

Evaluation of WFP's Rural Risk Resilience Initiative in Zambia (2014 – 2025)

Decentralized Evaluation
Terms of Reference
WFP Zambia Country Office



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1. Background

1. The terms of reference (ToR) was prepared by the World Food Programme (WFP) Zambia Country Office (CO) with support from the Regional Bureau for Southern Africa based upon an initial document review and consultation with stakeholders. The purpose of the ToR is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. Introduction

2. The ToR is dedicated to the proposed decentralized evaluation of the WFP Rural Risk Resilience Initiative (R4) in Zambia. The evaluation will assess its efficiency, effectiveness, coherence, sustainability, relevance and impact in building the resilience of targeted beneficiaries.
3. The rural resilience initiative is funded by the Swiss Agency for Development and Cooperation (SDC). The total budget for the programme was \$4,000,000 and had three phases from 2014 to 2025, eventually covering six districts.
4. The first phase of the rural resilience initiative programme in Zambia started in August 2014, in Pemba district, focusing on three components, namely, conservation agriculture (risk reduction), micro-insurance (risk transfer), and credit (risk-taking). The second phase started in 2018 where two additional components were added, namely savings (risk retention) and market components. The interventions were scaled up to include four additional districts: Namwala, Mazabuka, Monze and Gwembe. Towards the end of 2021, implementation began of the third phase, where it was scaled up to include another district (Kalomo district). The third phase is a four-year programme (2021-2025) and focuses on five key components: conservation agriculture (risk reduction), micro-insurance (risk transfer), credit (risk-taking), savings (risk retention) and market access. Importantly, in the third phase, WFP aims to work with the private sector to strengthen government systems in delivering innovative approaches to alleviate risks faced by smallholder farmers. In addition, WFP has identified four main cross-cutting areas to be mainstreamed in the third phase: nutrition, gender, HIV/AIDS, youth and disability. The target beneficiaries of the rural resilience initiative are smallholder farmers who receive support to enhance agricultural practices, access financial services, and improve their market connectivity.
5. WFP was leading the implementation of the programme in collaboration with three implementing partners: Development Aid from People to People (DAPP), Self Help Africa (SHA) and Vision Fund.
6. The decentralized evaluation of the R4 initiative is commissioned by the WFP Zambia Country Office and will cover all three phases (2014 to 2025) and all 6 districts that were targeted as part of the initiative.

1.2. Context

7. General: Zambia is a landlocked country that shares borders with eight countries and has an estimated population of 19.6 million, most of which is in rural areas. Zambia's Gross Domestic Product (GDP) growth rate slowed to 3.1 percent between 2015 and 2019 due to the drop in copper prices and decrease in agricultural outputs and hydroelectricity power generation which were affected by insufficient rains and inadequate adjustment of policies to mitigate these shocks. Due to Covid-19, economic activity contracted to 1.2 percent as a result of decrease in industry and services which outweighed growth in agriculture. Inflation was at an average of 15.7 percent in 2020 and reached 22.2 percent in 2021. Covid- 19 also affected tourism and retail and wholesale trade. Economic stability depends on the progress on debt restructuring and fiscal

consolidation. Rainfall variability remains key to Zambia's sustainable growth¹.

8. Poverty and inequality: Zambia ranked 153 out of 193 countries and territories in the 2023/2024 Human Development Index (HDI). Between 1990 and 2019, Zambia's HDI increased by 38.7 percent. More than half (54.4%) of the population in Zambia is below the poverty line. Most Zambians work in the informal sector; however, this sector still has a majority of the people living below the poverty line. Higher illiteracy rates are more evident in women than men. Also, women have fewer resources, have lower rates of completing their education, experience different forms of violence and their voice is less heard in society².
9. Nutrition: In Zambia, the prevalence of stunting is 32 percent, according to the 2024 Demographic and Health Survey (DHS), reflecting a decline from 40 percent in 2014. Additionally, 10 percent of children are born with a low birth weight of less than 2.5 kg, often indicating inadequate development before birth, which can be attributed to maternal malnutrition. However, many instances of low birth weight go undetected as a significant number of newborns are not weighed at birth. Sub-optimal feeding practices are also widespread. According to the Zambia DHS 2024, 68 percent of children are breastfed within the first hour of birth, and 70 percent of infants aged 0-6 months are exclusively breastfed. However, only 22 percent of children aged 6-23 months receive the recommended minimum dietary diversity, and 16 percent are fed with the recommended minimum acceptable diet. Micronutrient deficiencies remain a serious public health challenge in Zambia. The latest national micronutrient survey reports that 54 percent of children under five have vitamin A deficiency. Furthermore, the 2013 National Iodine Deficiency Impact Survey revealed that only 53 percent of households consume adequate iodised salt, underscoring the need for enhanced nutrition interventions across the country.
10. Gender inequalities: Zambia faces significant gender disparities, ranking 138th out of 190 countries on the 2022 Gender Inequality Index, with a GII value of 0.540 (UNDP, 2022). Women's labor force participation is 52.1%, contributing 44.8% of the total workforce (World Bank, 2023), while they hold only 15% of parliamentary seats (UN Women, 2024). The literacy rate for women aged 15 and above is 83.1%, compared to 86.7% for men (UN Women, 2024), and women in rural areas, predominantly engaged in agriculture, struggle with limited access to land and financial resources, hindering their productivity and economic opportunities (World Bank, 2023).
11. Climate shocks: Zambia has been significantly impacted by climate change, with more variable precipitation and temperatures leading to severe weather events, such as heavy rains, floods, and droughts that have increased in intensity and frequency (UNDP, n.d.). The El Niño-induced drought in 2024-2025 has exposed the country's reliance on hydroelectric power, which constitutes 85% of its energy production, leading to a national energy deficit of approximately 1,300 megawatts (WFP, 2024). Prolonged power outages of up to 21 hours daily are severely affecting the economy and livelihoods, including increasing food prices, which disproportionately impact vulnerable populations (WFP, 2024). Over the past 30 years, Zambia has lost more than \$13.8 billion in GDP due to climate change impacts, highlighting the urgent need for adaptive strategies and sustainable energy solutions (UNDP, n.d.).
12. Covid-19 pandemic: In March 2020, Zambia recorded the first cases of COVID-19, when smallholder farmers were just starting to rebuild their livelihoods after the 2018/2019 drought and flash floods that affected 2.3 million people. Despite a favourable farming season in 2019/2020, which led to a 69 percent increase in the production of maize compared to the previous one, the lingering effects of the drought and the impact of COVID-19 on supply chains drove the food prices to above average levels. People in urban districts who rely on markets for food felt the effects more strongly, especially the households with pre-existing vulnerabilities or those working in the informal sector³ whereas those in the rural areas had to cope with reduced access to

