rates to identify good practices?
- To what extent did the CO effectively use technology and innovation to drive efficiency?

3.4 To what extent were alternative, more cost-effective measures considered?

- To what extent were alternative, more cost-effective measures considered?
- To what extent did CO analyse and compare the cost-effectiveness of different intervention approaches to achieve the same strategic outcome? Scope and pertinence of CEAs? What was the quality of these cost-effectiveness comparisons?
- To what extent were cost-effectiveness comparisons used to inform decisions regarding the choice of intervention options?
- Were cost-effectiveness comparisons strategically chosen, i.e., areas where most funds are being disbursed?
- What were the collaboration and synergies across SOs and the relationship (if any) to cost effectiveness?
- To what extent did synergies across SOs reduce supply chain costs? Smallholder farmer aggregation impacts on supply chains costs? Cost implications of reduced smallholder farmer post-harvest losses for supply chains? What were the cost implications of HGSM?
- What is the degree of scalability of SO3 to address nutrition challenges?

- Were there strategic local procurement supply chain synergies across the SOs? What level of supply chain expertise was used to address nutrition issues?

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 was WFP able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?

- To what extent were CSP activities supported by sufficient resources and reliable financial flows?
- What were the implications of the fall in funds in 2021 for the delivery of the CSP?
- To what extent did insufficient funding across SOs affect the achievement of outcomes?
- Is there a mismatch between WFP's focus in the CSP and donor priorities?
- A high proportion of funds are allocated to the crisis response. To what extent was this due to donor funding patterns placing a heavier emphasis on emergency response activities, the COVID-19 response or other factors?
- Were there any issues with the timeliness of availability of funding and alignment with annual planning?
- What were the implications of earmarking of funding by donors for achievement of SOs? To what extent did donor priorities affect the availability of sufficient resources to deliver intended outcomes? There was a significant reduction in earmarking by donors at country level in 2019 – why?
- What were the implications of annual or multi-year funding made available to finance the CSP by donors?
- Which factors drove flexible rather than earmarking of funding by donors?
- To what extent did the COVID-19 pandemic affect funding for CSP delivery? Are donors planning any changes to levels of funding for CSP activities going forward?
- Extent of earmarking and readiness of partners (government and donors) to accept the Strategic Shift?
- Were there disbursement bottlenecks? Were they addressed effectively? Were there any unintended consequences?

4.2 To what extent were the monitoring and reporting systems useful for tracking and demonstrating progress towards expected outcomes and to inform management decisions?

- To what extent was adequate data generated to support results-based management and inform decision making?
- Can you demonstrate evidence that WFP collects data and credible evidence in priority areas for decision-making purposes?
- Is there evidence of adaptation based on data analysis?
- To what extent were VAM/M&E systems appropriately adapted and reflective of the Strategic Shift to CCS?
- Did the CO develop any country-specific indicators in addition to standard CRF indicators?
- Does the CO monitor any donor-specific indicators in parallel to its own set of monitoring indicators?
- To what extent did evidence on M&E indicators guide programming and partner programming?
- To what extent were data and evidence generated by VAM/M&E systems used to support evidence-based decision making and policy making by other partners including the government?
- What was the M&E financial resourcing as a percentage of the annual budget over the lifetime of the CSP?

4.3 How did the partnerships and collaborations with other actors influence performance and results?

- Did partnership arrangements evolve sufficiently to leverage comparative advantages of other agencies to achieve CSP results?

- Demonstrate how WFP partnerships strengthened government policy and institutions (e.g., agricultural extension capacity or ensuring nutrition is incorporated into MoA structures, etc.)?
- To what extent have partnerships with the government encouraged mainstreaming nutrition in government agricultural policy?
- To what extent have WFP partnerships with the government encouraged mainstreaming gender objectives in government policy?
- To what extent has the CO built partnerships with local governments for saving lives and changing lives?
- Prime examples of effectiveness of transitioning of activities? Can we demonstrate private sector aggregation cases?

4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?

- To what extent does the CO have sufficient expertise for its capacity strengthening and other upstream work – CO skills and staffing in relation to the needs?
- Is there sufficient HR capacity to match the ambitions of the CSP and drive sustainable impact? Appropriateness of HR technical capacity?
- To what extent does WFP have appropriate HR technical capacity for Changing Lives, (e.g., raising productivity, incomes, nutrition security and resilience in the context of climate change and environmental degradation)?
- To what extent were the skill sets of staff in FOs realigned to meet the new shift in focus?
- What is the technical expertise in FOs in areas such as resilience and disaster risk management?
- Is WFP HR expertise for coaching and mentoring staff within government ministries sufficient?
- Does WFP have sufficient capacity at FO level to match the ambitions of the CSP?

4.5 Which other factors can explain WFP performance and the extent to which it has made the Strategic Shift expected by the CSP?

- To what extent do the RBJ and HQ support the CO to embrace the Strategic Shift?
- What is the value added of RBA and RBJ in supporting CO, including adherence to corporate policies and requirements?
- Are there any tensions between WFP corporate strategies and local context?
- Describe external and internal factors which supported/hindered attainment of outcomes (including COVID-19).
- Are adequate data generated to support results-based management and decision making?
- Is the CO set-up and structure of FOs appropriate to deliver CSP results?
- To what extent were changes made and barriers encountered when shifting to capacity strengthening of partners within the areas of nutrition, social protection, climate change and risk reduction? Recommendations?
- To what extent is nutrition integrated across value chains and SOs?
- Are partners appropriate or are there weaknesses and gaps (national/local, academia, NGOs, private sector, government) for CCS? Any recommendations?

Topic Guides – Focus Group Discussions

6. The tables below present questions included in the beneficiary, and FGD topic guides tailored to the following groups:

- Smallholder farmers – Table 19
- Affected communities – Table 20

Table 20: Topic guide - Smallholder farmers

Beneficiary group	Evaluation Sub-Questions	Themes
Smallholder Farmers	1.1 To what extent was the CSP informed by existing evidence on the hunger challenges and food and nutrition issues prevailing in the country to ensure its relevance at design stage?	<p><i>First of all, what type of support did you receive from WFP, and did it match your needs?</i></p> <ul style="list-style-type: none"> • What has been your experience of receiving support from the WFP? • Were you consulted on your needs and the types of support provided by WFP? • Did the support help address your needs? • Do you think the support provided was appropriate to the needs of women farmers?
	2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and UNSDPF? Were there any unintended outcomes, positive or negative?	<p><i>Now, let's talk about the benefits of the support you received:</i></p> <ul style="list-style-type: none"> • How has the livelihood of your household changed as a result of WFP support? • Have you increased production of nutritious crops as a result of the assistance? • Have your marketable surpluses of nutritious foods increased? How/why? • Did it increase your household's consumption of nutritious foods? • Did you benefit from support relating to post-harvest management? How? Have you managed to reduce post-harvest losses? • What about training in conservation agriculture – did you receive any, and how did you use what you learned at the training in practice? • Did you receive any climate-related information – how has this information influenced your product/production choices? • Has the support provided also facilitated increased access to effective market demand/buyers, improved market access? How? • Were there any unintended positive/negative consequences of WFP support?
	2.2 To what extent did WFP contribute to cross-cutting aims (humanitarian principles, protection, AAP, gender, equity and inclusions, environment, climate change and other issues as relevant)?	<p><i>WFP are keen that support is provided to beneficiaries in a good way, ensuring respect for those assisted, gender equality and taking into account issues like the environment.</i></p> <ul style="list-style-type: none"> • Do you think WFP support helps improve the livelihoods of women and the most vulnerable? • Do you think WFP supports improvements in access to nutritious food by women and girls and other vulnerable groups? Could they do more?

Beneficiary group	Evaluation Sub-Questions	Themes
		<ul style="list-style-type: none"> Do you think the support provided by WFP was positive or negative from an environmental point of view? Were there any protection risks or issues you faced in accessing WFP support? Did you feel the way the support provided was appropriate and respectful of your safety and dignity? Have you ever provided feedback to WFP (for example formally using their complaints mechanisms or informally)? Do you feel that your feedback was taken into account in changes to the support provided as far as you are aware?
	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?	<p><i>It would be good to get your views on how the support provided by WFP made a difference to you and your household in the longer term:</i></p> <ul style="list-style-type: none"> Do you think the support provided by WFP will help you and your household in the longer term? In what way? Are there any challenges for you and your household in continuing to benefit from the support provided?
	3.1 To what extent were outputs delivered within the intended time frame?	<p><i>Now we want to ask a few questions on efficiency of support:</i></p> <ul style="list-style-type: none"> Was the support you received provided on time? As far as you are aware, did the COVID-19 pandemic affect the timing of the support you received?

Table 21: Topic guide - Affected communities (e.g., crisis response)

Beneficiary group	Evaluation Sub-Questions	Themes
Affected Communities, including crisis-affected people (e.g., refugees) and vulnerable people suffering from malnutrition, recipients of COVID-19 support	1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food and nutrition issues prevailing in the country to ensure its relevance at design stage?	<p><i>First of all, what type of support did you receive from WFP, and did it match your needs?</i></p> <ul style="list-style-type: none"> Were you and other community members informed/consulted about WFP activities? Did women and youth have equal participation in consultations? Were there any major gaps in the assistance provided by WFP?
	2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and UNSDPF? Were there any unintended outcomes, positive or negative?	<p><i>Now, let's talk about the benefits of the support you received:</i></p> <ul style="list-style-type: none"> How has the food assistance/CBT you received from WFP/partners contributed to addressing your feed and nutrition needs? Was the support provided adequate? Were there any changes to the support provided, for example in response to the COVID-19 pandemic? Were these changes good/bad in your opinion?

Beneficiary group	Evaluation Sub-Questions	Themes
		<ul style="list-style-type: none"> Was the food distribution or cash transfers managed well? Do you think they were managed well in your area (is it a rural or urban area)? Which activity of WFP/partners helped you most to prevent/recover from malnutrition? What do you think are the key results of the school feeding programme? Has there been any effect on educational outcomes in your opinion? Were there any unintended positive/negative consequences from WFP support?
	<p>2.2 To what extent did WFP contribute to cross-cutting aims (humanitarian principles, protection, AAP, gender, equity and inclusions, environment, climate change and other issues as relevant)?</p>	<p><i>WFP are keen that support is provided to beneficiaries in a good way, ensuring respect for those assisted, gender equality and taking into account issues like the environment:</i></p> <ul style="list-style-type: none"> Do you think WFP support helps improve the lives of women and the most vulnerable? How? Do you think WFP supports improvements in access to nutritious food by women and girls and other vulnerable groups? Could they do more? Do you think the support provided by WFP was positive or negative from an environmental point of view? Were there any protection risks or issues you faced in accessing WFP support? Did you feel the way the support provided was appropriate and respectful of your safety and dignity? Have you ever provided feedback to WFP (for example formally using their complaints mechanisms or informally)? Do you feel that your feedback was taken into account in changes to the support provided as far as you are aware?
	<p>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?</p>	<p><i>It would be good to get your views on how the support provided by WFP made a difference to you and your household in the longer term:</i></p> <ul style="list-style-type: none"> Do you think the support provided by WFP will help you and your household in the longer term? In what way? Are there any challenges for you and your household in continuing to benefit from the support provided?
	<p>3.1 To what extent were outputs delivered within the intended time frame?</p>	<p><i>Now we want to ask a few questions on efficiency of support:</i></p> <ul style="list-style-type: none"> Was the support you received provided on time? Were there any issues about your ability to access the support (distance to distribution centres, etc.)?

Beneficiary group	Evaluation Sub-Questions	Themes
		<ul style="list-style-type: none"> As far as you are aware, did the COVID-19 pandemic affect the timing of the support you received?

Annex 6: Fieldwork agenda

27. Based on the methodological and sampling approach outlined in Annexes 3-4, the team carried out a three-week field visit in Zambia from Wednesday 4 to Friday 22 July 2022. The itinerary in Table 21 outlines the locations visited by different team members and data collection activities carried out.
28. The team worked in three sub-teams to maximize data collection. In some cases (for one-on-one KIIs only) sub-teams split in two to strengthen coverage of the full breadth of stakeholder categories where schedules of WFP partners, donors or staff was limited. The sub-teams comprised:
- Valerie McDonnell-Lenoach (Team Leader) and Imogen Mullett (Researcher/Contract Manager), spending one week in Lusaka.
 - Joanne Philpott (Senior Evaluator) and Chrispin Chomba (National Evaluator), visiting Lusaka as well as the Central and Southern Provinces.
 - Keith Child (Senior Evaluator) and Priscilla Funduluka (National Evaluator), visiting Lusaka as well as the Eastern and Luapula Provinces.
29. As agreed during the inception phase discussions, WFP CO (specifically M&E staff) facilitated travel and support planning arrangements, including formal introductions and registrations with local authorities to enable mobility throughout the country, invitations to partners and beneficiaries to participate and facilitate data collection and preparation of draft agendas by CO and FOs for each visit, and use of WFP vehicles and drivers where possible. In addition, the CO facilitated the organization of interviews and focus groups by providing organizational and logistical support, for which the team is very grateful. This support was provided while maintaining a distance from the evaluation activities themselves to ensure the evaluation team's independence and the ability of participants in data collection to speak freely and openly about the CSP.

Table 22: Primary data collection plan

Date		Region	Field office covering location	District	Sub-team/Team member	Schedule
Sun 3 Jul		Team Arrival			All	Team arrival, hotel check-in
Mon 4 Jul	AM	Lusaka - Public holiday			B/C	(Optional) Team arrival, check-in, ET meetings
	PM					
Tue 5 Jul	AM	Lusaka - Public Holiday			B/C	Team arrival, check-in, ET meetings
	PM					
Wed 6 Jul	PM	Lusaka			B/C	WFP office registration, CD meeting, CO briefing
		Lusaka			B/C	KIIs - SO leads + activity managers
Thu 7 Jul	AM	Lusaka			B/C	KIIs - CO, cont'd
	AM	Lusaka			C	KIIs - CO, partners cont'd
Fri 8 Jul	All day	Eastern Province	Petauke	Chongwe	B	Travel
		Eastern Province	Petauke	Chongwe	C	FO staff (travelling from Petauke), implementing partners & gov't KIIs
	AM	Central Province	Mumbwa	Mumbwa	B	Travel (early departure), KIIs FO WFP Staff
	PM	Central Province	Mumbwa	Mumbwa	B	KIIs - partners (ADRA, SHA)

Date		Region	Field office covering location	District	Sub-team/Team member	Schedule
Sat 9 Jul	AM	Eastern Province	Petauke	Chongwe	C	FGDs SIDA, WFP/Partner KIIs,
	PM	Eastern Province	Petauke	Chongwe	C	Beneficiary FGDs, SUN II, SCRALA
	PM	Central Province	Mumbwa	Mumbwa	B	KIIs (additional partner), Beneficiary FGDs
Sun 10 Jul	AM	Lusaka			C	Return to Lusaka
	PM	Western Province	Mumbwa	Kaoma	B	Travel to Kaoma
Mon 11 Jul	AM/PM	Lusaka			C	Follow-up KIIs (CO)
	AM/PM	Western Province	Mumbwa	Kaoma	B	KIIs - Ministry of Agriculture, MCDSS & UNICEF
Tue 12 Jul	AM	Luapula Province	Nchelenge	Nchelenge	C	Flight (Lusaka to Monse Arr.11:00), Drive to Nchelenge (Arr.14:00)
	AM/PM	Western Province	Mumbwa	Kaoma	B	KIIs Caritas, Meteorological Department, FAO
Wed 13 Jul	AM	Luapula Province	Nchelenge	Nchelenge	C	KIIs - WFP Staff (including security briefing(& Partners
	AM	Luapula Province	Nchelenge	Nchelenge	C	KO/MCDSS KIIs, settlement visits
	PM	Luapula Province	Nchelenge	Nchelenge	C	KIIs - WFP Staff (including security briefing (& Partners
	AM	Southern Province	Mumbwa	Kaoma	B	Departure to sites (early a.m.), Site Visits & Beneficiary FGDs, SUN II
	PM	Southern Province	Mumbwa	Kaoma	B	Travel (1h), Site Visits & Beneficiary FGDs, SIDA
Thu 14 Jul	All day	Luapula Province	Nchelenge	Kawambwa	C	Travel to Kawambwa, KII with UNHCR
Thu 14 Jul	All day	Luapula Province	Nchelenge	Mantapala	C	Site visits (Refugee response), KIIs, Meetings with Host communities
		Luapula Province	Nchelenge	Mantapala	C	Site visits (Refugee response), KIIs, meetings with host communities
	AM	Southern Province	Mumbwa	Kaoma	B	Debrief Travel to Mumbwa
Fri 15 Jul	AM/PM	Luapula Province	Nchelenge	Nchelenge	C	Travel back to Lusaka
	AM	Southern Province	Mazabuka	Mazabuka	B	Depart Lusaka (7am, 1h travel), WFP FO KIIs,
	PM	Southern Province	Mazabuka	Monze	B	Travel to Monze, FO KII
	AM/PM	Luapula Province	Nchelenge	Nchelenge	C	Travel back to Lusaka

Date		Region	Field office covering location	District	Sub-team/Team member	Schedule
Sat 16 Jul	AM/PM	Southern Province	Mazabuka	Monze	B	KIIs - DAPP, R4 Beneficiary FGDs/Site visits
Sun 17 Jul	AM/PM	Lusaka			A	Valerie/Imogen Arrival, Hotel Check-In
	AM/PM	Lusaka			C	Non-working day
	AM/PM	Southern Province	Mazabuka	Monze	B	R4 Beneficiary FGDs/Site visits
		Lusaka			A	KIIs - WFP CO
Mon 18 Jul	AM/PM	Lusaka			C	Follow-up KIIs (CO)
	AM	Southern Province	Mazabuka	Monze	B	KIIs - Ministries of Education and Agriculture
	PM	Southern Province	Mazabuka	Monze	B	Partner KIIs -Implementing Partners, Beneficiaries R4
Tue 19 Jul	AM/PM	Lusaka			A	KIIs CO Staff/Partners/ government
	AM/PM	Lusaka			C	Follow-up KIIs (CO)
	AM	Southern Province	Mazabuka	Gwembe	B	Depart Monze, Partner KIIs - Self Help Africa
	PM	Southern Province	Mazabuka	Gwembe	B	Beneficiary FGDs/Site visits (KfW)
Wed 20 Jul	AM/PM	Lusaka			A	KIIs CO staff / donors / partners / government
	AM/PM	Lusaka			C	Follow-up KIIs
	AM	Southern Province	Mazabuka	Gwembe	B	Return to Lusaka
	PM				B	Follow-up KIIs (CO), if feasible with travel / Rest
Thu 21 Jul	AM	Lusaka			All team	Follow-up KIIs (CO)
	PM	Lusaka			All team	Data review, debriefing preparation
Fri 22 Jul	AM	Lusaka			All team	Debriefing (inc. remote participation)
	PM	Lusaka			All team	Preparation for return travel to home locations/Travel

Annex 7: Findings-Conclusions-Recommendations Mapping

Recommendation	Conclusions	Findings
Recommendation 1: WFP, in the design of Zambia's next CSP, should take the following into account		
1.1 WFP should collect more data and evidence on the needs of vulnerable youth in order to inform future CSP targeting decisions.	<i>Conclusion 2</i>	<i>Finding 2</i>
1.2 WFP should adjust its geographical footprint to cover nutrition vulnerable areas in northern provinces.	<i>Conclusion 2</i>	<i>Finding 2, 41</i>
1.3 WFP should ensure earlier and deeper engagement with government in the new CSP design process.	<i>Conclusion 3</i>	<i>Finding 4</i>
1.4 WFP should conduct a detailed gender assessment to inform the design of the new CSP and specifically to shape any interventions targeted at women and girls.	<i>Conclusion 8</i>	<i>Finding 3</i>
1.5 WFP should map out the role of the private sector in the sustainable strengthening of Zambia's food systems, in order to inform its new private sector engagement strategy	<i>Conclusion 4</i>	<i>Finding 6</i>
1.6 Prior to roll-out of interventions, WFP should validate and quality check beneficiary registers and ensure resilience building interventions target the under-served.	<i>Conclusion 2</i>	<i>Finding 2</i>
Recommendation 2: WFP should expand its nutrition portfolio		
2.1 WFP should consider inclusion of further strengthening of institutional coordination structures, particularly at district level, focused on nutrition to enhance their functionality	<i>Conclusion 5</i>	<i>Finding 12</i>
2.2 WFP should advocate that the government implements the recommendations of the FNG and WFP provides support in the process of development of Zambia's future food and nutrition strategy.	<i>Conclusion 5</i>	<i>Finding 12</i>
2.3 WFP should liaise with NFNC on plans to refresh the SBN to ensure active engagement by members on nutrition issues.	<i>Conclusion 4</i>	<i>Finding 12</i>
Recommendation 3: WFP should consider its engagement in the social protection space		
3.1 WFP should define its strategy to support the development of Zambia's social protection system (based on the 12 building blocks of a national social protection system).	<i>Conclusion 6</i>	<i>Finding 21</i>

3.2 WFP should ensure more active coordination with other social protection stakeholders including the World Bank, UNICEF, as well as MCDSS, etc.	<i>Conclusion 6</i>	<i>Finding 22</i>
3.3 WFP should consider commissioning an assessment of the impact of HGSM on attendance, enrolment and nutritional intake of schoolchildren and define an exit strategy for its engagement with the programme.	<i>Conclusion 7</i>	<i>Finding 22</i>
Recommendation 4: WFP should make additional improvements to ensure cross cutting principles are adhered to		
4.1 WFP should ensure realism in setting out its ambitions for interventions in terms of gender empowerment or gender transformation, reflecting on the constraints women face in Zambia.	<i>Conclusion 8</i>	<i>Findings 32-33</i>
4.2 WFP should increase the number of women employed in gender imbalanced FOs.	<i>Conclusion 8</i>	<i>Finding 54</i>
4.3 WFP should support the development of wood lots to minimize the felling of trees, as well as consider alternative fuel sources for HGSM programmes.	<i>Conclusion 9</i>	<i>Finding 34</i>
4.4 The Complaints Feedback Mechanisms should be strengthened to ensure collection of gender-disaggregated data and consider capture complaints from beneficiaries of resilience building support or CCS in the system.	<i>Conclusion 9</i>	<i>Finding 31</i>
Recommendation 5: WFP needs to rethink its funding strategy and approach to refugee emergency response activities		
5.1 WFP should explore, with UNHCR, constraints to broadening its resilience building support to include refugees and host communities as target groups.	<i>Conclusion 10</i>	<i>Findings 9-10</i>
5.2 UNHCR and WFP should advocate for government support to address constraints to supporting resilience building opportunities for refugees (and host communities).	<i>Conclusion 10</i>	<i>Finding 10</i>
5.3 WFP should broaden its funding sources to include the business sector, including new innovative partnerships with leading corporations, philanthropic foundations, individual supporters and the Category B Climate Fund.	<i>Conclusion 10</i>	<i>Finding 45</i>
Recommendation 6: WFP should continue to strengthen its approach to building the resilience and livelihoods of SHFs		
6.1 WFP should continue to invest in common infrastructure and platforms that enable business-to-business services.	<i>Conclusion 11</i>	<i>Finding 15</i>
6.2 WFP could explore use of longer-term green climate funds to extend resilience building support into arid and semi-arid remote lands.	<i>Conclusion 11</i>	<i>Finding 16</i>
6.3 WFP should consider joint proposals with development partners FAO and UNDP for climate change resilience programming.	<i>Conclusion 11</i>	<i>Finding 16</i>
6.4 WFP should commission a feasibility study exploring the viability of remote farmers' engagement in commercial farming and conduct an impact study of SHFs with ZB including coverage of WFP business training to illiterate SHFs.	<i>Conclusion 11</i>	<i>Finding 15</i>
6.5 WFP should train aggregators on the development of proposals to apply to Zambia's Constituency Development Fund to promote local economic development and improve public service provision	<i>Conclusion 11</i>	<i>Finding 23</i>

Annex 8: List of people interviewed

INCEPTION BRIEFINGS

Name	Organization	Location
Andrew C	WFP	Lusaka
Andrew Odero	RBJ	RBJ
Anne Claire Luzot	OEV	Rome
Annemarie ISLER	WFP	RBJ
Ashraf Amin	WFP	RBJ
Ben Vogler	USAID	Lusaka
Boniface Kanjere	Government	Lusaka
Boyd Hakubeja	WFP	Petauke
Caterina Kireeva	RBJ	RBJ
Cecilia Roccato	WFP	HQ*
Christina Mendes	RBJ	RBJ
Cissy Byenkya	WFP	Lusaka
Derrick N	WFP	Lusaka
Emmanuel Kilio	WFP	Lusaka
Frank Lukundo	WFP	Petauke
Giovanni La Costa	WFP	RBJ
Herbert Matsikiva	WFP	Lusaka
James Kingori	WFP	RBJ
Jan Van de Broek	WFP	RBJ*
Jayoung Lee	WFP	Lusaka
Jennifer Sakwiya	WFP	RBJ
Jessica Coulibaly	USAID	Lusaka
Khai Roehm	WFP	RBJ
Karen Rodriguez Gervais	WFP	HQ
Katri Kangas	WFP	HQ*
Khatri Elmi	WFP	Lusaka
Kingfried Mubinde	WFP	Lusaka

Kwasi Masole	WFP	Lusaka
Langa	WFP	Lusaka
Louis Rovira	WFP	HQ*
Marco F	WFP	Lusaka
Margaret Malu	WFP	RBJ
Maria Lukyanova	WFP	HQ*
Marine Delanoe	WFP	HQ*
Marjolein Mwanamwenge	WFP	Lusaka
Mark Moonga	WFP	Mazabuka
Mauricio Burtet	RBJ	RBJ
Mayibongwe Manyobe	WFP	RBJ
Melvin	Ministry of General Education	Lusaka
Mercy Soko	WFP	Lusaka
Miyoba Mukengam	WFP	Lusaka
Mwiga Mundia	Irish Aid	Lusaka
Natasha Nadazdin	WFP	HQ*
Ngawo Banda	WFP	Lusaka
Oipa Z	WFP	Lusaka
Pernille Hougesen	OEV	Rome
Phillio Nambeye	WFP	Lusaka
Robby Mwinga	WFP	Mazabuka
Ronald Tranbahuy	WFP	HQ*
Sanela Muharemovic	OEV	Rome
Sergio Lenci	OEV	Rome
Siamunza Mwiinga	WFP	Lusaka
SOsten Kanjere	Government	Lusaka
Stephen Omela	WFP	Lusaka
Tracy Dube	WFP	RBJ
Trust	WFP	Mumwba
Yvonne Vevha	WFP	Lusaka

KEY INFORMANT INTERVIEWS

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Ben Vogler	Relief Country Manager	Donors	USAID	Bureau for Humanitarian Affairs (BHA)	Refugee response	Washington DC		Male
Frederique Lucy Weyer	Deputy Head of Embassy	Donors	SDC	Food Security & Agriculture	R4	Harare	Harare	Female
Sharon Murinda Shupukai	Programme Officer	Donors	SDC	Food Security & Agriculture	R4	Harare	Harare	Female
Joyce Kunda	Nutritionist	Government of Zambia	Ministry of Health	Nutrition and Child Health	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Female
Dyson Mwape	District Planning Officer	Government of Zambia	Ministry of Education	Planning	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Male
Zini Mbita	Senior Agricultural Officer	Government of Zambia	Ministry of Agriculture	Planning	Sun II, SIDA	Kaoma	Western Province	Male
Obby Kashweka	District Community Development Officer	Government of Zambia	Ministry of Community Development and Social Services	Community Development	Sun II, SIDA	Kaoma	Western Province	Male
Annita Mukosayi	Assistant District Community Development Officer	Government of Zambia	Ministry of Community Development and Social Services	Community Development	Sun II, SIDA	Kaoma	Western Province	Female
Prudence Bwalya	District Nutrition Support Coordinator (DNSC)-National Food and Nutrition Commission (NFNC)	Government of Zambia	National Food and Nutrition	Nutrition		Chongwe	Eastern Province	Female
Lungu John	District Agricultural Coordinator	Government of Zambia	Ministry of Agriculture	Programmes		Chongwe	Eastern Province	Male
Chintu Chintu	Senior Agricultural Officer	Government of Zambia	Ministry of Agriculture	Programmes		Chongwe	Eastern Province	Male

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Andre Shongola	Agricultural Engineer	Government of Zambia	Ministry of Agriculture	Programmes		Chongwe	Eastern Province	Male
Whiteson Kasuba	Extension Methodology	Government of Zambia	Ministry of Agriculture	Programmes		Chongwe	Eastern Province	Male
Lifasi Chengwe	Assistant Community Development Officer	Government of Zambia	Ministry of Community Development and Social Services	Programmes		Chongwe	Eastern Province	Female
Erick Musiwa	Clinical officer General	Government of Zambia	Ministry of Health	Child Health	SIDA	Kaoma	Western Province	Male
Imbuuwa Mushebwa	DACO	Government of Zambia	Ministry of Agriculture	Programmes	R4 and KFW	Gwembe	Southern Province	Male
Dr Kaluba Chibango	District VET Officer	Government of Zambia	Ministry of Agriculture	Programmes	SCRALA	Gwembe	Southern Province	Male
Beengu Mwanashimbala	DEBS	Government of Zambia	Ministry of Education	Programmes	KFW	Gwembe	Southern Province	Female
Wabuwo Kayoba	Assistant Statistical Officer	Government of Zambia	Ministry of Education	Programmes	KFW	Gwembe	Southern Province	Male
Ruth Phiri	Planning Officer	Government of Zambia	Ministry of Education	Programmes	KFW	Gwembe	Southern Province	Female
Sam Mubita	Assistant Community Development Officer	Government of Zambia	Ministry of Agriculture	Programmes	R4	Monze	Southern Province	Male
Euniverse Moonga	Assistant Community Development Officer	Government of Zambia	Ministry of Agriculture	Programmes	R4	Monze	Southern Province	Male
Motive Katema	Ag Farm Management Officer	Government of Zambia	Ministry of Agriculture	Programmes	R4	Monze	Southern Province	Male
Reagan Muunga	Ag Extension Methodology	Government of Zambia	Ministry of Community Development and Social Services	Programmes	R4	Monze	Southern Province	Male

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Violet Mwiya	Extension Officer	Government of Zambia	Ministry of Community Development and Social Services	Programmes	KFW	Gwembe	Southern Province	Female
Terri Chisha	Refugee Officer	Government of Zambia	Ministry of Home Affairs and Internal Security	SO1		Nchelenge	Luapula Province	Male
Dr Nkumbu Nalwimba	Senior Agricultural Economist	Government of Zambia	Ministry of Agriculture	Agri Business		Lusaka	Lusaka	Female
Kapula Nickson	Head Teacher	Government of Zambia						
Lenganji Sekaona	Assistant Director, Prevention and Mitigation	Government of Zambia	Vice-President's Office	Disaster Mitigation & Management Unit		Lusaka	Lusaka	Male
Howard Halubya	Agriculture Marketing	Government of Zambia	Ministry of Agriculture	Agri Business	SIDA	Kaoma	Western Province	Male
Mwngala Mwangelwa	Project Officer	Implementing partners	CARITAS	Programmes	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Male
Andrea Muyunda	District Coordinator	Implementing partners	IDE	Programmes	Sun II, SIDA	Kaoma	Western Province	Female
John Mumba	IDE Nutrition Coordinator Lusaka	Implementing partners	IDE	Programmes		Lusaka	Lusaka	Male
Alfred Mbata	SUNII District Coordinator Chongwe	Implementing partners	IDE	Programmes	SUNII	Chongwe	Eastern Province	Male
Daniel Kanyembe	M&E Coordinator Lusaka	Implementing partners	IDE	Programmes		Lusaka	Lusaka	Male
Fred J Banda	Project Officer	Implementing partners	CARITAS	Programmes	SIDA	Kaoma	Western Province	Male
Namukolo Mate	Health and Nutrition Officer	Implementing partners	CARITAS	Nutrition	SIDA	Kaoma	Western Province	Female

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Emmanuel Kasanga	Agriculture Officer	Implementing partners	CARITAS	Programmes	SIDA	Kaoma	Western Province	Male
Huxely Malenga	Camp Officer	Implementing partners	CARITAS	Programmes	SIDA	Kaoma	Western Province	Male
Jebson Tembo	Field Officer	Implementing partners	CARITAS	Programmes	SIDA	Kaoma	Western Province	Male
Aggie Chama	Project Coordinator	Implementing partners	Self Help Africa	Programmes	KFW	Gwembe	Southern Province	Male
Mwileli Ndyoyi	M&E Officer	Implementing partners	Self Help Africa	Programmes	KFW	Gwembe	Southern Province	Male
Presley Chikotola	Field Officer	Implementing partners	Self Help Africa	Programmes	KFW	Gwembe	Southern Province	Male
Jessica Mwale	Project Manager	Implementing partners	AAH	Refugees		Nchelenge	Luapula Province	Female
Kema D Lemba	Head of Programme	Implementing partners	Self Help Africa	Programmes	KFW	Lusaka	Lusaka	Male
Nervous Nsansaula	Programme Coordinator	Implementing partners	DAPP	Programmes	R4	Lusaka	Lusaka	Male
Yvone Nakacinda,	Provincial Coordinator	Implementing partners	DAPP	Programmes	R4	Monze	Southern Province	Female
Misheck Simuluka	District Coordinator	Implementing partners	DAPP	Programmes	R4	Monze	Southern Province	Male
Fredrick Museka	M&E Officer	Implementing partners	DAPP	Programmes	R4	Monze	Southern Province	Male
Ilishiko Susiku	Country Programme Coordinator	Implementing partners	Self Help Africa	Programmes	Refugee response	Lusaka	Lusaka	Male
Bernard Zgambo	Associate Director	Implementing partners	World Vision	Programmes	Refugee response	Lusaka	Lusaka	Male
Victor Sigangwe	UPG Manager	Implementing partners	World Vision	Programmes	Refugee response	Lusaka	Lusaka	Male
Macherje Chilimelime	Program Officer	Implementing partners	World Vision	Programmes	Refugee response	Lusaka	Lusaka	Male

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Monde Nasilele	Operations	Implementing partners	World Vision	Programmes	Refugee response	Lusaka	Lusaka	Male
Isaac Ngulube	Humanitarian Team Leader	Implementing partners	AAH	Refugees	Refugee response	Kawambwa	Easter	Male
Kennedy Habasimbi	Country Director	Implementing partners	ADRA	Early Drought Recovery	SO1	Lusaka	Lusaka	Male
Martina Havlikova	Head of Programme	Implementing partners	Caritas	Programmes	SCARLA	Lusaka	Lusaka	Female
Ezekiel Sekele	Private Sector	Private Sector	Zambia Breweries	Programmes	Markets	Lusaka	Lusaka	Male
Bupe Mulemba	Associate Development Coordinator	United Nations	UNRC	Programmes		Lusaka	Lusaka	Female
Belinda Mitti	UNDP - SCRALA	United Nations	UNDP	Programmes	SCRALA	Chongwe	Eastern Province	Female
Ward Siamusange	Nutritionist	United Nations	UNICEF	Nutrition	SUN II	Kaoma	Western Province	Male
Mando Chitondo	Research Assistant	United Nations	UNDP	M&E	SCRALA	Gwembe	Southern Province	Female
Beatrice Mutali	Resident Coordinator	United Nations	UNRC	Programmes		Lusaka	Lusaka	Female
Eric	Program Analysis Energy, Environment, and Climate Change	United Nations	UNDP	Analysis	UNDP	Lusaka	Lusaka	Male
Awo Dede	HOFO	United Nations	UNHCR	Refugees	Refugee response	Kawambwa	Easter	Female
Geoffrey Sakulala	Protection Officer	United Nations	UNHCR	Refugees	Refugee response	Nchelenga	Luapula	Male
Patrick Chiluma	M&E Specialist	United Nations	FAO	Programmes	SUNII	Lusaka	Lusaka	Male
Andela Kangwa	Nutrition Specialist	United Nations	FAO	Programmes	SUNII	Lusaka	Lusaka	Female
Tanball Chama	SCRALA FAO	United Nations	FAO	Programmes	SCRALA	Lusaka	Lusaka	Male
Vladislav Selin	Senior Field Officer	United Nations	UNHCR	Programmes	Refugee response	Kawambwa	Luapula	Male

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
UNHCR Country Office	Refugee Livelihoods	United Nations	UNHCR	Programmes	Refugee response	Lusaka	Lusaka	Male
Miyoba Mukengami	SO4 Activity Manager	United Nations	WFP	SO4	Home Grown School Meals	Lusaka	Lusaka	Male
Olipa Zulu	Programme Policy Officer (SO3)	WFP - Country Office (CO)	WFP	SO3	Small Holder Support Unity	Lusaka	Lusaka	Female
Emmanuel Gondwe	Programme Policy Officer (SO3)	WFP - Country Office (CO)	WFP	SO3	Small Holder Support Unity	Lusaka	Lusaka	Male
Stephen Cohen Omula	Programme Policy Officer (SO3)	WFP - Country Office (CO)	WFP	SO3	Small Holder Support Unity	Lusaka	Lusaka	Male
Marjolein Mwanamuenge	Programme Policy Officer (SO2)	WFP - Country Office (CO)	WFP	Programmes	Sun II, SIDA, SCRALA	Lusaka	Lusaka	Male
Kwasi Masole	Budget and Program Unit Office	WFP - Country Office (CO)	WFP	Programmes		Lusaka	Lusaka	Male
Herbert Matsikwa	Head of Programme	WFP - Country Office (CO)	WFP	Programmes		Lusaka	Lusaka	Male
Adrian Kasonde	Head of Business Transformation Office	WFP - Country Office (CO)	WFP	BTO		Lusaka	Lusaka	Male
Edmore Mangisi	Gender Focal Point	WFP - Country Office (CO)	WFP	Gender		Lusaka	Lusaka	Male
Fredrick	Head of M&E	WFP - Country Office (CO)	WFP	M&E		Lusaka	Lusaka	Male
Siamunza Mwiinga	M&E Officer	WFP - Country Office (CO)	WFP	M&E		Lusaka	Lusaka	Male
Cissy Byenkya	Country Director	WFP - Country Office (CO)	WFP	Management		Lusaka	Lusaka	Female

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Evaristo Sikasonda	Prevention and Mitigation Officer	WFP - Country Office (CO)	Vice-President's Office	Disaster Mitigation & Management Unit		Lusaka	Lusaka	Male
Jayoung Lee	Deputy Country Director	WFP - Country Office (CO)	WFP	Management		Lusaka	Lusaka	Female
Stephen Omula	Head of Programme	WFP - Country Office (CO)	WFP	Programmes	Markets	Lusaka	Lusaka	Male
Marco Filippini	Head of Programme	WFP - Country Office (CO)	WFP	Programmes	Supply Chains	Lusaka	Lusaka	Male
Trust Mutinta	Head of Mumbwa Field Office	WFP - Field Office (FO)	WFP	Programmes	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Male
Elliot Banda	M&E Assistant	WFP - Field Office (FO)	WFP	Programmes	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Male
Bestone Munkombwe	Programme Associate	WFP - Field Office (FO)	WFP	Programmes	Sun II, SIDA, SCRALA	Mumbwa	Central Province	Male
Boyd Hakubeja	Head of Office	WFP - Field Office (FO)	WFP	Programmes		Petauke	Eastern Province	Male
Pennias Mulauzi	Programme Associate	WFP - Field Office (FO)	WFP	Programmes		Petauke	Eastern Province	Male
Frank Lukundo	Monitoring Associate	WFP - Field Office (FO)	WFP	Programmes		Petauke	Eastern Province	Male
Mark Moonga	M&E Assistant	WFP - Field Office (FO)	WFP	Programmes	KFW & R4	Gwembe	Southern Province	Male
Chali Nyirenda	Programme Associate	WFP - Field Office (FO)	WFP	M&E	KFW & R4	Gwembe	Southern Province	Female
Lewis Chisengele	Programme Associate	WFP - Field Office (FO)	WFP	Programmes	KFW & R4	Gwembe	Southern Province	Male
Stanely Haabowa	Programme Associate	WFP - Field Office (FO)	WFP	Programmes	KFW & R4	Gwembe	Southern Province	Male
Robby Mwiinga	Programme Policy Officer	WFP - Field Office (FO)	WFP	Programmes	KFW & R4	Gwembe	Southern Province	Male

Full Name	Job Title	Stakeholder category	Organization name	Department/ Unit	Project (if applicable)	Location	Region	Sex
Elvis Chifwafwa	Program Policy Officer and Head of Field Office	WFP - Field Office (FO)	WFP			Nchelenge	Luapula Province	Male
Jacqueline Chinoera	RBJ Resilience	WFP - Regional Bureau (RBJ)	WFP	Programmes	Climate Change Resilience	Johannesburg	Johannesburg	Female
Sandra Hakim	RBJ Resilience	WFP - Regional Bureau (RBJ)	WFP	Programmes	Climate Change Resilience	Johannesburg	Johannesburg	Female
Ashraful Amin	RBJ Resilience	WFP - Regional Bureau (RBJ)	WFP	Programmes	Climate Change Resilience	Johannesburg	Johannesburg	Male

FOCUS GROUP DISCUSSIONS

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Robson Mweepu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Good Chizyuka	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Flywell Mwiinga	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Bowas Chapusha	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Lawrence Chisamba	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Keny Musoka	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Bryson Kankwa	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Sydney Mulungu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Bilward Matembo	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Kennedy Simwiinga	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Lackson Chanshika	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Saul Kalenda	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Mukeya Mukeya	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Bright Chuunka	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Elias Zulu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Lameck Ngoma	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Male
Kabazungu Elizabeth	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Chikumba Chipu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Racheal Phiri	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Mulilo Joyce	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Maswabi Alice	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Iria Kapili	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Mwiya Museu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Muyunda Sichechani	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Sitali Nesilele	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Jenipher Kaindu	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Judith Siluwo	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Getrdue Mwiinga	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Christine Moonga	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Mutanya Bridget	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Betty Shanzala	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Mercy Mukabe	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Emelia Tembo	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Florence Chipala	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Prudence Kapulula	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Linely Kalimba	Community member	Beneficiaries	Smallholder farmer	SIDA	Mumbwa	Central Province	Female
Tyson Ngoma	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Richard Tembo	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Simukanzye Raymond	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Lunam Mimon	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Green Hochalwa	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
John Phiri	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Peter Phiri	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Royd Mutwale	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Patrick Njoru	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Patrick Doka	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Male
Evelyn Nkhowani	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Faustinah Lyumbika	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Sophi Kawala	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Catherine Njobuu	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Judith Niovu	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Lisa Luhanga	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Manna Chiboni	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Jenipher Lwnda	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Rebeca Malunga	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Opatrwa Mwaanga	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Grace Nunyenya	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Esncury Chireka	Community member	Beneficiaries	Smallholder farmer	SUNII	Chongwee	Eastern Province	Female
Florence Mumpele	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Amert Lonawani	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Stombile Tafuma	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Matilda Mwva	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Anastasia Dhiri	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Miriam Mponda	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Frida Lyumbika	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Enia Saiti	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Loveness Katah	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Royce Muyobe	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Melody Mbambala	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Meely Mwalusa	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Female
Salndle Lusinsa	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Sibuku Muyambango	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Peter Mweemba	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Mackenzi Lupiya	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Obert Mwanza	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Clever Nuhoma	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Pride Lambala	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Martine Bunga	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Isaac Muulx	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Kenneth Tiki	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Tunwell Tiki	Community member	Beneficiaries	Smallholder farmer	SCRALA	Chongwee	Eastern Province	Male
Lydia Mutafela	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Josephine Simangohwa	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Charity Nasilele monde	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Precious K Pelekelo	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Dorothy M Akombelwa	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Mariam M Mwambu	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Mary Mebelo Maano	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Nelia Kulimbwa	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Catherine Mubu	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Hildah mukstimui Nawa	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Namonda Njekwa	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Female
Moono Mukemu Clement	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Robert Mtambo	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Nyambe Siyoto	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Chitambala Boyd	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Moses Situwe	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Davy M Seke	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Mulila Mubita	Lead farmer	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Mbagweta Namasiku	Lead farmer	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
P.M. Nawa	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
M.S Muyambango	Lead farmer	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Silwamba Joseph	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Brighton M. Mwako	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Alibandila Lubuwe	Aggregator	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Western Province	Male
Mercy Mwangala Muimu	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Loice Chilala Kangai	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Liseli Malikana	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Fioana Monde Wamuni	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Bihinda Naomi	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Carol Musangu	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Christine Chingi	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Harriet Ndabulila	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Cecilia Mwendabai	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Susan Kutumba Maboshe	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Mukanda Mpande	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Chinenge Lumingo	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Female
Godfrey Kufanga	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Kaunda Makeke	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Manambwa Lumana	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Ngwathla Kangala	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Mukuwe ACK	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
John Ngandalo	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Joseph Chindumba	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Chibombo Lumbala	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Kayombo Kaumba	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Kafuri P Makeke	Community member	Beneficiaries	Smallholder farmer	SUNII	Kaoma	Western Province	Male
Moonde Occur	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Lawrence Siantungo	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Givers Mulomo	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Winward Ndeke	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Fanwell Chope	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Phonex MMwewe	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Richwell Sinamupuka	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Eliot Samba	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Male
Himalikiti Mary	Deputy headteacher	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Smallholder farmer
Mweempuka Victor	PTA member	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Male
Munyandi Munchindu	Teacher	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Female
Mary Mweemba	PTA member	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Female
Christina Likando	PTA member	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Female
January Timiki	PTA member	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Male
Kabika Oscar	Headteacher	Non-Beneficiaries (e.g., host communities)	Host	KFW	Gwembe	Southern Province	Male
Edward Wangabanya	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Kamponje Edward	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Shepherd Mweemba	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Kenneth Timba	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Mtika Eliridge	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Chamato Christopher Penias	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Timba George	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Mweemba Lezlet	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Mambo Panias	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Namainga Cephas	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Daniel Sangulukani	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Vincet Lumamba	Community member	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Male
Grace Silume	Lead farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Milika Mwiinga	Lead farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Kezia Kajazyo	Lead farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Mweemba Hachilila	Follower farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Eupheria Lumamba	Lead farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Lilian Nambose	Follower farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Alice Kayungwa	Follower farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Gzeogina Mutiba	Lead farmer	Beneficiaries	Smallholder farmer	R4	Monze	Southern Province	Female
Sabata Sambula	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Philis Monde	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Elica Kadimuna	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Eunice Muloba	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Phaides Siamuluwa	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Fister Simwiinga	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Sofia Chizugula	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Rosina Hanranya	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Lontia Sikuloka	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Monolina Hakotyo	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Laventa Samba	Community member	Beneficiaries	Smallholder farmer	KFW	Gwembe	Southern Province	Female
Godfrey Kafwanga	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Kaunda Makele	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Manambwa Lumana	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Gwantile Kanyala	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Mukuwe Arc	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
John Gandalo	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Joseph Chidumba	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Chibambo Lumbala	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Kayombo Kaumba	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male
Kafuti P Makeke	Community member	Beneficiaries	Smallholder farmer	SIDA	Kaoma	Southern Province	Male

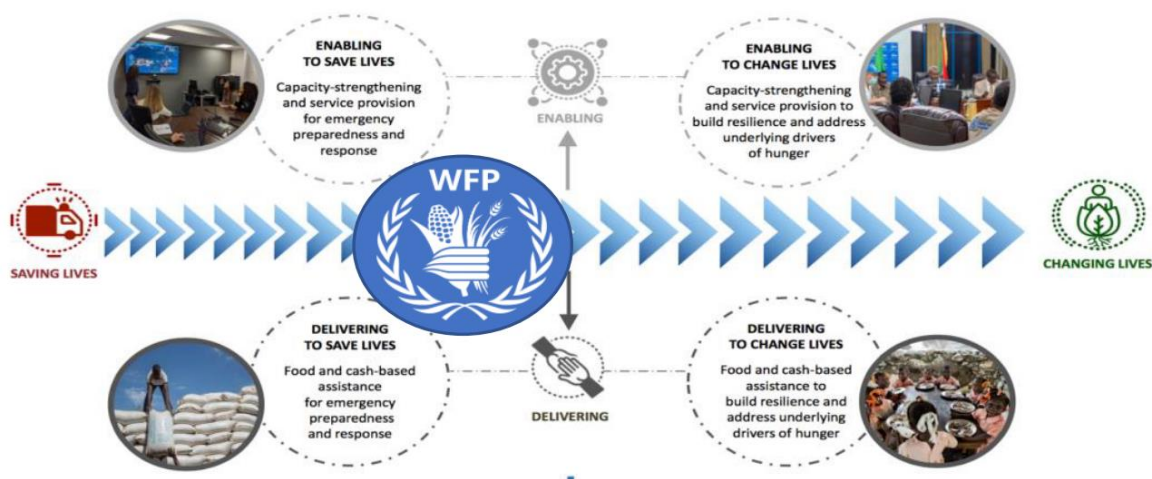
Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Anonymous	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Male
Sala Mbulo	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Elen Mbewe	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Milika Tembo	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Enala Mwanza	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Zelipa	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Rabbecca	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Tiweleko	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Felix Phiri	Community member	Beneficiaries	Household member	COVID Relief	Linda	Lusaka	Female
Anonymous	Headman	Beneficiaries	Headman	Stakeholder	Nchelenge	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Female

Full Name	Title	Stakeholder category	Beneficiary type	Project	Location	Region	Sex
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Laupula	Male
Anonymous	Refugee	Beneficiaries	Household member	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Male
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Female
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Female
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Female
Anonymous	Refugee	Beneficiaries	Block Leaders	SO1	Mantapala	Mantapala	Female

Annex 9: Reconstructed theory of change

1. At the time of the inception phase of the evaluation, there was no CSP-specific ToC. The lack of a comprehensive ToC underpinning the CSP presented a challenge to the ET in understanding the impact pathways expected to achieve the five SOs. To address this, the ET, with support from the WFP CO, reconstructed a ToC suitable for the purpose of the evaluation and covering the CSP as a whole. The reconstruction of the ToC built upon an existing (January 2022) Zambia CO ToC that focused on resilience. The resilience ToC provided a strong foundation for the ET to refresh the ToC to more broadly cover the whole CSP. The reconstruction process involved a participatory workshop with the CO and an interactive dialogue with senior staff.
2. The Zambia reconstructed CSP ToC comprises a series of diagrams that depict changes along impact pathways to desired SOs and SDGs, along with a narrative description of the pathways and related assumptions. Assumptions to change processes are associated with individual pathways and provide the ET with a testable set of hypotheses that can be interrogated during the course of the evaluation. Because the ToC is graphic intensive, each impact pathway is presented separately.
3. The Zambia reconstructed CSP ToC is broadly informed by the high-level corporate thinking on the way WFP works to save and change lives (Figure 27) and the ongoing Strategic Shift from direct implementation of food assistance to capacity strengthening of government systems to address systemic barriers to the achievement of zero hunger in pursuit of well-resourced, well-coordinated and nationally owned food and nutrition security systems and programmes. In the Zambia reconstructed CSP ToC, this is reflected in the heavy emphasis on the changing lives focus reflected in the food security and the nutritional context in the country and the resilience orientation of WFP interventions.

Figure 27: Overarching Theory of Change - WFP³⁵²



Impact Strategies

4. Zambia's current WFP country strategy plan (2019-2024) was designed to be aligned with national and United Nations priorities and global commitments articulated in the Sustainable Development Goals, particularly SDGs 2, 3, 5 and 17.³⁵³
 - **SDG 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture

352 Andrews & Harrington, Towards a 2022-2026 WFP Theory of Change

353 The CSP also notes that SDGs 1, 4 and 13 are identified as having dimensions that contribute to the goal of attaining zero hunger and food and nutritional security in Zambia.

- **SDG 3:** Ensure healthy lives and promote well-being for all at all ages
- **SDG 5:** Achieve gender equality and empower all women and girls
- **SDG 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

5. Supporting the achievement of the SDGs, WFP has defined five Strategic Outcomes (SO):

- **Strategic Outcome 1:** Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year.
- **Strategic Outcome 2:** Vulnerable people in Zambia have improved nutrition status in line with national targets by 2024.
- **Strategic Outcome 3:** Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2030.
- **Strategic Outcome 4:** Government institutions in Zambia have more efficient, effective and shock responsive social protection systems that contribute to the achievement of SDG (Sustainable Development Goals) 2.
- **Strategic Outcome 5:** Service provision to the Government, private sector, development partners and United Nations agencies.

6. **Cross-cutting themes:** The pursuit of gender empowerment is a WFP mandate and is reflected in the reconstructed CSP ToC as a cross-cutting theme; it is both implicitly and explicitly included in all WFP activities. Likewise, the scaling of gender-transformative and nutritionally sensitive social behaviour change communication is an overarching theme and is tightly bound to all WFP activities, particularly those in relation to improving livelihoods (Figure 28). Both of these cross-cutting themes are specifically mentioned in the reconstructed CSP ToC and should be regarded as an integral part of all the SOs.

7. **Target groups:** The reconstructed CSP ToC specifically targets smallholder farmers, women, children, refugees and people with disabilities; however, the Zambia CO is implicitly concerned with other vulnerable and marginalized groups like youth, older people and food-insecure households generally.

8. **Implementation stakeholders and partners:** As a reflection of its Strategic Shift from direct implementation of food assistance to CCS, the Zambia CO increasingly works with implementation partners to achieve its SOs. This means that in most cases, strong partnerships with the government, United Nations agencies, the private sector and others are essential. For example, WFP works to enhance livelihood opportunities for smallholder farmers by working with ABInBev/ZB who promote drought-tolerant value chains and support access to insurance, credit and sustainable markets. In practice, this means that WFP is not in direct control of activities that lead to outcomes, but rather must work through partners who then deliver activities that produce outcomes. This implies a more distant relationship to beneficiaries than interventions that were more typical of the previous CSPs, leading to more Tier 2 and 3 beneficiaries (rather than Tier 1 beneficiaries who are direct beneficiaries of food assistance or CBTs). Specifically, WFP Zambia works with government line ministries, UNHCR, UNDP, FAO, UNICEF, national and international NGOs and the private sector (a stakeholder analysis can be found in Section 2.3 and Annex 10).

9. **Levels:** Change processes occur at four levels throughout the reconstructed CSP ToC: individual, household, community (including through the aggregation of individual stakeholders), and system levels.

Impact pathways:

10. Five impact pathways map the linkages from the SOs to targeted SDGs. Impact pathways are generally aligned to specific SOs, with the exception of SO5 which involves service provision to the government, private sector, development partners and United Nations agencies, and is regarded as an enabler for all the other SOs. The relationship between impact pathways, SOs and SDGs is illustrated in Figure 28.

Pathway 1: Meeting immediate food and nutrition needs

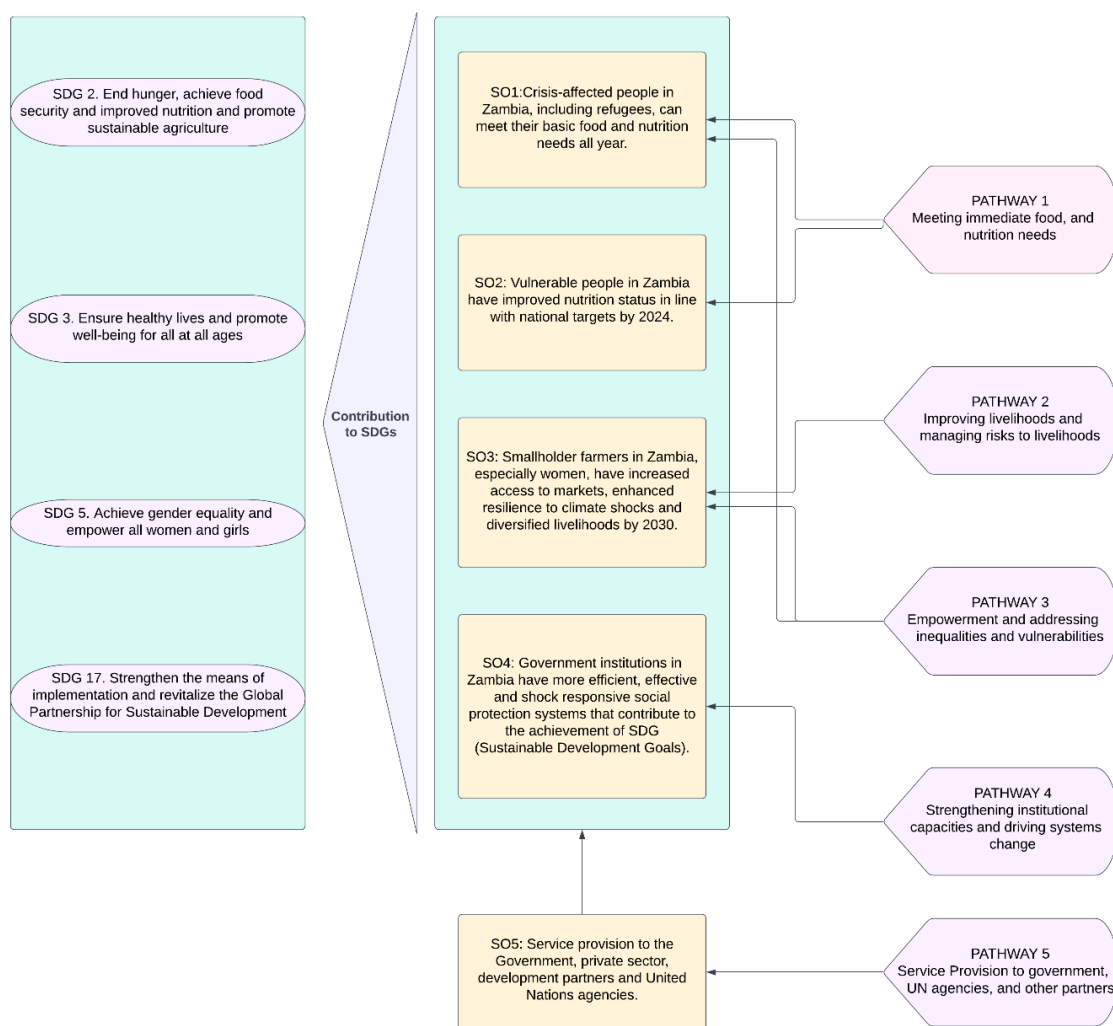
Pathway 2: Improving livelihoods and managing risks to livelihoods

Pathway 3: Empowerment and addressing inequalities and vulnerabilities

Pathway 4: Strengthening institutional capacities and driving systems change

Pathway 5: Service provision to government, United Nations agencies, and other partners

Figure 28 Pathway from SO to SDG alignment



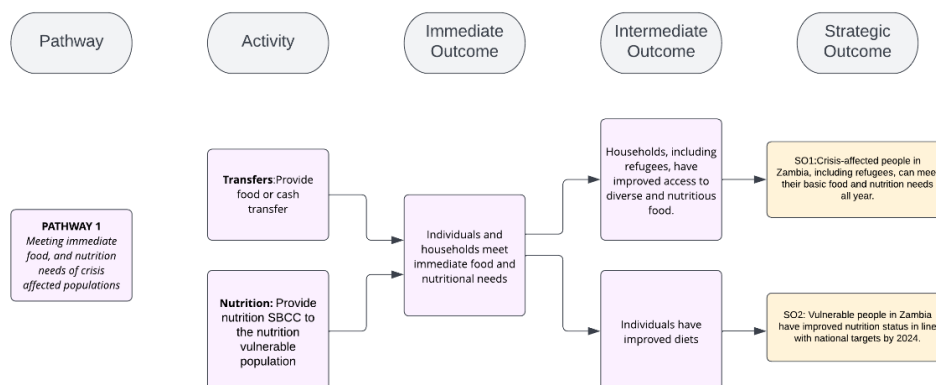
11. **Shocks and stressors:** Food and drought are regarded as the main shocks which occur every 4 to 5 years, resulting in an increase in the prevalence of diarrhoea, communicable diseases and malnutrition. While drought and flooding are threats to the entire population, children, pregnant and lactating women are regarded as at the highest risk.

12. **Implementation logic:** The implementation of the CSP takes an integrated approach, which seeks to build synergies, sequencing and layering of its activities. For example, nutritional messaging under SO2 is layered into both WFP's crisis response to meeting the basic food and nutritional needs of vulnerable populations affected by shocks (SO1) and smallholder farmer support (SO3). Likewise, all five of the SOs contribute to the goal of ending hunger, achieving food security and improving nutrition (SDG2). Similarly, WFP support to the government is being implemented in parallel to other activities in each of the SOs, to build synergies leading to improved resilience and nutritional outcomes.

Impact pathway 1: Meeting the immediate food and nutrition needs of crisis-affected populations:

13. Impact pathway 1 contributes to both SO1 and SO2 (Figure 29). Here, transfers of food or cash, in parallel to social and behavioural change communication (SBCC) for the nutritionally vulnerable population, ensures that individuals and households are able to meet their immediate food and nutritional needs.

Figure 29 Impact Pathway 1



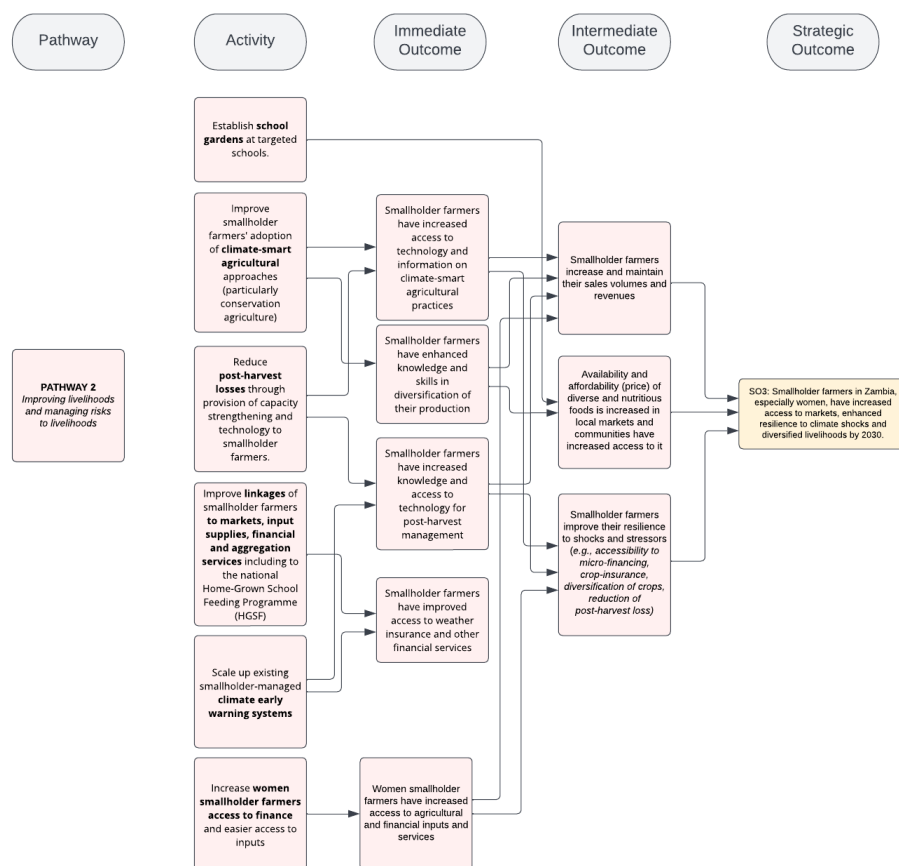
Assumptions:

1. The value of transfers is adequate to cover nutritional needs of refugees.
2. Nutritious and therapeutic foods are available in a timely manner in sufficient quantities to support affected communities.
3. Transfers enable access to nutritious food, goods, and services.
4. Caregivers are consistent in ensuring that children under the age of five follow nutrition health checks that allow timely intervention.
5. Government and partners have the necessary capacities and systems to deliver food and cash.

Impact pathway 2 – Improving livelihoods and managing risks to livelihoods:

14. Impact pathways 2 and 3 contribute to SO3 (Figure 30). Here, a large number of activities are designed to help smallholder farmers increase their sales volume and revenues, and resilience to shocks and stressors. The establishment of school gardens in parallel to promoting the adoption of climate-smart agricultural approaches helps to make diverse and nutritious foods more available in local markets and communities.
15. There is also a linkage to pathway 3, which contributes to the achievement of SO3, particularly in relation to inputs. Here increased access to inputs for women contributes to increased sales and revenue, supporting the building of their resilience to shocks.

Figure 30: Impact Pathway 2



Assumptions:

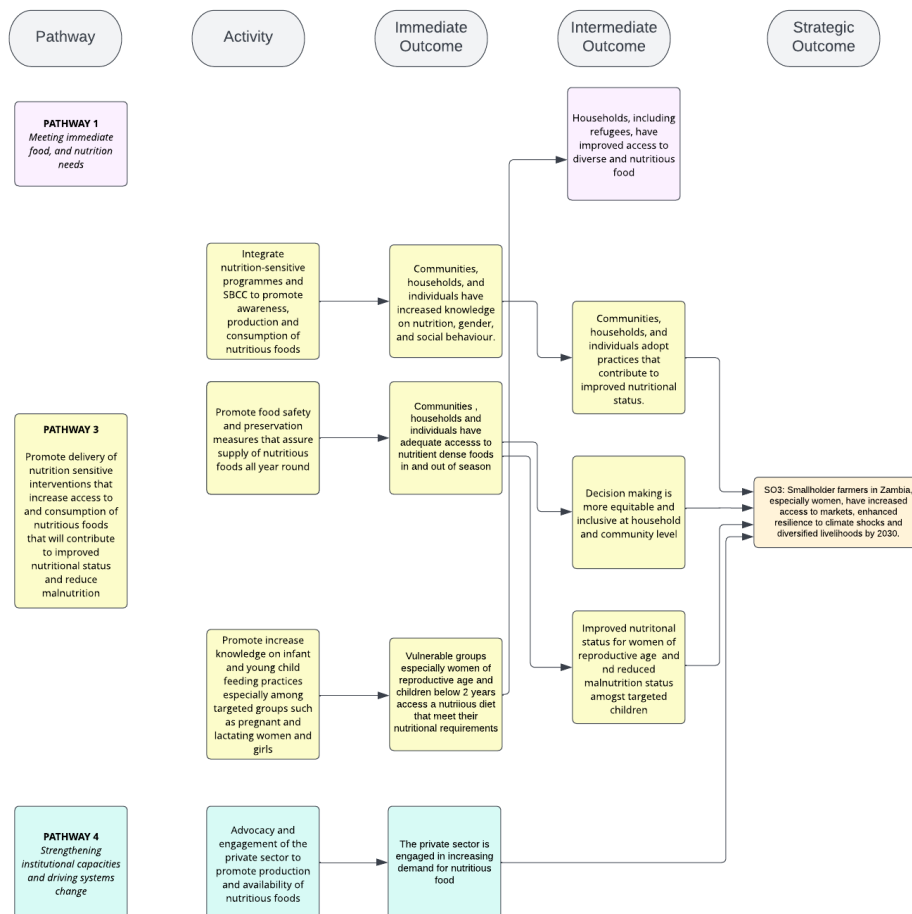
1. After the programme, smallholder farmers have access to the inputs and timely extension service support (e.g., improved seeds, hermetic bags) required to maintain their new practices or crops.
2. There is a market for the crops or other products that smallholder farmers or pastoralists diversify into.
3. Schoolchildren are willing to work in the school gardens and are receptive to SBCC messages.
4. Diversification of crops/products supports stabilization of food consumption and revenue.
5. Platforms or services for agricultural, weather and price information are available and accessible (e.g., by phone or in appropriate languages) to the target group.
6. Post-harvest materials like hermetic bags and materials for fabrication of metal silos are accessible and affordable.
7. All districts have good connectivity and data charges are affordable to allow smallholder farmers access to market information.
8. Market and weather information is disseminated as clear messages, in a timely fashion to allow farmers to decode and make good decisions.
9. Microfinance and bank rates are favourable to enable farmers to get loans at favourable rates.
10. Preferential conditions will be available to allow smallholder farmers to access financial services.

11. Weather insurance products are available and affordable for the target group.
12. There is sufficient trust among smallholder farmers to do collective marketing.
13. Growing conditions related to climate change are favourable (e.g., drought, flooding, disease, and so on).

Impact pathway 3 - Promote delivery of nutritionally sensitive interventions that increase access to/and consumption of nutritious foods that will contribute to improved nutritional status and reduce malnutrition:

16. Impact pathway 3 is complex (
17. Figure 31). It (along with impact pathway 4) contributes to SO3, but also contributes to the change logic depicted in impact pathway 1. Here, the focus of the pathway is nutritionally vulnerable people who include women, but also a broad selection of other vulnerable groups, including refugees, vulnerable households and others. Significantly, this pathway operates at four levels, namely individuals, households, communities, institutions and systems (through the facilitation of enabling environments).

Figure 31 Impact pathway 3



Assumptions:

1. Women and men are willing to take up leadership roles in committees.
2. Nutrition messages are taken seriously to influence behavioural change in targeted communities.
3. Women and other vulnerable groups are willing to participate in financial services.
4. Microfinance and bank rates are favourable to allow farmers to get loans at favourable rates.

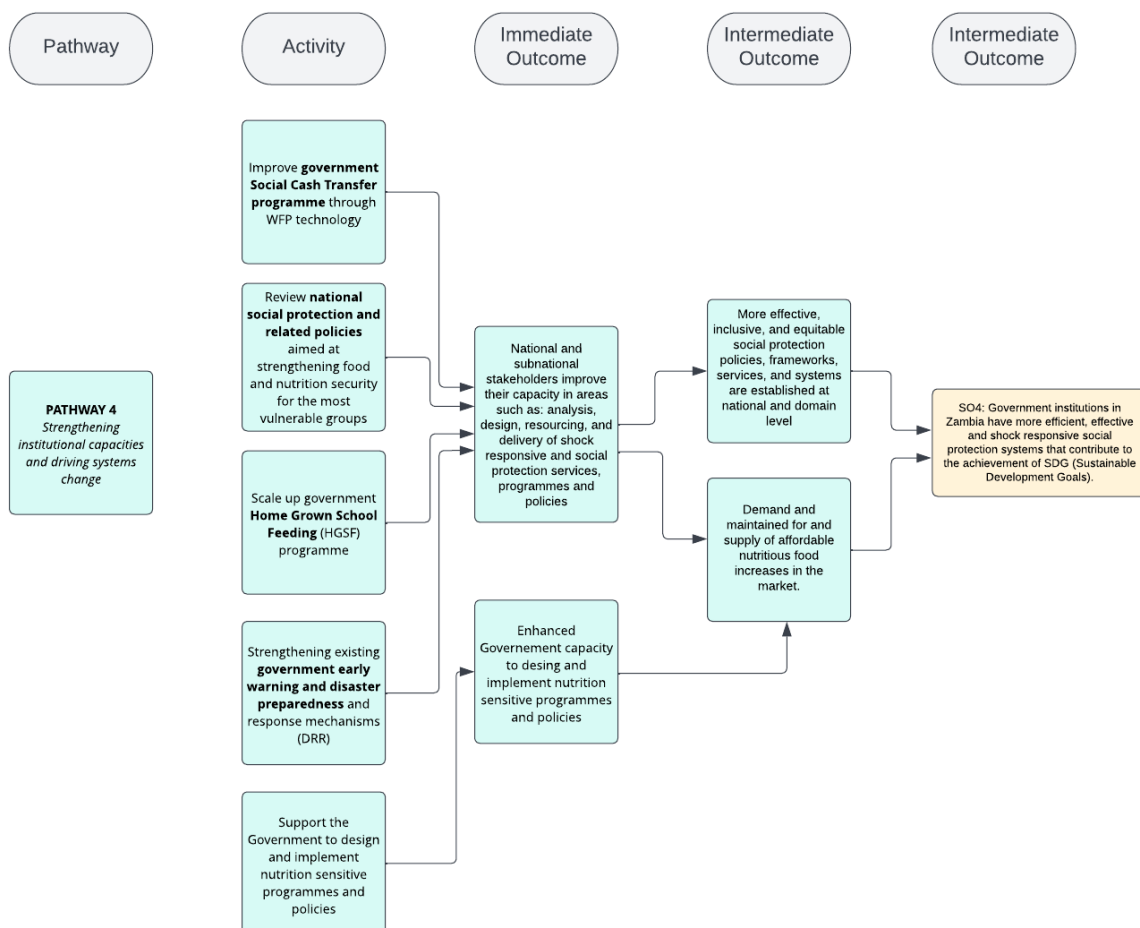
5. Preferential conditions will be available to allow smallholder farmers to access financial services.
6. Individuals are supported to make decisions based on their new skills and knowledge. Key influencers (e.g., spouse, parents, parents-in-law, employers, or religious leaders) are targeted for selected nutrition and gender equality messages.
7. The behaviours that are being influenced are possible. For example, schools or health facilities are available and are of an appropriate standard.
8. Aggregation systems are inclusive, promoting equal access for all.
9. The private sector is genuinely committed to social responsibility, and is willing to support nutrition mainstreaming initiatives

Impact pathway 4 - Strengthening institutional capacities and driving systems change:

18. Impact pathway 4 contributes to SO4 (Figure 32). Here four key WFP activities, including a government transfer programme, a review of social protection and related policies, homegrown school feeding and strengthening government early warning and disaster preparedness all work to improve national and sub-national stakeholder capacity.

19. In this pathway, the timeline for expected achievement of intermediate outcomes is likely to take considerably longer than, for example, meeting immediate food needs as depicted in pathway 1.

Figure 32: Impact pathway 4



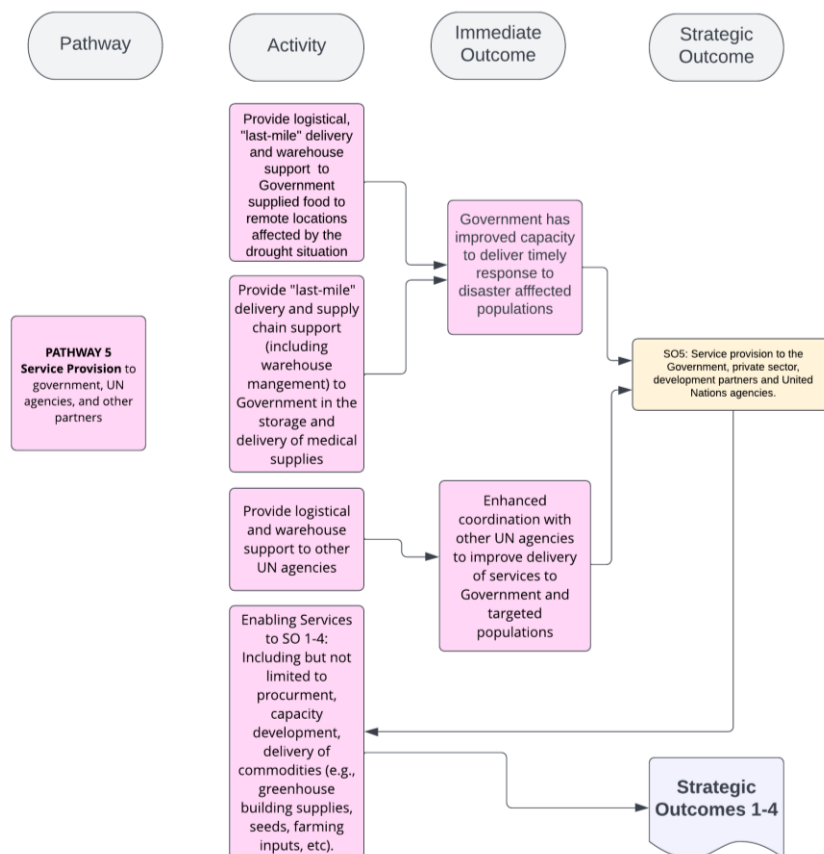
Assumptions:

1. The government provides an opportunity for HGSM (Home Grown School Meals), -and invests adequately in the programme.
2. The government is committed to policy changes and the provision of necessary budgets and has sufficient funds available.
3. Trained government personnel remain in their roles for a reasonable period to allow a smooth implementation of programmes.
4. The government is committed to using evidence-generated information in its response programmes.

Impact pathway 5 - Service provision:

20. Impact pathway 5 is unique within the Zambia CSP ToC because it contributes to SOs 1, 2, 3, 4 and 5 (Figure 33). It does this chiefly through the delivery of essential services that cannot be met adequately or reliably by the private sector. In parallel, the pathway also contributes to the capacity development of skills and services in areas related to service delivery. These activities contribute towards the creation of an enabling environment necessary to support achievement of SOs 1, 2, 3, and 4 results.

Figure 33: Impact pathway 5



Assumptions:

1. WFP provides services more cost-effectively than the private sector.
2. WFP provides a more reliable and high-quality service than the private sector.
3. WFP is able to access and work in remote areas that are not adequately serviced by the private sector.

Annex 10: Gender and inclusion

Introduction

1. This Annex was designed to provide supplementary data and information on the CSP's ambitions and results in relation to gender and inclusion. The content is designed to supplement the analysis which responds to EQ 2.2.

Additional data

2. Figure 34 below maps the gender and age marker (GaM) codes for each Strategic Outcome of the CSP over the period 2019 to 2022, using ACR data. The data demonstrates that GaM codes have increased from 3 at CSP design stage to almost 4 across the portfolio, representing a shift from an ambition of gender empowerment to delivery of gender transformative results.

Figure 34: Gender and Age Marker Coding over lifetime of CSP

ACR	SO1	SO2	SO3	SO4	SO5	Average	
2019	4	3	3	3	n/a	3.25	
2020	4	4 ³⁵⁴	Climate smart ag 3	Enhanced access to markets and financial and aggregation services 4	HGSM 4 SP etc 3	n/a	3.66
2021	4	4	4	4	3	n/a	3.8

Source: WFP Zambia ACRs

3. Data in Figure 35 below constitute a 2020 overview of GaM codes for WFP's COs, showing the percentage of WFP activities assigning different GaM codes. These data indicate that Zambia's GaM scores are at the higher end of the spectrum when compared with codes for other CSPs. KIs with WFP CO confirm that the CSP is mainly delivering gender empowerment rather than transformation, raising a question over the assignment GaM scores of 4 to so many activities when in essence a 3 score would be more appropriate.

Figure 35: GaM codes – WFP COs

	GaM 4	GaM 3	GaM 2	GaM 1	GaM 0
Unconditional resource transfers to support access to food	35	51	0	14	1
Capacity strengthening	23	32	0	23	21
School meals	35	37	2	18	8
Malnutrition prevention	64	21	0	12	3
Malnutrition treatment	35	37	2	18	8

Source: WFP Annual Performance Report for 2020.

³⁵⁴ This was due to an increasing proportion of children aged 6-23 months having a minimum acceptable diet compared to 2019 and training on food processing and preservation focusing on women – ACR 2020.

Figure 36: Examples of results from gender empowerment and gender transformative interventions

Savings Groups

WFP worked with SHF in Zambia to help them form savings groups with groups trained in a ‘Savings for Change’ method that includes business skills and financial management, which also helps farmers to save and borrow from their group’s funds at an agreed interest rate. There was an increase in SHF women’s participation in these groups, which provided an income base for their household, as well as opportunities to start up in business.³⁵⁵ The savings have also supported school fees and the purchase of seeds and inputs.³⁵⁶ Female beneficiaries noted that these Savings Groups had empowered them, led to increased respect from their husbands and men, and increased their input into household decision making. United Nations partners reported that savings groups are beneficial in terms of women’s empowerment, household nutrition, improved nutritional practices and improved productivity.

SIDA Project

The SIDA project, the goal of which is to increase the food and nutrition security of women and children in Central, Southern and Eastern provinces through fostering production, marketing and consumption of diversified food, was identified as a project that was designed to deliver gender transformational results.³⁵⁷

355 WFP. Zambia ACR 2020. WFP Zambia ACR 2021 reported that 56 per cent of participants in village savings and loan associations were female in 2021, compared to 55 per cent in 2020.

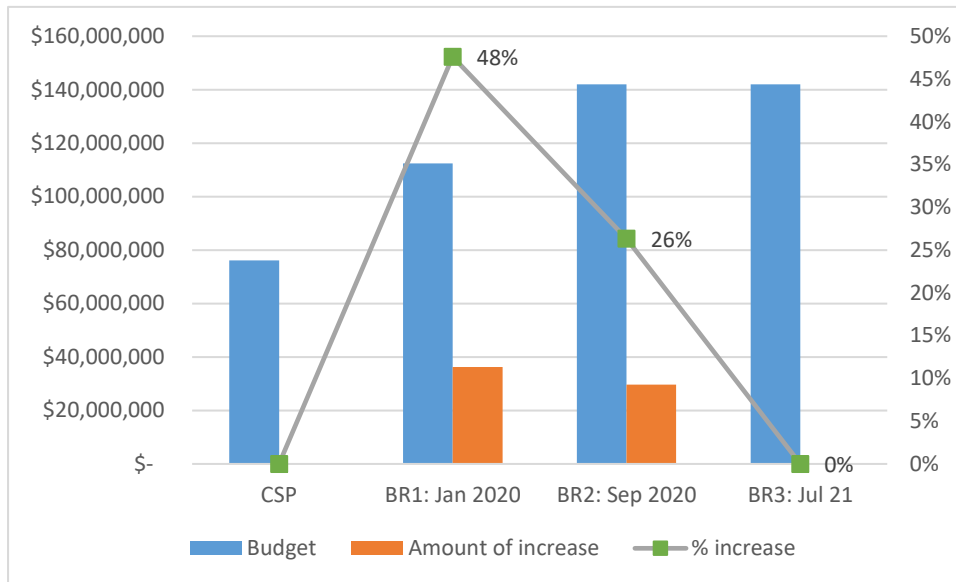
356 FGDs beneficiaries

357 KIs CO

Annex 11: Quantitative overview of performance

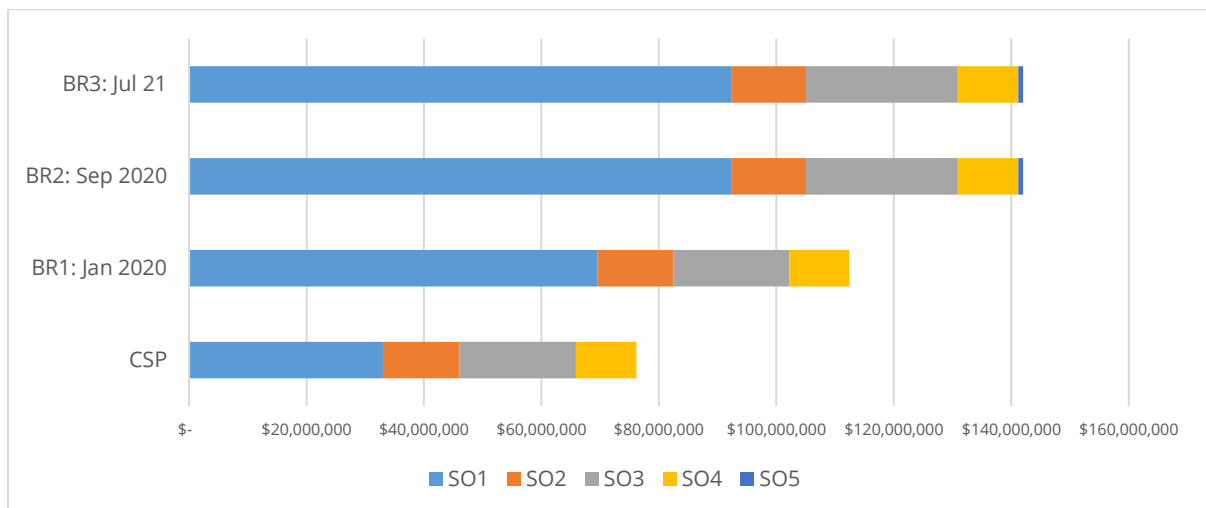
FINANCIAL OVERVIEW

Figure 37: CSP Budget evolution



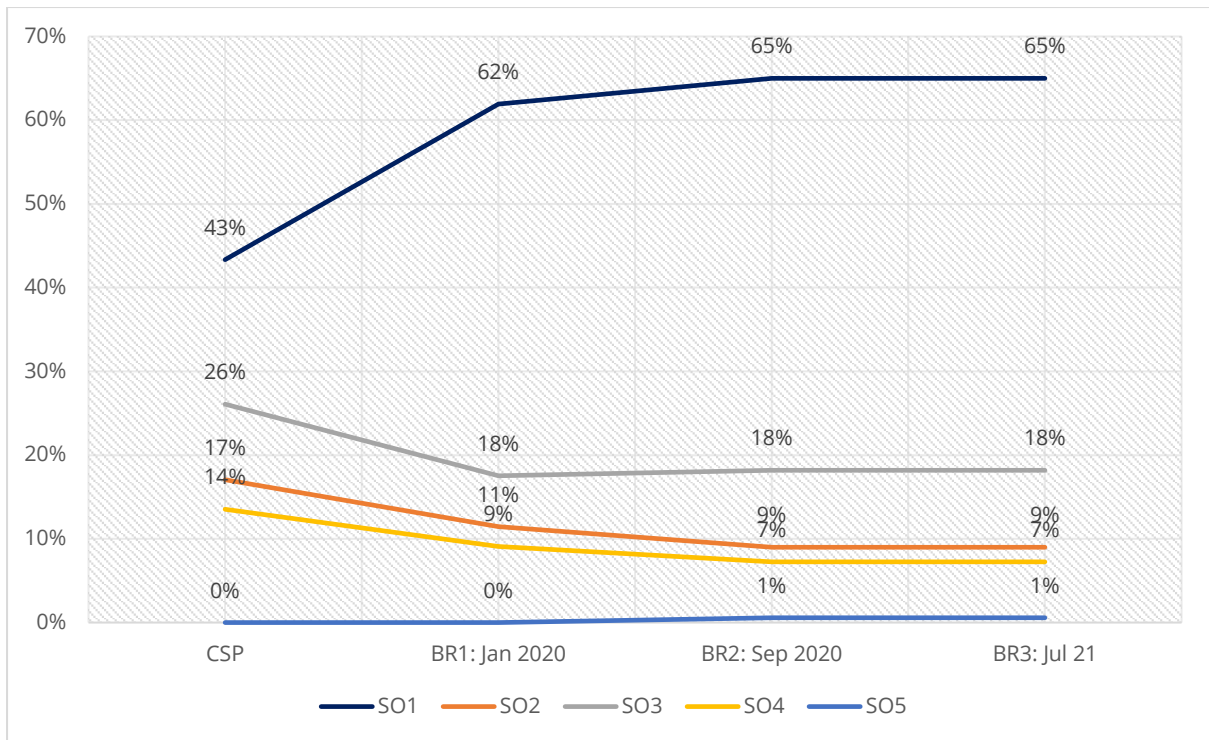
Source: CSP, ZM02 CPB Original, ZM02 - BR01 Budget, ZM02 - NBP - BR02 Budget, BR03 Budget

Figure 38: Budget allocations by Strategic Outcome (SO) per CSP budget



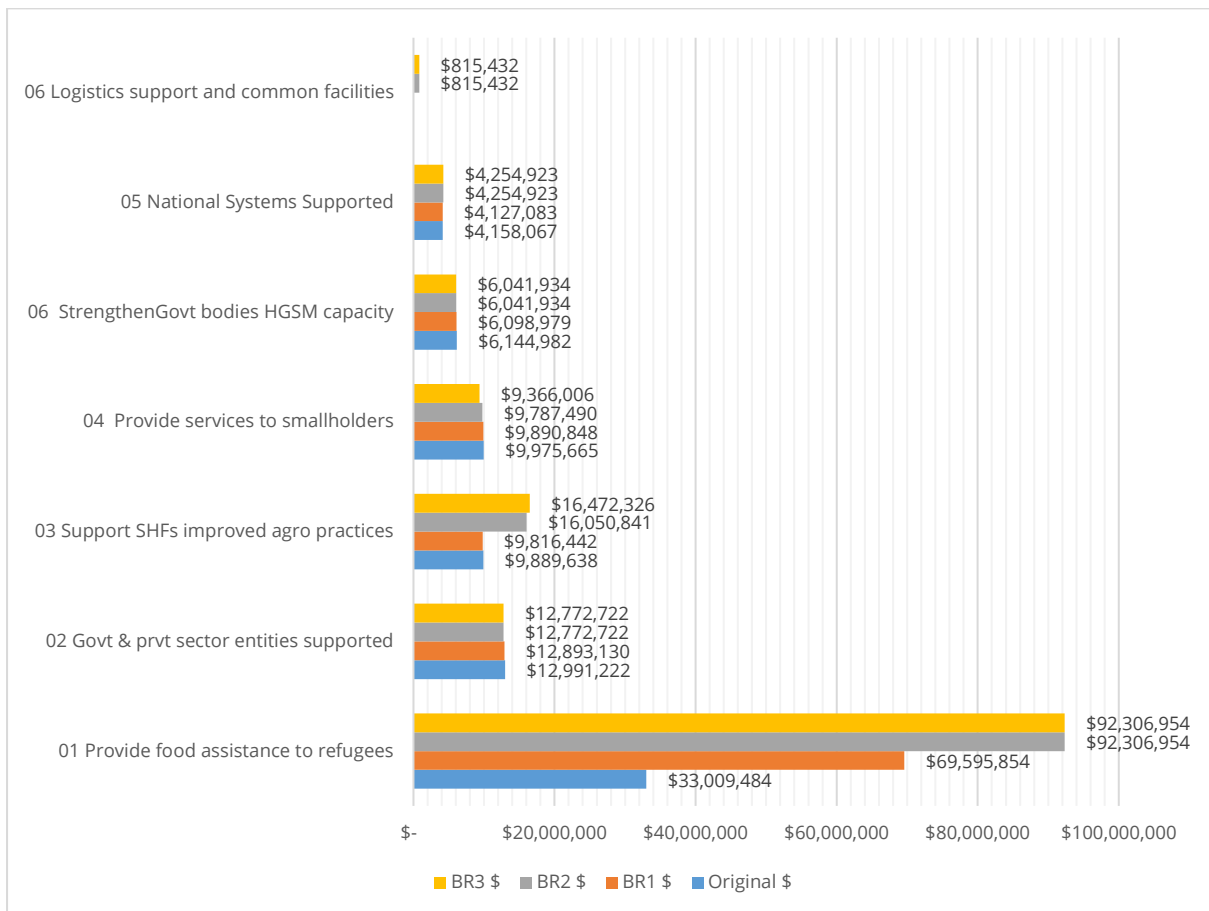
Source: CSP, BRs1-3, CPB_Original, 1_NBP_OV_ACT_nav21, Copy of ZM02 - NBP - BR02 (002), Zambia CSP BR03_Budget_27July21_0

Figure 39: Evolution of budget proportion for each Strategic Outcome (SO) with each budget revision



Source: CSP, BRs1-3, CPB_Original, 1_NBP_OV_ACT_nav21, Copy of ZM02 - NBP - BR02 (002), Zambia CSP BR03_Budget_27July21_0

Figure 40: Total budget per activity for each Budget Revision



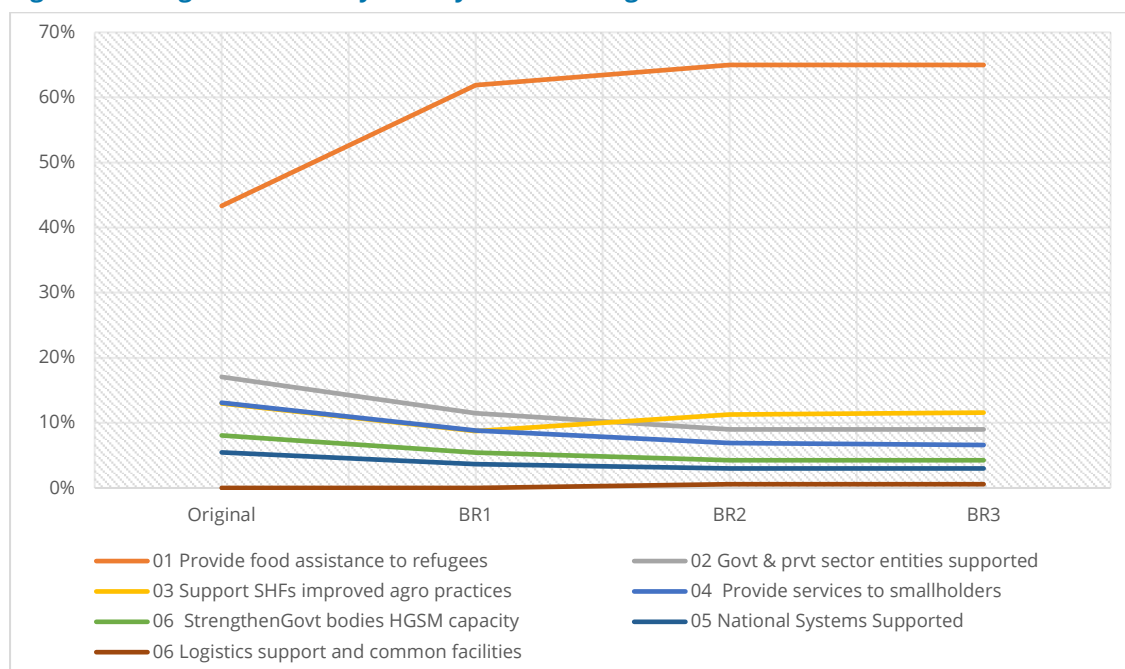
Source: CSP, BRs1-3, CPB_Original, 1_NBP_OV_ACT_nav21, Copy of ZM02 - NBP - BR02 (002), Zambia CSP BR03_Budget_27July21_0

Table 23: Total budget and budget proportion per activity for each Budget Revision

SO	Activity	WBS	\$	\$	\$	\$	%	%	%	%
1	01 Provide food assistance to refugees	ZM02.01.013.URT1	\$ 33,009,484	\$ 69,595,854	\$ 92,306,954	\$ 92,306,954	43%	62%	65%	65%
2	02 Govt & prvt sector entities supported	ZM02.02.021.NPA1	\$ 12,991,222	\$ 12,893,130	\$ 12,772,722	\$ 12,772,722	17%	11%	9%	9%
3	03 Support SHFs improved agro practices	ZM02.03.031.CAR1	\$ 9,889,638	\$ 9,816,442	\$ 16,050,841	\$ 16,472,326	13%	9%	11%	12%
	04 Provide services to smallholders	ZM02.03.031.SMS1	\$ 9,975,665	\$ 9,890,848	\$ 9,787,490	\$ 9,366,006	13%	9%	7%	7%
4	06 StrengthenGovt bodies HGSM capacity	ZM02.05.041.CSI1	\$ 6,144,982	\$ 6,098,979	\$ 6,041,934	\$ 6,041,934	8%	5%	4%	4%
	05 National Systems Supported	ZM02.05.041.CSI2	\$ 4,158,067	\$ 4,127,083	\$ 4,254,923	\$ 4,254,923	5%	4%	3%	3%
5	06 Logistics support and common facilities	ZM02.08.051.CPA1			\$ 815,432	\$ 815,432	0%	0%	1%	1%
Total			\$ 76,169,057	\$ 112,422,335	\$ 142,030,298	\$ 142,030,298				

Source: CSP, BRs1-3, CPB_Original, 1_NBP_OV_ACT_nav21, Copy of ZM02 - NBP - BR02 (002), Zambia CSP BR03_Budget_27July21_0

Figure 41: Budget evolution by activity for each budget revision



Source: CSP, BRs1-3, CPB_Original, 1_NBP_OV_ACT_nav21, Copy of ZM02 - NBP - BR02 (002), Zambia CSP BR03_Budget_27July21_0

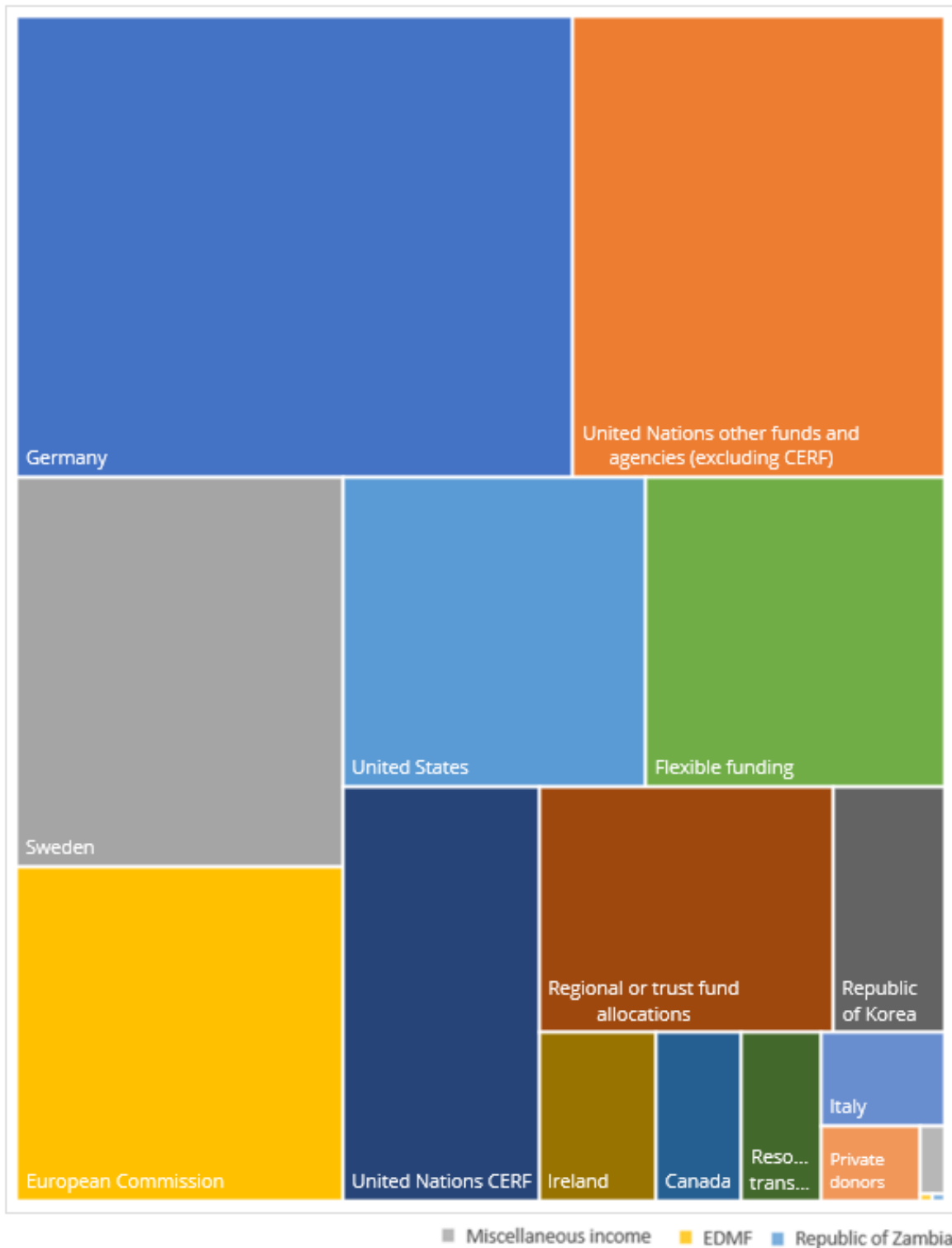
Table 24: Annual breakdown of needs-based plan and allocated resources against expenditure by activity

Focus Area, Strategic Outcome, Activity, Other				2019					2020					2021					2022					
SO	Act code	Act	Act.	Needs-based plan	Allocated Resources	Expenditures	Exp as % of Allocated Resources	Exp as % of NBP	Needs-based plan	Allocated Resources	Expenditures	Exp as % of Allocated Resources	Exp as % of NBP	Needs-based plan	Allocated Resources	Expenditures	Exp as % of Allocated Resources	Exp as % of NBP	Needs-based plan	Allocated Resources	Expenditures	Exp as % of Allocated Resources	Exp as % of NBP	
				USD	USD	USD	%	%	USD	USD	USD	%	%	USD	USD	USD	%	%	USD	USD	USD	%	%	
Crisis Response - Focus	NPA1		Provide food and nutrition support to crisis-affected populations	\$ 18,613,258	\$ 12,424,096	\$ 2,510,606	20%	13%	\$ 41,635,316	\$ 17,840,225	\$ 12,126,672	68%	29%	\$ 5,299,273	\$ 6,870,264	\$ 5,665,576	82%	107%	\$5,645,743	\$2,790,736	\$1,275,025	46%	23%	
				Non act. specific	\$ -	\$ 12,580	\$ -	0%	0%	\$ -	\$ 174,837	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Non act. specific	\$ -	\$ 576,053	\$ -	0%	0%	\$ -	\$ 2,172	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
Sub-total SO1			\$ 18,613,258	\$ 13,012,729	\$ 2,510,606	19%	13%	\$ 41,635,316	\$ 18,017,234	\$ 12,126,672	67%	29%	\$ 5,299,273	\$ 6,870,264	\$ 5,665,576	82%	107%	\$5,645,743	\$2,790,736	\$1,275,025	46%	23%		
Root Causes	NPA1		Provide technical support to government institutions and the private sector to reduce malnutrition and scale up high impact nutrition interventions	\$ 1,561,203	\$ 1,106,441	\$ 169,025	15%	11%	\$ 1,859,235	\$ 3,042,270	\$ 1,138,036	37%	61%	\$ 1,839,185	\$ 3,038,952	\$ 1,705,875	56%	93%	\$1,890,071	\$1,751,269	\$482,372	28%	26%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO2			\$ 1,561,203	\$ 1,106,441	\$ 169,025	15%	11%	\$ 1,859,235	\$ 3,042,270	\$ 1,138,036	37%	61%	\$ 1,839,185	\$ 3,038,952	\$ 1,705,875	56%	93%	\$1,890,071	\$1,751,269	\$482,372
Resilience Building	CAR1	5	Promote climate-smart agriculture, crop diversification and postharvest management among smallholder farmers and through government systems	\$ 1,226,193	\$ 1,217,491	\$ 514,754	42%	42%	\$ 4,811,025	\$ 10,828,728	\$ 1,588,536	15%	33%	\$ 3,836,345	\$ 9,948,336	\$ 6,128,816	62%	160%	\$1,432,923	\$1,523,804	\$2,747,987	180%	192%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO3			\$ 1,226,193	\$ 1,217,491	\$ 514,754	42%	42%	\$ 4,811,025	\$ 10,828,728	\$ 1,588,536	15%	33%	\$ 3,836,345	\$ 9,948,336	\$ 6,128,816	62%	160%	\$1,432,923	\$1,523,804	\$2,747,987
Resilience Building	SMS1	4	Provide smallholder farmers with enhanced access to markets and financial and aggregation services	\$ 1,382,271	\$ 4,874,431	\$ 214,503	4%	16%	\$ 1,610,372	\$ 5,202,826	\$ 1,589,869	31%	99%	\$ 1,233,801	\$ 3,820,636	\$ 1,275,103	33%	103%	\$1,260,372	\$1,311,809	\$413,934	32%	33%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO4			\$ 1,382,271	\$ 4,874,431	\$ 214,503	4%	16%	\$ 1,610,372	\$ 5,202,826	\$ 1,589,869	31%	99%	\$ 1,233,801	\$ 3,820,636	\$ 1,275,103	33%	103%	\$1,260,372	\$1,311,809	\$413,934
Crisis Response - Focus	CSI1	5	Provide technical support to the government in strengthening systems and capacities of the structures responsible for the home grown school meals programme	\$ 720,974	\$ 208,370	\$ 77,278	26%	11%	\$ 873,213	\$ 2,271,689	\$ 473,986	21%	54%	\$ 885,528	\$ 1,867,382	\$ 1,417,879	76%	160%	\$647,639	\$367,190	\$219,489	60%	34%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO4			\$ 720,974	\$ 208,370	\$ 77,278	26%	11%	\$ 873,213	\$ 2,271,689	\$ 473,986	21%	54%	\$ 885,528	\$ 1,867,382	\$ 1,417,879	76%	160%	\$647,639	\$367,190	\$219,489
Root Causes	CSI2	6	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.	\$ 447,540	\$ 125,460	\$ 12,126	10%	3%	\$ 743,333	\$ 480,551	\$ 109,271	23%	15%	\$ 589,671	\$ 654,615	\$ 179,838	27%	30%	\$896,020	\$230,048	\$338,934	147%	38%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO4			\$ 447,540	\$ 125,460	\$ 12,126	10%	3%	\$ 743,333	\$ 480,551	\$ 109,271	23%	15%	\$ 589,671	\$ 654,615	\$ 179,838	27%	30%	\$896,020	\$230,048	\$338,934
Crisis Response - Focus	CPA1	7	Provide on-demand service provision through logistical support for food and nonfood movement and common facilities service provision	\$ -	\$ -	\$ -	0%	0%	\$ 510,501	\$ 39,696	\$ 26,194	66%	5%	\$ 68,181	\$ 83,313	\$ 83,313	100%	122%	\$ -	\$ -	\$ -	0%	0%	
				Non act. specific	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%	\$ -	\$ -	\$ -	0%	0%
				Sub-total SO5			\$ -	\$ -	\$ -	0%	0%	\$ 510,501	\$ 39,696	\$ 26,194	66%	5%	\$ 68,181	\$ 83,313	\$ 83,313	100%	122%	\$ -	\$ -	\$ -
Total operational				\$ 23,951,439	\$ 20,780,078	\$ 3,498,292	17%	15%	\$ 52,042,994	\$ 39,882,993	\$ 17,052,564	43%	33%	\$ 13,751,981	\$ 26,351,009	\$ 16,456,400	62%	120%	\$10,229,110	\$7,445,130	\$4,919,318	67%	48%	
Total direct support (DSC)				\$ 1,745,910	\$ 1,245,905	\$ 308,851	25%	18%	\$ 2,919,395	\$ 3,820,087	\$ 979,248	26%	34%	\$ 1,505,584	\$ 3,296,764	\$ 1,475,375	45%	98%	\$1,617,407	\$474,670	\$1,207,618	254%	75%	
Total indirect support (ISC)				\$ 1,670,328	\$ 1,354,742	\$ 1,394,742	100%	81%	\$ 3,537,511	\$ 1,588,859	\$ 1,588,859	100%	45%	\$ 986,844	\$ 202,638	\$ 202,368	21%	21%	\$ -	\$ -	\$ -	0%	0%	
Grand total cost				\$ 27,377,077	\$ 23,380,725	\$ 5,193,885	22%	16%	\$ 58,499,900	\$ 45,291,939	\$ 19,620,671	43%	34%	\$ 16,244,409	\$ 29,850,411	\$ 18,144,143	61%	114%	\$11,846,517	\$7,919,800	\$6,126,936	74%	52%	

Source: ACRs 2019-2021, ZMCO Financial Overview Jan-Jun 2022 [08/2022]

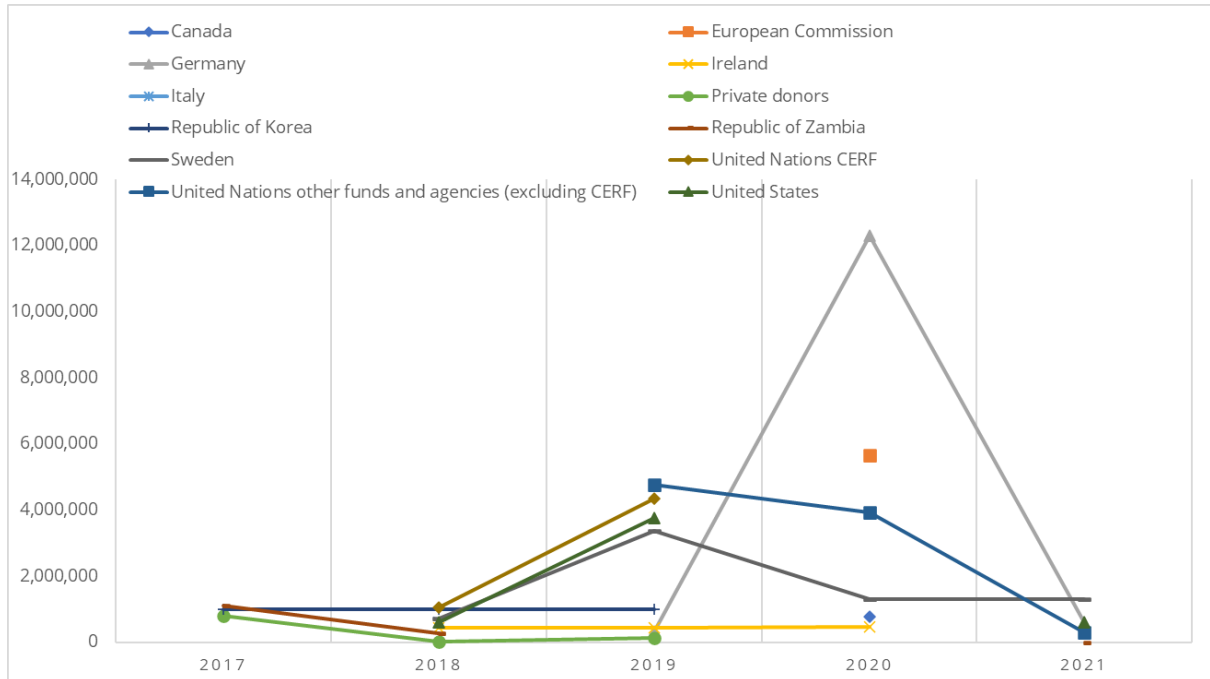
FUNDING OVERVIEW

Figure 42: Proportion of total CSP funding 2018-2022 by donor



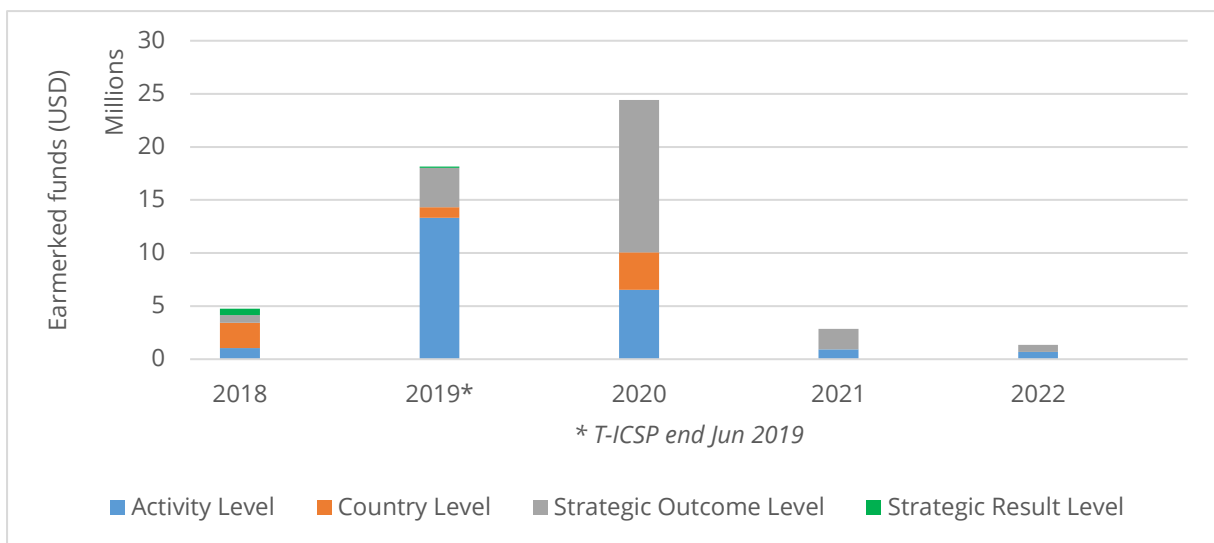
Source: CPB ZM02 Resource Situation [12/08/2022]

Figure 43: Evolution of funding by donor



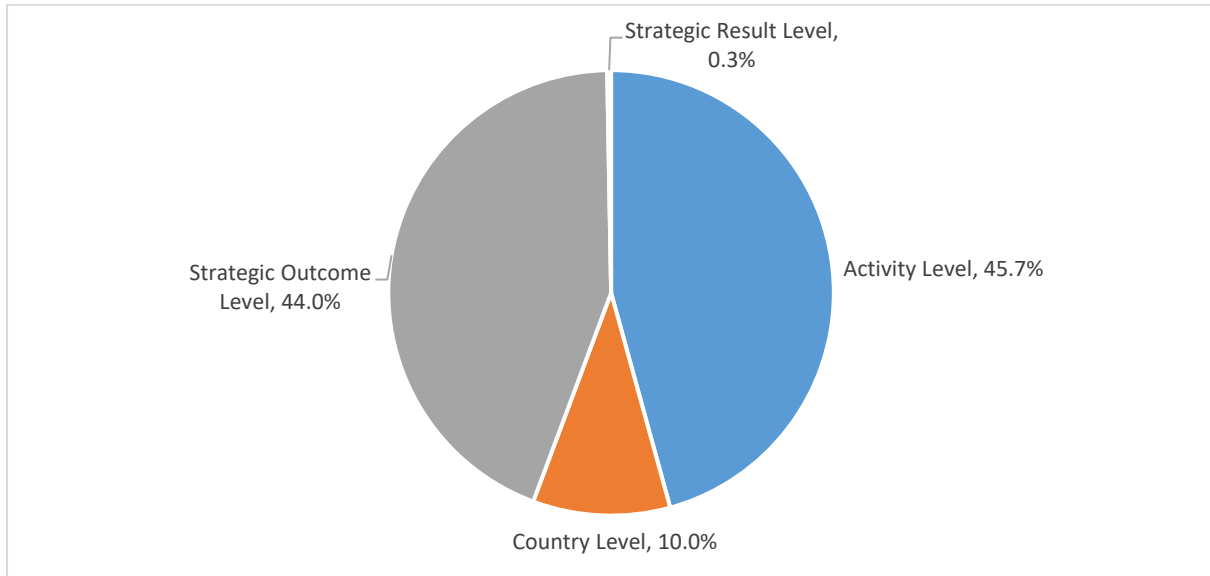
Source: Distribution Contribution Stats 2022-03-27

Figure 44: Evolution of earmarked contributions



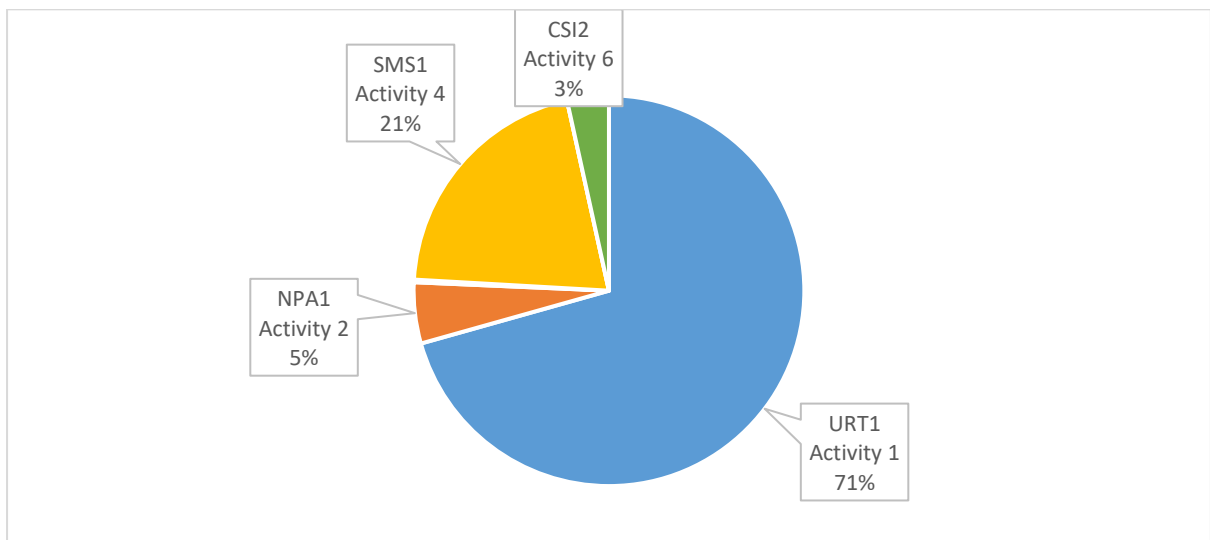
Source: 2022-04-01_CPB donor earmarking Zambia 2018-2022

Figure 45: CSP earmarking, 2019-2022



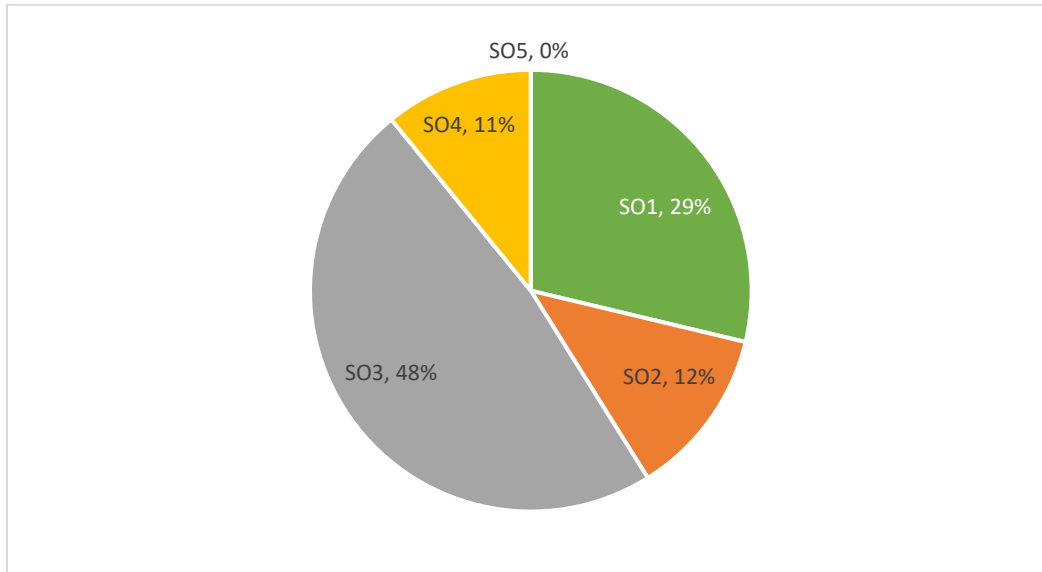
Source: 2022-04-01_CPB donor earmarking Zambia 2018, 2019, 2020, 2021, 2022

Figure 46: Breakdown of activity-level earmarking by activity



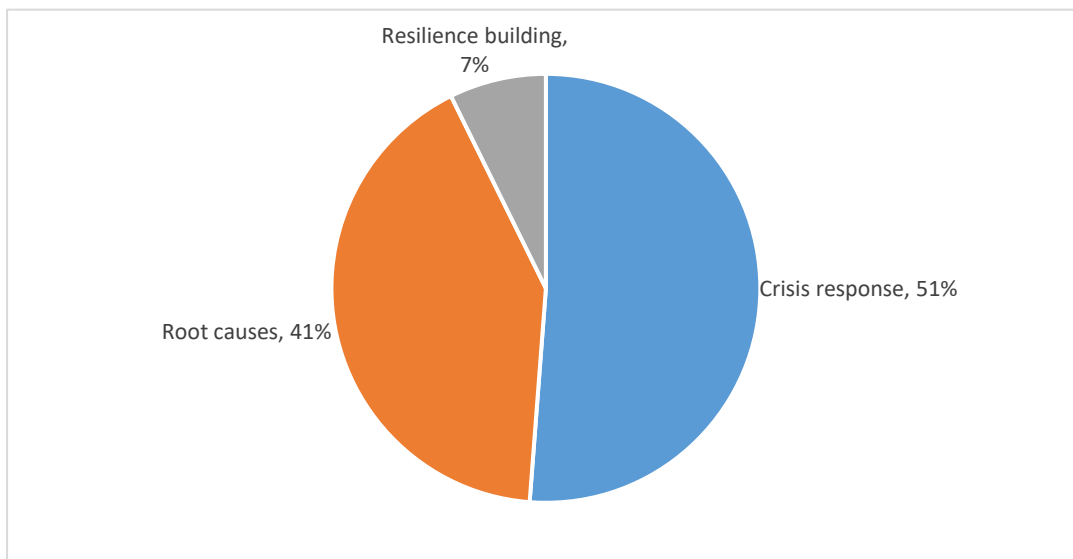
Source: 2022-04-01_CPB donor earmarking Zambia 2018, 2019, 2020, 2021, 2022

Figure 47: Breakdown of earmarking by Strategic Outcome area, 2019-2022



Source: 2022-04-01_CPB donor earmarking Zambia 2018, 2019, 2020, 2021, 2022

Figure 48: Earmarking at activity and strategic outcome level according to focus area



Source: 2022-04-01_CPB donor earmarking Zambia 2018, 2019, 2020, 2021, 2022

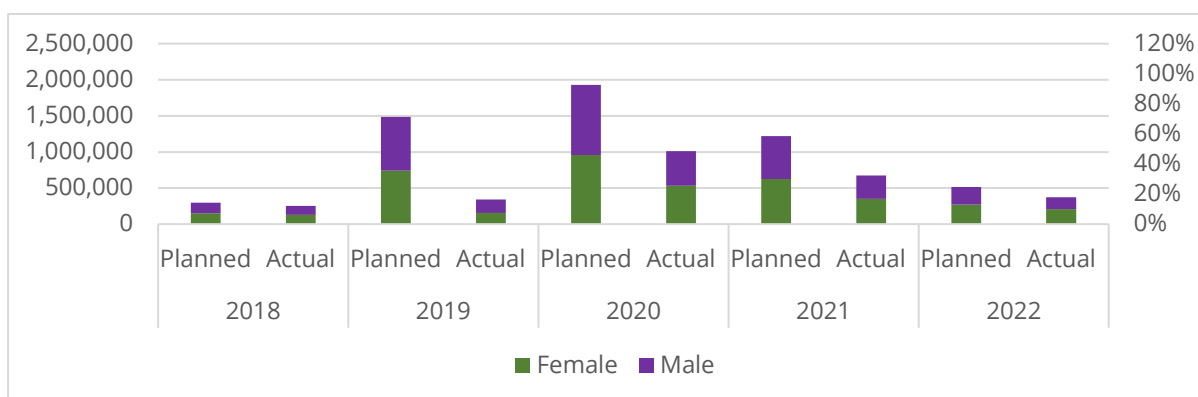
OVERVIEW OF BENEFICIARY DATA

Table 25: Planned and actual beneficiaries 2018-2022 (up to July)

		Female	Female % Achievement	Male	Male % Achievement	Total	Total % Achievement
2018	Planned	150,805	85%	144,419	85%	295,224	85%
	Actual	128,130		122,833		250,963	
2019	Planned	742,640	21%	743,030	25%	1,485,670	23%
	Actual	156,701		185,987		342,688	
2020	Planned	958,156	55%	972,668	49%	1,930,824	52%
	Actual	531,435		479,266		1,010,701	
2021	Planned	627,396	56%	592,942	55%	1,220,338	55%
	Actual	348,447		323,791		672,238	
2022	Planned	268,541	78%	245,347	67%	513,888	73%
	Actual	209,708		164,483		374,191	

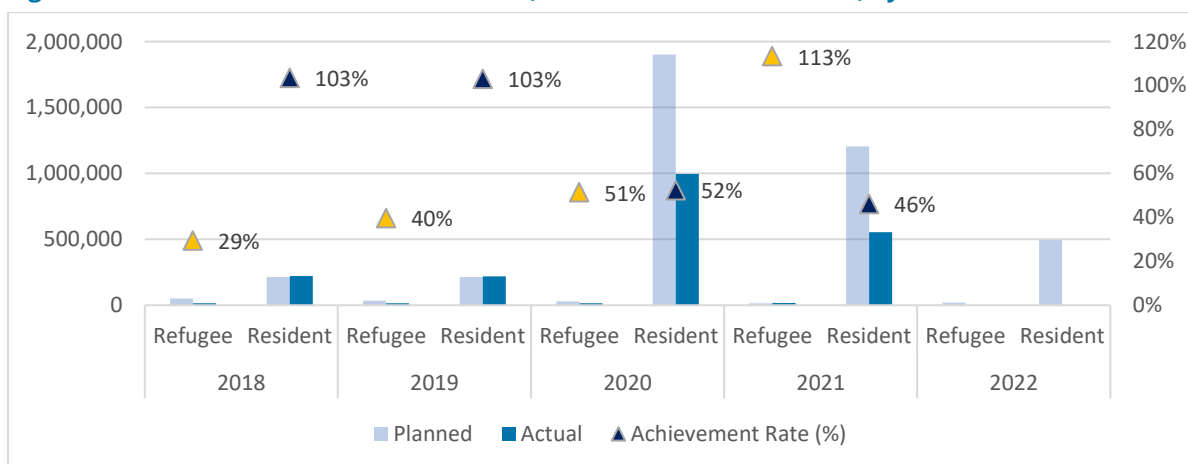
Source: ACRs 2018-2021, CM-A003_Actuals_-_Beneficiaries_-_Detailed_(monthly)_v.3.4 30/08/22, Beneficiaries Reached January to July 2022

Figure 49: Planned and actual beneficiaries 2018-2022 (up to July)



Source: ACRs 2018-2021, CM-A003_Actuals_-_Beneficiaries_-_Detailed_(monthly)_v.3.4 30/08/22, Beneficiaries Reached January to July 2022

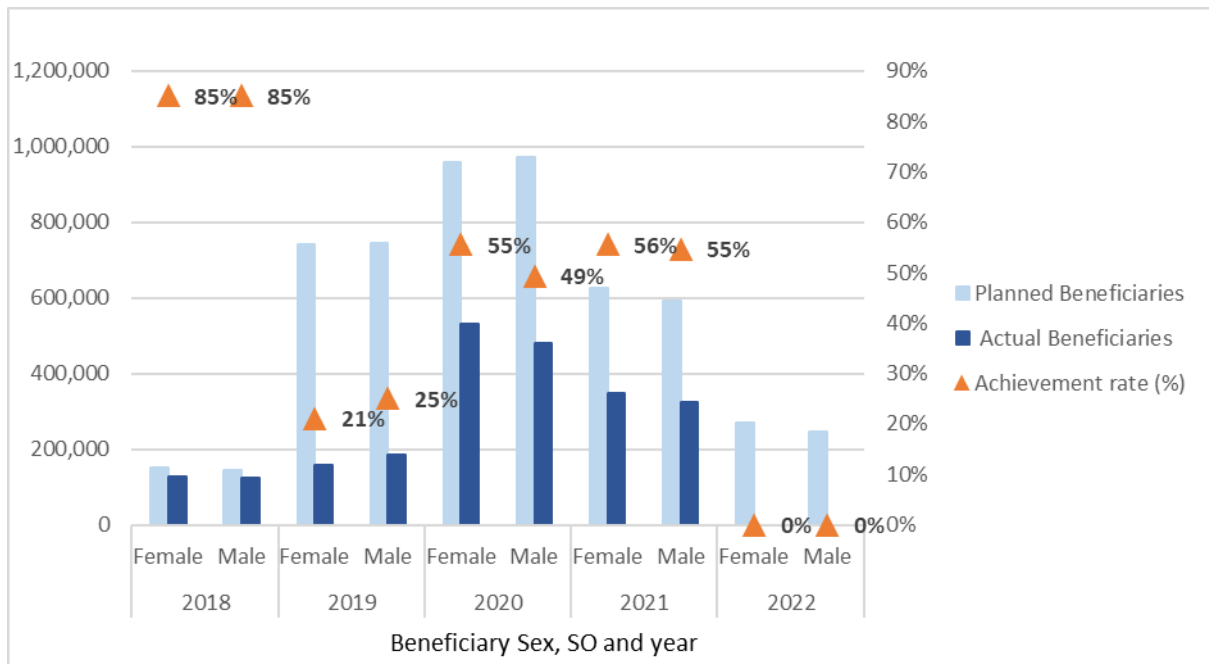
Figure 50: Planned and actual beneficiaries (and rate of achievement %) by residential status



Source: COMET CM-R001b 2018-2022 [01/04/2022]

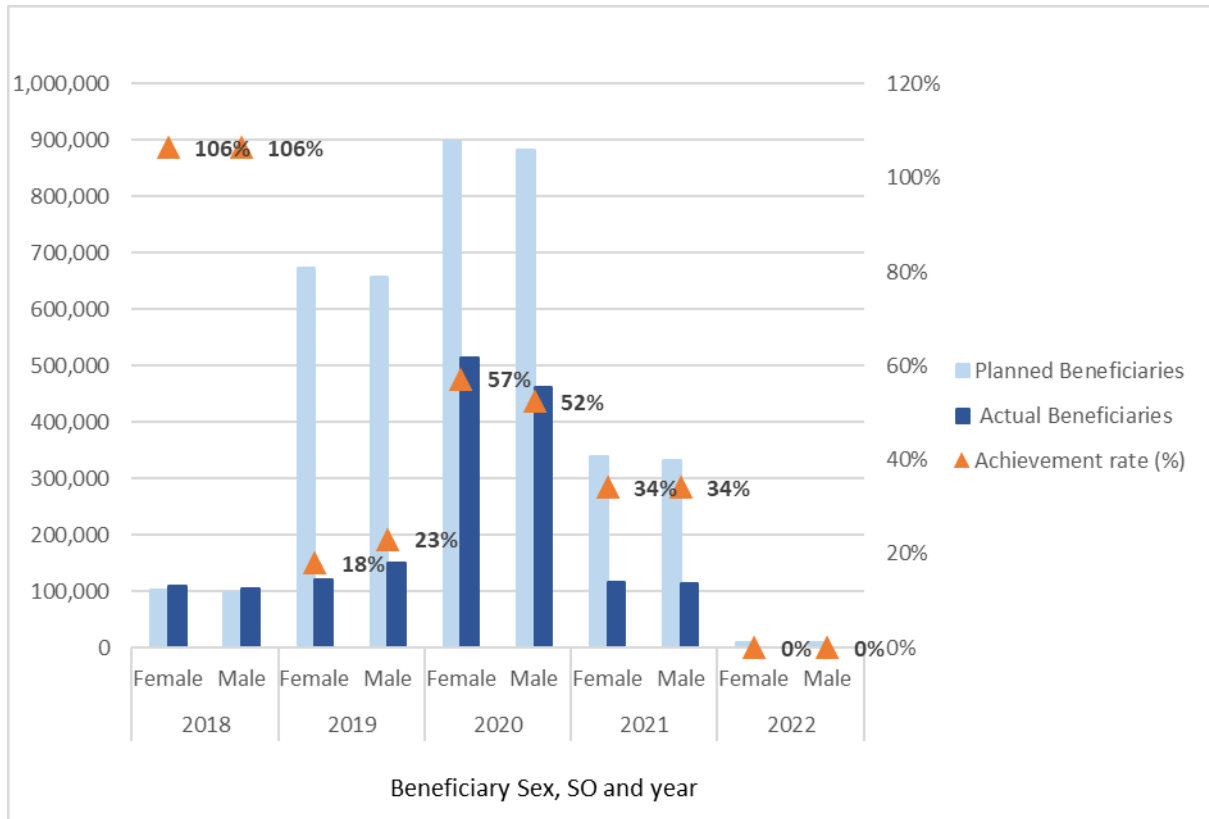
Planned and Actual Beneficiaries

Figure 51: Planned and actual beneficiaries with rate of achievement, 2018-2021



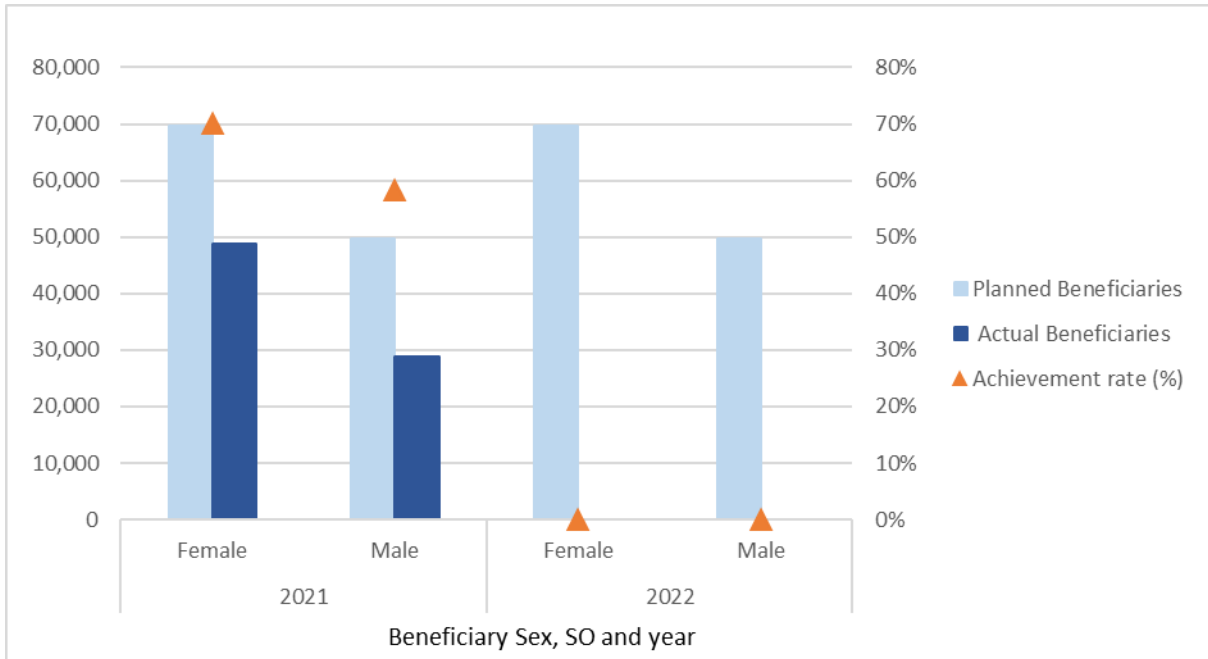
Source: COMET CM-RO20 [01/04/2022]

Figure 52: SO1 Planned and actual beneficiaries, 2018-2021



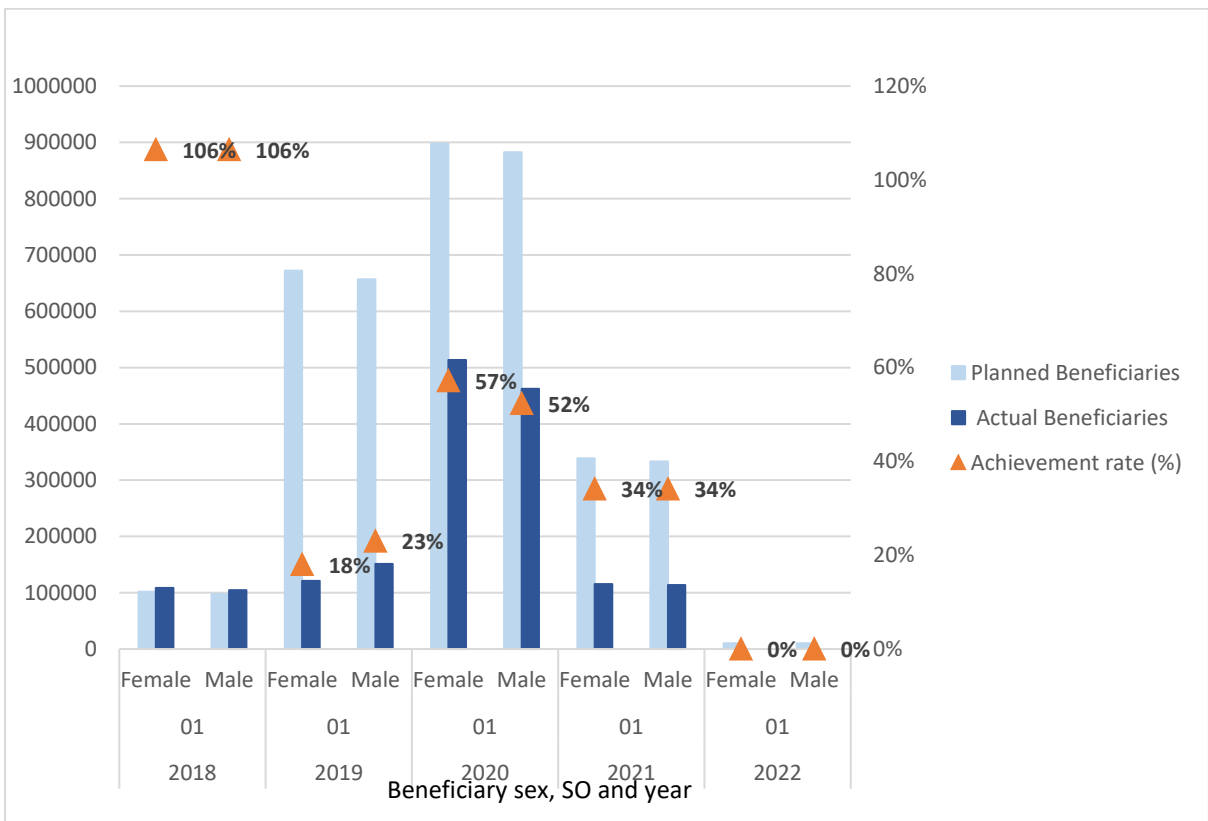
Source: COMET CM-RO20 [01/04/2022]

Figure 53: SO2 planned and actual beneficiaries, 2018-2022



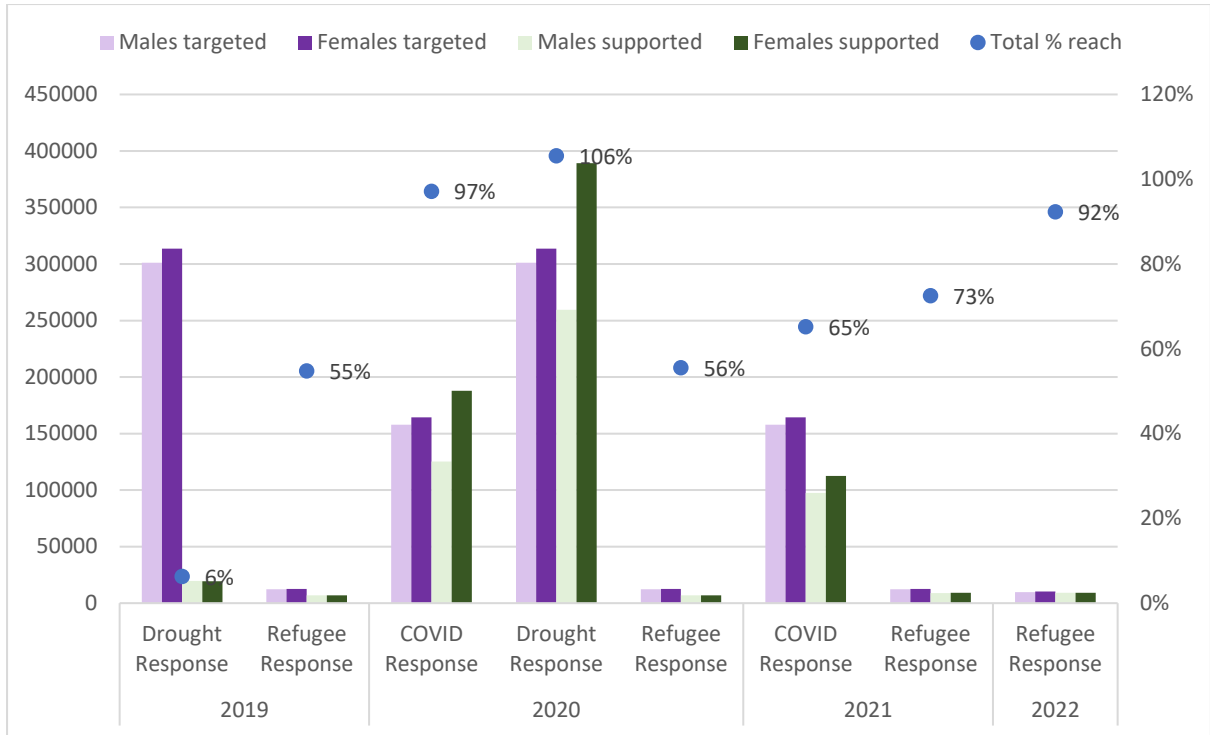
Source: COMET CM-RO20 [01/04/2022]

Figure 54: SO3 planned and actual beneficiaries, 2018-2022



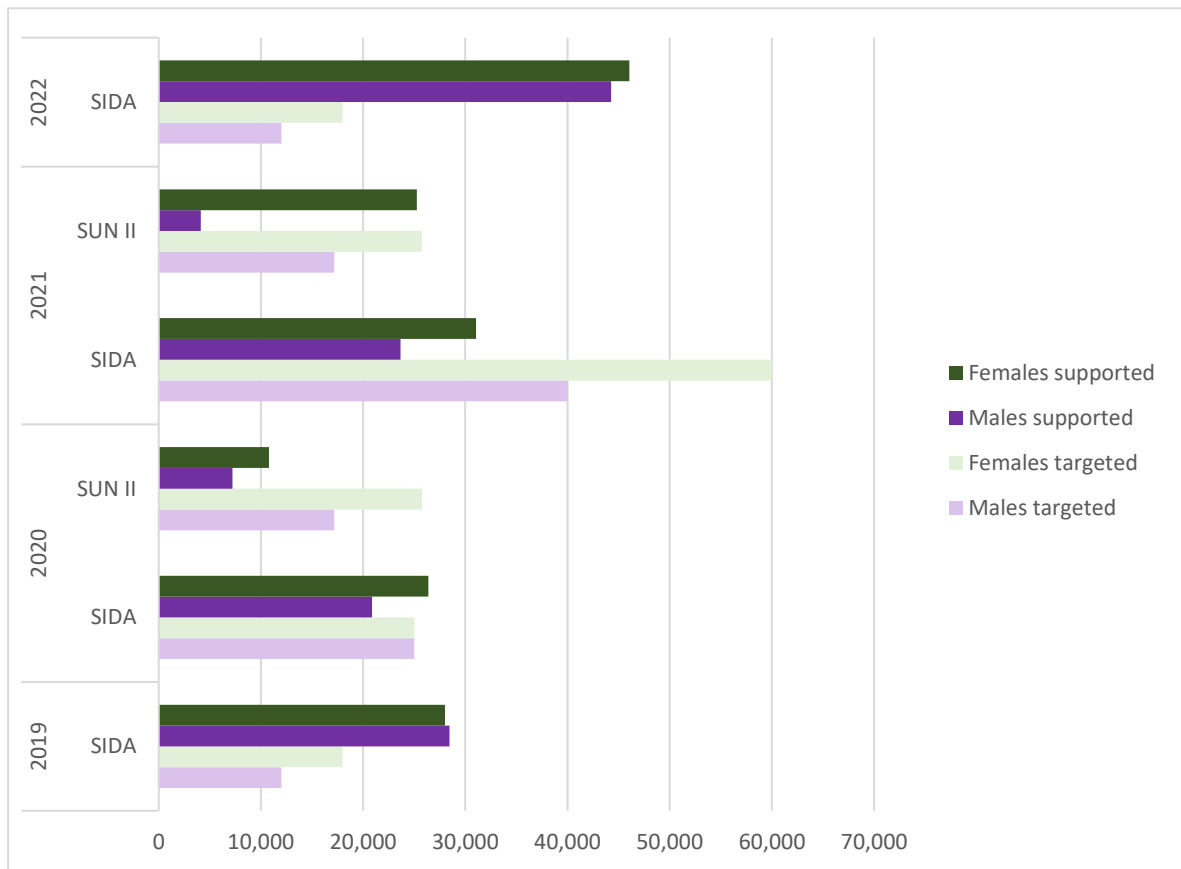
Source: COMET CM-RO20 [01/04/2022]

Figure 55: Individuals targeted and reached by crisis response, 2018-2022



Source: CO figures based on monitoring data [24/11/22]

Figure 56 : SO2 Individuals targeted and supported, by project 2019-2022³⁵⁸



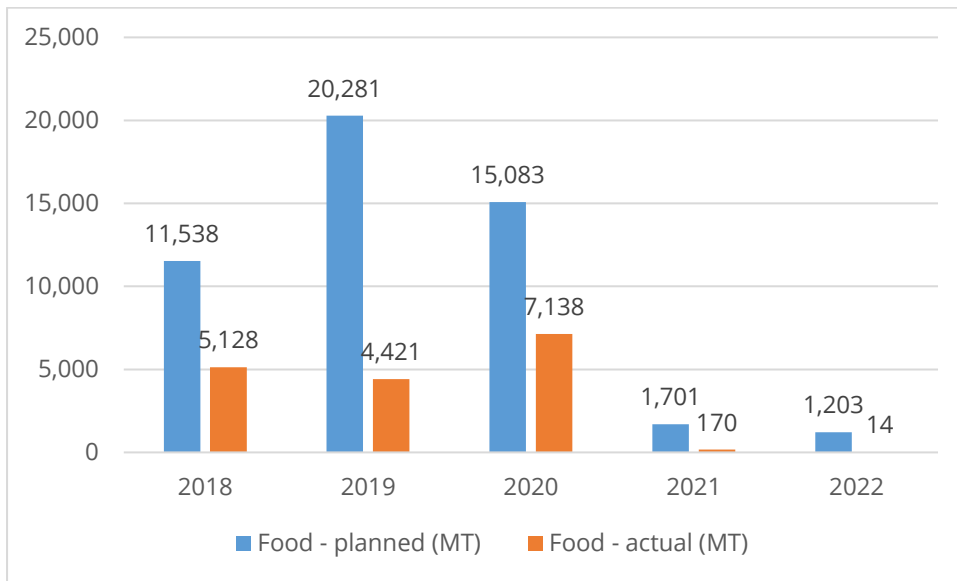
Source: CO figures based on monitoring data [24/11/22]

³⁵⁸ Includes indirect beneficiaries not captured in COMET reporting.

OVERVIEW OF CSP TRANSFERS TO BENEFICIARIES

In-kind transfers

Figure 57: Planned and actual in-kind transfers



Source: 2022-04-01_CM-R007 Zambia 2018-2022

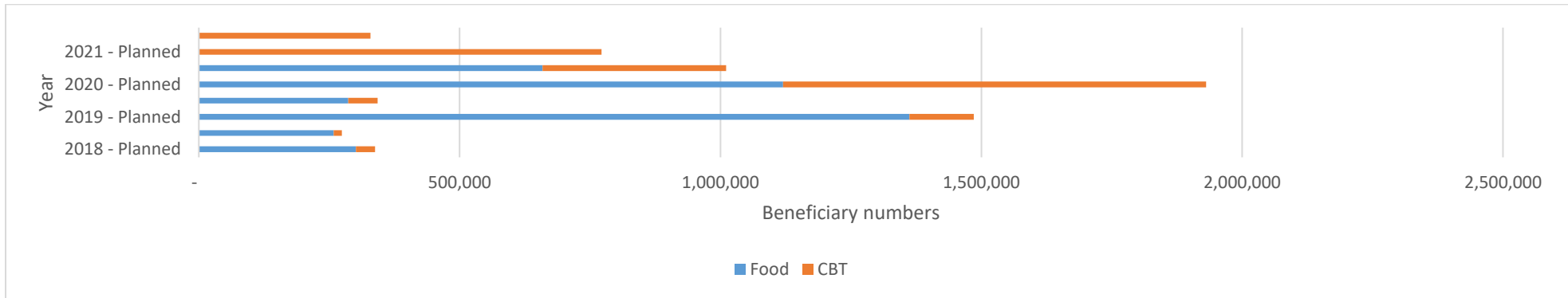
Analysis by modality

Table 26: Planned and actual beneficiaries by modality and SO area, 2018-2022

Year	Strategic Objective	Activities	Planned Beneficiaries									Actual Beneficiaries									Actual v. Planned					
			Food			CBT			CS			Food			CBT			CS			Food	CBT	CS			
			F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	%	%	%
2018	Total T-ICSP SO1		128.216	122.331	250.547	9.351	8.985	18.336	-	-	-	124.063	119.079	243.142	4.067	3.754	7.821	-	-	-	97%		43%			
	Total T-ICSP SO3		-	-	-	6.801	6.534	13.335	-	-	-	-	-	-	4.067	3.754	7.821	-	-	-	#DIV/0!		59%			
	Total T-ICSP SO5		26.216	24.331	50.547	2.550	2.451	5.001	-	-	-	7.818	7.451	15.269	-	-	-	-	-	-	30%		0%			
	Grand Total		154.432	146.662	301.094	18.702	17.970	36.672	-	-	-	131.881	126.530	258.411	8.134	7.508	15.642	-	-	-	86%		43%			
2019	Total T-ICSP SO1		102.120	97.880	200.000	-	-	-	-	-	-	94.740	125.151	219.891	-	-	-	-	-	-	110%					
	Total T-ICSP SO3		-	-	-	6.801	6.534	13.335	-	-	-	-	-	-	-	-	-	-	-	-			0%			
	Total T-ICSP SO5		20.957	17.359	38.316	2.600	2.400	5.000	-	-	-	7.062	6.805	13.867	-	-	-	-	-	-			36%		0%	
	CSP Total SO1		567.640	556.379	1.124.019	2.523	2.479	5.002	-	-	-	26.440	26.023	52.463	-	-	-	-	-	-			5%		0%	
	CSP Total SO2		-	-	-	40.000	60.000	100.000	-	-	-	-	-	-	28.459	28.008	56.467	-	-	-				56%		
	CSP Total SO3		-	-	-	51.924	71.413	123.337	-	-	-	128.242	157.979	286.221	28.459	28.008	56.467	-	-	-			21%		46%	
	Grand Total		690.717	671.618	1.362.335	51.924	71.413	123.337	-	-	-	128.242	157.979	286.221	28.459	28.008	56.467	-	-	-	21%		46%			
2020	CSP Total SO1		564.888	555.147	1.120.035	333.268	327.521	660.789	-	-	-	339.757	319.299	659.056	175.580	140.985	316.565	-	-	-			59%		48%	
	CSP Total SO2		-	-	-	60.000	90.000	150.000	-	-	-	-	-	-	18.036	17.044	35.080	-	-	-					23%	
	CSP Total SO3		564.888	555.147	1.120.035	393.268	417.521	810.789	-	-	-	339.757	319.299	659.056	193.616	158.029	351.645	-	-	-			59%		43%	
	Grand Total		505	496	1.001	338.311	332.477	670.788	-	-	-	69.612	49.588	119.200	541	533	1.074	114.950	113.126	228.076	48.817	28.917	77.734	107%		34%
2021	CSP Total SO1		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	CSP Total SO2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	CSP Total SO3		-	-	-	51.000	49.000	100.000	167.968	161.381	329.349	-	-	-	50.400	49.600	100.000	133.741	131.617	265.358	-	-	-	100%		81%
	Grand Total		505	496	1.001	389.311	381.477	770.788	237.580	210.969	448.549	541	533	1.074	165.350	162.726	328.076	182.558	160.534	343.092	107%		43%		76%	
2022	CSP Total SO1		303	298	601	9.835	9.666	19.501	-	-	-	-	-	-	-	-	-	-	-	-	0%		0%			
	CSP Total SO2		-	-	-	-	-	-	69.612	49.588	119.200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	CSP Total SO3		-	-	-	-	-	-	188.793	185.795	374.588	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Grand Total		303	298	601	9.835	9.666	19.501	258.405	235.383	493.788	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

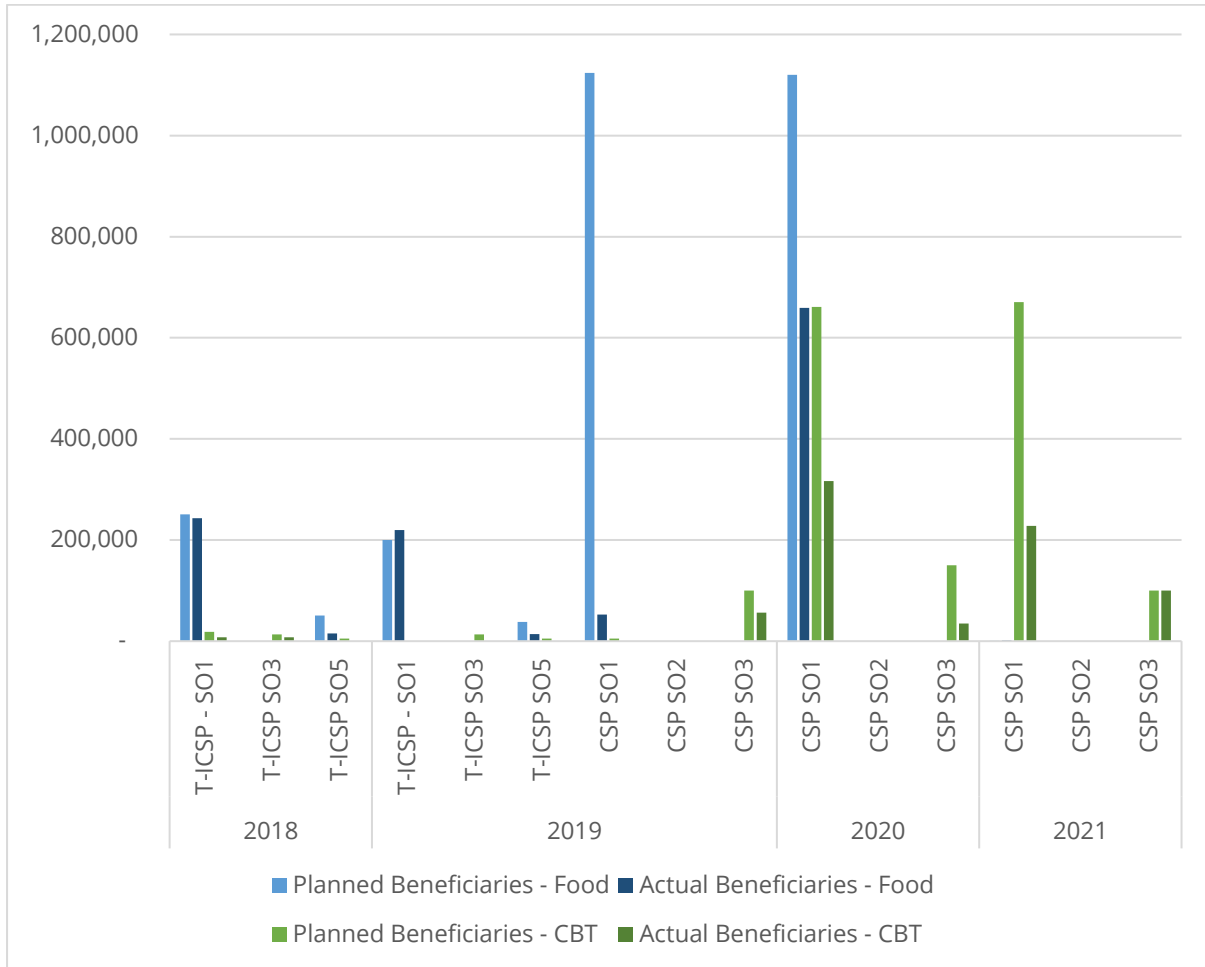
Source: 2022-04-01_CM-R020 Zambia 2018-2022

Figure 58: Total planned and actual beneficiaries receiving cash and in-kind (food) transfers, 2018-2021



Source: 2022-04-01_CM-R020 Zambia 2018-2022

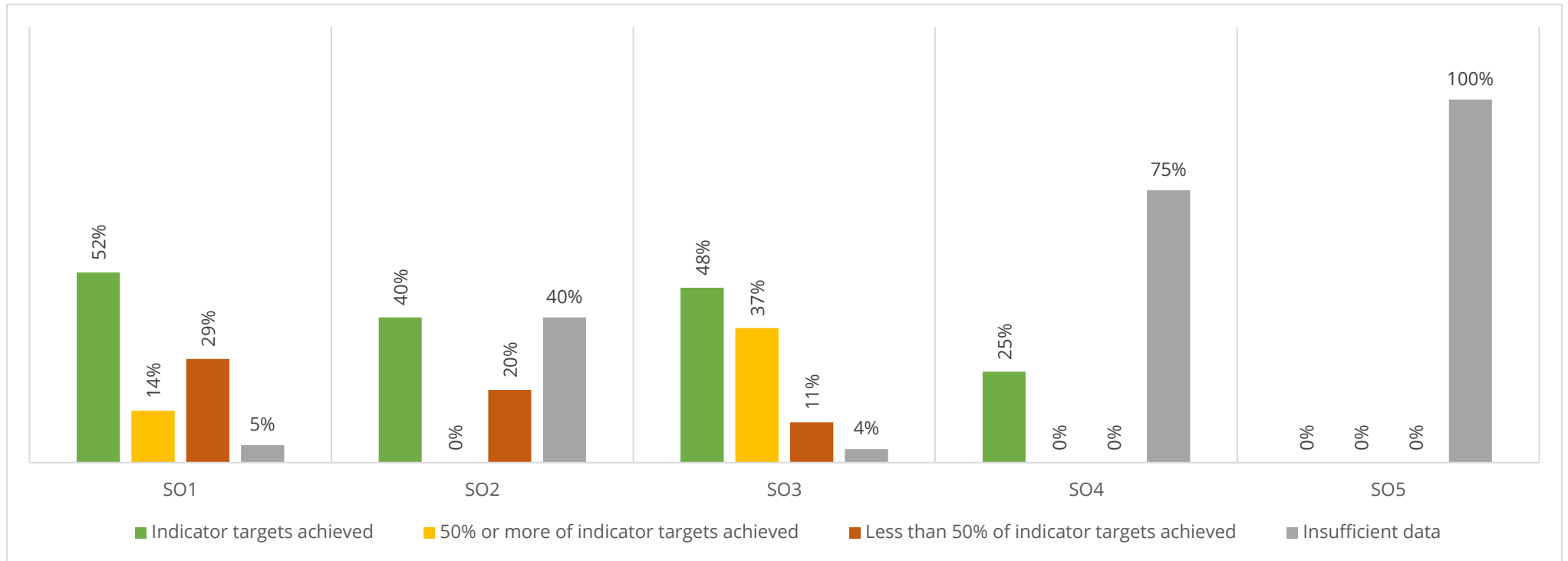
Figure 59: Cash and in-kind (food) transfers by strategic outcome area, 2018-2021



Source: 2022-04-01_CM-R020 Zambia 2018-2022

ANALYSIS BY STRATEGIC OUTCOME

Figure 60: Achievement rates of outcome indicators by SO, 2021



Source: ET analysis using 2021 total target and follow-up scores, ToR Evaluability Assessment, COMET CM-L008b [22/04/2022]

Table 27: Overview of Strategic Outcome 1-2 Indicators - Progress against target calculated on the % achievement using the 2021 reporting against this indicator

Outcome Indicator	2018																2019 TICSP																2019 CSP																2020																2021															
	Overall CSP				Progress against target (2021 scores)				Year-end target				Follow-up result				Rate of achievement				Year-end target				Follow-up result				Rate of achievement				Year-end target				Follow-up result				Rate of achievement				Year-end target				Follow-up result				Rate of achievement																											
	Baseline set		End-CSP Target		Male		Female		Male		Female		Male		Female		Overall		Male		Female		Overall		Male		Female		Overall		Male		Female		Overall		Male		Female		Overall		Male		Female		Overall																																	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Overall	Female	Male	Female	Male	Overall	Female	Male	Female	Male	Overall	Female	Male	Female	Male	Overall	Female	Male	Female	Male	Overall	Female	Male	Female	Male	Overall	Female	Male	Female	Male	Overall																																
Strategic Outcome 01: Crisis-affected people in Zambia, including refugees, can meet their basic food and nutrition needs all year round																																																																																
CSP Activity 01 - URT Provide food and nutrition support to crisis-affected populations (including refugees)																																																																																
TICSP Activity 07 - URT Provide food assistance to refugees																																																																																
Consumption-based Coping Strategy Index (Average)																																																																																
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)																																																																																
Food Consumption Score - % Acceptable																																																																																
Food Consumption Score - % Borderline																																																																																
Food Consumption Score - % Poor																																																																																
Food Consumption Score - Nutrition																																																																																
Percentage of households that consumed Hem iron rich food daily (in the last 7 days)																																																																																
Percentage of households that consumed Protein rich food daily (in the last 7 days)																																																																																
Percentage of households that consumed Vit A rich food daily (in the last 7 days)																																																																																
Percentage of households that never consumed Hem iron rich food (in the last 7 days)																																																																																
Percentage of households that never consumed Protein rich food (in the last 7 days)																																																																																
Percentage of households that never consumed Vit A rich food (in the last 7 days)																																																																																
Percentage of households that sometimes consumed Hem iron rich food (in the last 7 days)																																																																																
Percentage of households that sometimes consumed Protein rich food (in the last 7 days)																																																																																
Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)																																																																																
Food expenditure share																																																																																
Economic capacity to meet essential needs (new)																																																																																
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)																																																																																
Percentage of households not using livelihood based coping strategies																																																																																
Percentage of households using crisis coping strategies																																																																																
Percentage of households using emergency coping strategies																																																																																
Percentage of households using stress coping strategies																																																																																
Minimum Dietary Diversity Score (Women)																																																																																
Proportion of children 6-23 months of age who receive a minimum acceptable diet																																																																																
SDG Vulnerable people in Zambia have improved nutritional status in line with national targets, by 2024																																																																																
CSP Activity 02 - NFA provide technical expertise to government and private sector entities involved in the production and marketing of nutritious products																																																																																
TICSP Activity 08 - NFA provide supplementary feeding																																																																																
Minimum Dietary Diversity Score																																																																																
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)																																																																																
Number of national programmes initiated as a result of WFP-facilitated South-South and triangular cooperation support (new)																																																																																
Percentage Increase in production of high-quality and nutrition-dense foods																																																																																
Proportion of children 6-23 months of age who receive a minimum acceptable diet																																																																																

Source: ToR Evaluability Assessment, 2022-04-22_CM-L008b Zambia, CO Data -July 2022

Table 28: Overview of Strategic Outcomes 3-5 Indicators progress against targets calculated by % achievement using the 2021 reporting against this indicator.

Outcome Indicator	Overall CSP										2019 T-ICSP										2019 CSP										2020										2021									
	Baseline set			End CSP Target			Progress against target (2021 score)				Year-end target			Follow-up result			Rate of achievement				Year-end target			Follow-up result			Rate of achievement				Year-end target			Follow-up result			Rate of achievement													
	Female	Male	Overall	Operator	Female	Male	Overall	Male	Female	Overall	Operator	Female	Male	Overall	Male	Female	Overall	Male	Female	Overall	Operator	Female	Male	Overall	Male	Female	Overall	Operator	Female	Male	Overall	Male	Female	Overall	Operator	Female	Male	Overall												
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!												
SD3 Smallholder farmers in Zambia, especially women, have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods by 2020																																																		
CSP Activity 03 - CAI Promote climate smart agriculture, crop diversification and post-harvest management among smallholder farmers and through government systems																																																		
T-ICSP Activity 03 - SMS Support smallholder farmer with improved agricultural practices																																																		
Smallholder farmers																																																		
Consumption-based Coping Strategy Index (Average)																																																		
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)																																																		
Dietary Diversity Score																																																		
Food Consumption Score - % Acceptable																																																		
Food Consumption Score - % Borderline																																																		
Food Consumption Score - % Poor																																																		
Food Consumption Score - Nutrition																																																		
Percentage of households that consumed Hem iron rich food daily (in the last 7 days)																																																		
Percentage of households that never consumed Protein rich food (in the last 7 days)																																																		
Percentage of households that consumed Protein rich food daily (in the last 7 days)																																																		
Percentage of households that consumed Vit A rich food daily (in the last 7 days)																																																		
Percentage of households that never consumed Hem iron rich food (in the last 7 days)																																																		
Percentage of households that never consumed Protein rich food (in the last 7 days)																																																		
Percentage of households that never consumed Vit A rich food (in the last 7 days)																																																		
Percentage of households that sometimes consumed Hem iron rich food (in the last 7 days)																																																		
Percentage of households that sometimes consumed Protein rich food (in the last 7 days)																																																		
Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)																																																		
Food expenditure share																																																		
Minimum Dietary Diversity Score (Women)																																																		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)																																																		
Percentage of households not using livelihood based coping strategies																																																		
Percentage of households using stress coping strategies																																																		
Percentage of households using emergency coping strategies																																																		
Percentage of households using stress coping strategies																																																		
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer																																																		
CSP Activity 04 - SMS Provide smallholder farmers with enhanced access to markets and financial and aggregation services																																																		
T-ICSP Activity 04 - SMS Provide services to smallholders																																																		
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems																																																		
Percentage of WFP food procured from smallholder farmer aggregation systems																																																		
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks																																																		
Rate of smallholder post-harvest losses																																																		
Value and volume of smallholder sales through WFP-supported aggregation systems																																																		
Value (USD)																																																		
Volume (MT)																																																		
SD4 Government institutions in Zambia have more efficient, effective, and shock-responsive social protection systems to contribute to SDG2																																																		
CSP Activity 05 - CSI Provide technical expertise and other services for strengthening the systems and capacities of government institutions and other partners in implementing social protection programmes and early warning and disaster preparedness and response activities																																																		
T-ICSP Activity 06 - EPA Provide disaster preparedness capacity to government																																																		
CSP Activity 06 - CSI Provide technical support to the government in strengthening systems and capacities of the structures responsible for the home grown school meals programme																																																		
T-ICSP Activity 01 - SMP Strengthen government bodies' HGM capacity																																																		
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)																																																		
SABER School Feeding National Capacity (new)																																																		
Retention rate (new)																																																		
SABER School Feeding National Capacity (new)																																																		
SD5 Service provision to the Government, private sector, development partners and United Nations agencies.																																																		
CSP Activity 07 - CPA Provision of logistics and technical advisory support																																																		
User satisfaction rate																																																		

Source: ToR Evaluability Assessment, 2022-04-22_CM-L008b Zambia, CO Data -July 2022

ANALYSIS OF CROSS-CUTTING INDICATORS

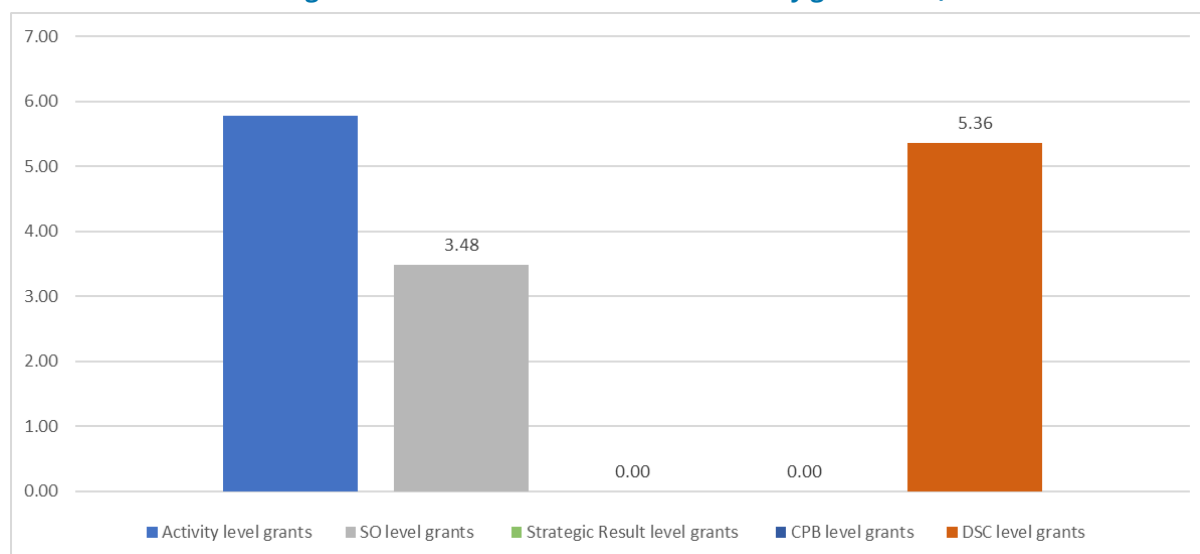
Table 29: Overview of cross-cutting outcome indicators

Crosscutting indicator	Baseline set*	CSP Overall						2018						2019 - T-ICSP						2019 - CSP						2020						2021											
		Target			Target			Target			Follow-up			Target			Follow-up			Target			Follow-up			Target			Follow-up														
		Male	Female	Overall	Operator	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall			
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)		42.8	16.7	29.7	≥	80	80	80	≥	0	0	60				≥	0	0	60	0	0	80	≥	70	70	70	80	77	79	≥	70	70	70	85.8	79.6	83.5	≥	80	80	80	73.9	76.8	74.8
C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		0	0	16.7	≥	0	0	66.7	≥	0	0	50				≥	0	0	60	0	0	25	≥	0	0	16.67	0	0	16.7	≥	0	0	80	0	0	67	≥	0	0	80	0	0	71.4
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					≥	0	0	100				≥	0	0	99	0	0	97.7																									
C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)		100	97.1	98.6	≥	100	100	100	=	0	0	100				=	0	0	100	0	0	97.7	≥	100	100	100	97	95	97	≥	100	100	100	97.6	98	97.7	≥	100	100	100	98.5	99.3	98.8
C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)		100	97.1	98.6	≥	100	100	100	=	0	0	100				≥	0	0	95	0	0	98.7	≥	100	100	100	99.3	99.4	99.1	≥	100	100	100	87	90.1	88.2	≥	100	100	100	97.4	98.6	97.8
C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)		100	99.3	99.6	≥	100	100	100	=	0	0	100				≥	0	0	99	0	0	98.7	≥	100	100	100	99.4	99.1	99.3	≥	100	100	100	99.6	100	99.7	≥	100	100	100	99.2	98	98.8
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	Decisions by men & women %	0	0	1	0	0	0	0	≥	0	0	50				≥			50	0	0	21.3	≥			50			26	≤			25			44.9	≥			50			51.7
	Decisions by men %	0	0	30	≤	0	0	25	≥	0	0	25				≤			25	0	0	41.7	≤			25			15	≤			25			9.5	≤			25			9.5
	Decisions by women %	0	0	41.7	≥	0	0	25	≥	0	0	25				≥			25	0	0	30	≥			25			59	≥			50			41.4	≤			25			38.8
C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women		0	0	30.88	≥	0	0	50	≥	0	0	80				≥	0	0	80	0	0	87	≥	0	0	50	0	0	1	≥	0	0	60	0	0	80	≥	0	0	60	0	0	80
C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity		42.75	16.67	29.7	≥	80	80	80	0	0	0	0				≥	0	0	50	0	0	30.88	≥	70	70	70	0	0	15	≥	70	70	70	85.8	79.6	83.5	≥	80	80	80	73.9	76.8	74.8
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					≥	0	0	70				≥	0	0	70																												
C.4.1*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk																																											

Source: ACRs, 2022-04-22_CM-L009b Zambia

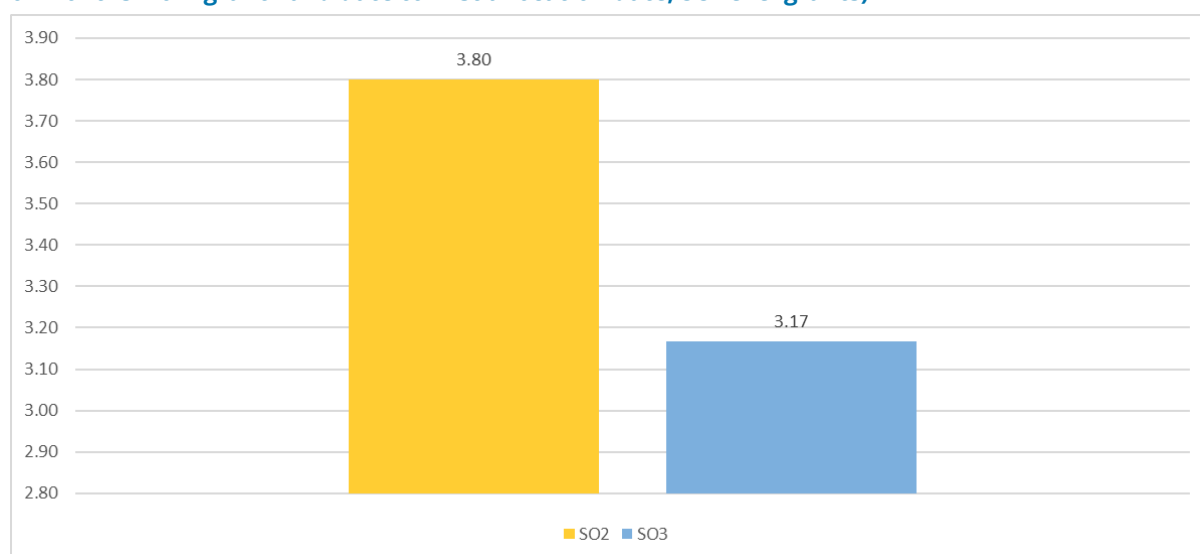
EFFICIENCY ANALYSIS

Figure 61: Time elapsed between funding availability and first disbursement, all grants (average number of months from grant valid date to first allocation date by grant level)



Source: Grants Balance Report, Extracted 26/08/22

Figure 62: Time elapsed between funding availability and first disbursement, by SO (average number of months from grant valid date to first allocation date, SO-level grants)



Source: Grants Balance Report, Extracted 26/08/2

Table 30: Comparison of WFP presence and IPC Assessment by geographic area³⁵⁹

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
Zambia	Central	YES	Chibombo	24152 663	Acute Food Insecurity June 2021	1	Jul 2021 - Sep 2021
Zambia	Central		Itezhi-tezhi	24152 824	Acute Food	2	Jul 2021 - Sep 2021

³⁵⁹ Data point selected due to WFP data on support to beneficiaries by district only available for 2022.

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
					Insecurity June 2021		
Zambia	Central		Kapiri mposhi	24152703	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Central		Luano	24152712	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Central	YES	Mumbwa	24152682	Acute Food Insecurity June 2021	1	Jul 2021 - Sep 2021
Zambia	Central		Serenje	24152724	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Chililabombwe	24152649	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Kitwe	24152726	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Lufwanyama	24152730	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Masaiti	24152732	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Mpongwe	24152736	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Copperbelt		Ndola	24152740	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Eastern		Chasefu	24152637	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Eastern		Lumezi	24152828	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Eastern		Lusangazi	24152686	Acute Food	2	Jul 2021 - Sep 2021

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
					Insecurity June 2021		
Zambia	Eastern	YES	Nyimba	24152 680	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Luapula		Lunga	24152 830	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Luapula		Milengi	24152 752	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Luapula	YES	Nchelenge	24152 688	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Luapula		Samfya	24152 756	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Lusaka		Chilanga	24152 697	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Lusaka		Kafue	24152 758	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Lusaka		Luangwa	24152 760	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Lusaka	YES	Lusaka	24152 762	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Lusaka		Rufunsa	24152 832	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Muchiga		Chama	24152 693	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Muchiga		Isoka	24152 766	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Muchiga		Kanchibiya	24152 834	Acute Food	2	Jul 2021 - Sep 2021

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
					Insecurity June 2021		
Zambia	Muchiga		Mafinga	24152768	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	North-Western		Chavuma	24152701	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	North-Western		Kasempa	24152658	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	North-Western		Mushindano	24152838	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	North-Western		Zambezi	24152796	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Northern		Chilubi	24152772	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Northern		Mbala	24152780	Acute Food Insecurity June 2021	1	Jul 2021 - Sep 2021
Zambia	Northern		Mungwi	24152699	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Northern		Nsama	24152836	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Chikankanta	24152826	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Choma	24152798	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern	YES	Gwembe	24152720	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern	YES	Kalomo	24152800	Acute Food	1	Jul 2021 - Sep 2021

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
					Insecurity June 2021		
Zambia	Southern		Kazungula	24152 802	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Livingstone	24152 706	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Mazabuka	24152 718	Acute Food Insecurity June 2021	1	Jul 2021 - Sep 2021
Zambia	Southern	YES	Monze	24152 804	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern	YES	Namwala	24152 806	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Siavonga	24152 808	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Sinazongwe	24152 810	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Southern		Zimba	24152 716	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western		Kalabo	24152 660	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Western		Limulunga	24152 840	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western		Lukulu	24152 814	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western		Mitete	24152 842	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Western		Mulobezi	24152 844	Acute Food	2	Jul 2021 - Sep 2021

Country	Level 1 Name	WFP Support 2022	Area	Area ID	Analysis Name	Area Phase	Analysis Period
					Insecurity June 2021		
Zambia	Western		Mwandi	24152 846	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western		Nalolo	24152 848	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Western		Senanga	24152 818	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western		Sesheke	24152 820	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021
Zambia	Western	YES	Shangombo	24152 822	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Western		Sikongo	24152 850	Acute Food Insecurity June 2021	3	Jul 2021 - Sep 2021
Zambia	Western	YES	Sioma	24152 655	Acute Food Insecurity June 2021	2	Jul 2021 - Sep 2021

Source: IPC Analysis Acute Food Insecurity June 2021, MODA Dashboard Data (July 2022), COMET CM-A003 [08/2022], CO Data - Beneficiaries Reached January to July 2022

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Annex 13: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
APP	Annual Performance Plans
BR	Budget Revision
CAR	Climate Adaptation and Risk Management
CBT	Cash-based transfers
CCA	Common Country Analysis
CCS	Country capacity strengthening
CDF	Constituency Development Fund
CEQAS	Centralized Evaluation Quality Assurance System
CERF	Central Emergency Response Fund
CFM	Complaints and Feedback Mechanisms
CO	Country Office
CPA	Service Provision and Platform
CRRF	Comprehensive Refugee Response Framework
CSI	Institutional capacity strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DMMU	Disaster Mitigation Management Unit of the Vice President's Office
DNCCs	District Nutrition Coordination Committees
DRC	Democratic Republic of the Congo
EB	Executive Board
ECT	Emergency cash transfer
EDMF	Emerging Donor Matching Fund
EM	Evaluation Manager
EQ	Evaluation Question
ET	Evaluation team
EU	European Union
FAO	Food and Agriculture Organization

FGD	Focus group discussion
FNG	Fill the Nutrient Gap
FNSMS	Food and Nutrition Security Monitoring Systems
FO	Field Office
FSPs	Financial service providers
GAM	Gender and Age Marker
GBV	Gender-based violence
GCMF	Global Commodity Management Facility
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German cooperation)
GNI	Gross national income
HGSM	Home Grown School Meals
HQ	Headquarters
HSTs	Hermetic storage technologies
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INGOs	International Non-Governmental Organizations
IOM	International Organization for Migration
IP	Implementation Plans
IPC	Integrated Phase Classification
IR	Inception report
IRG	Internal Reference Group
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
KII	Key informant interview
M&E	Monitoring and evaluation
MCDSS	Ministry of Community Development and Social Services
MoA	Ministry of Agriculture
MoGE	Ministry of General Education
MoU	Memorandum of Understanding
MVAM	Mobile Vulnerability Analysis and Mapping
NBP	Needs-Based Plan

NDP	National Development Plan
NFNC	National Food and Nutrition Commission
NGO	Non-governmental organization
NPA	Malnutrition Prevention Activities
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OEV	Office of Evaluation
PHL	Post-Harvest losses
PSEA	Protection Against Sexual Exploitation and Abuse
QA	Quality Assurance
RBA	Rome-based Agencies
RBJ	Regional Bureau Johannesburg
SBN	Scaling Up Nutrition Business Network
SCT	Social cash transfer
SDG	Sustainable Development Goal
SE	Strategic Evaluation
SHFs	Smallholder farmers
SIDA	Swedish International Development Cooperation Agency
SO	Strategic Outcome
SMS	Smallholder Market Support
SRAC	The Strategic Resource Allocation Committee
SSA	Special Service Agreement
SUN	Scaling Up Nutrition
T-ICSP	Transitional Interim Country Strategic Plan
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees

UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDFP	United Nations Sustainable Development Partnership Framework
US\$	United States Dollars
URT	Unconditional Resource Transfer
VAC	Vulnerability Analysis Committee
VAM	Vulnerability Analysis and Mapping
VNR	Voluntary National Review
WASH	Water, sanitation and hygiene
WFP	World Food Programme
ZB	Zambia Breweries
ZISPIS	Zambia Integrated Social Protection Information System
ZMD	Zambia Meteorological Department

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