¹ <https://www.worldbank.org/en/country/zambia/overview#1>

² <https://cdn.sida.se/app/uploads/2021/08/24151354/Multidimensional-Poverty-Analysis-Zambia-2014.pdf>

³ UNDP. (2022). GENDER INEQUALITY INDEX (GII). Retrieved from Human Development Reports: <https://hdr.undp.org/data->

markets, while increases in prices of agriculture inputs such as fertilizer has had an effect on their overall agricultural production.

13. International assistance: To meet the SDGs, the United Nations Country Team and the government have published a joint five-year United Nations Sustainable Development Cooperation Framework (UNSDCF). Several UN organizations, including WFP, the United Nations Children's Fund (UNICEF), and the International Labour Organization (ILO), have collaborated on a joint programme for social protection. WFP also works in collaboration with other United Nations agencies and private sector entities in the Scaling Up Nutrition (SUN) movement⁴.
14. Country Strategic Plans: To support the government to address the persistent challenges of food insecurity and malnutrition, WFP Zambia has implemented two Country Strategic Plans (CSP), the first CSP from 2019-2023 and the second and current CSP from 2023-2028. These CSPs were developed through consultations with the government, donors and other stakeholders and reflect the commitment of these stakeholders to supporting and partnering with WFP. The CSPs were informed by and strongly aligned with national development priorities, the United Nations Sustainable Development Cooperation Framework (UNSDCF), and global commitments articulated in the Sustainable Development Goals.
15. Other analyses that informed the R4 programme: During the design and implementation of each of the phases of the R4 programme as well as more broadly for the development of the 1G CSP (2019-2023) and 2G CSP (2023-2028), WFP Zambia carried out consultations with key partners and stakeholders, including the government, donors, cooperating partners, UN agencies, the private sector, non-governmental organizations (NGOs), civil society organizations (CSOs), associations representing people living with disabilities (PLWDs), selected youth networks, and beneficiaries, such as women's organizations. Other analyses that informed the R4 programme include the Zero Hunger Strategic Review, Zambia vulnerability assessment reports and integrated food security phase classification analyses, and the Zambia demographic and health survey, among others.

center/thematic-composite-indices/gender-inequality-index#/indicies/GII

⁴ WFP Zambia Country Strategic Plan (2019 – 2024)

2. Reasons for the evaluation

2.1. Rationale

16. The evaluation is being commissioned for the following reasons:

- *Operational:* To understand the R4 programme in its overall context of resilience building that WFP and other partners are implementing in the specified districts with a focus on detailing the impact, successes, areas for improvement, and unintended results of the intervention.
- *Donor requirement:* at the design of the programme, WFP committed to the donor to conduct an end of project evaluation to demonstrate the impact of the intervention for accountability of results and donor resources. This evaluation will therefore provide the evidence on how donor resources were utilized and to what extent the objectives of the programme were met.

17. The evaluation will be useful for WFP Zambia and partners to understand the impact, successes, challenges and lessons learned from implementing the R4 initiative over a 10-year period. The evaluation evidence will inform the planning, design and/or implementation of other on-going and future resilience building activities, such as the Enhancing Livelihoods and Smallholder Agricultural Markets (ELSAM) project, which is in its initial phase of implementation.

18. The evaluation will also contribute to the mid-term review of the Country Strategy Plan (2023-2028), informing WFP's overall approach to resilience building and integrated risk management in Zambia.

2.2. Objectives

19. The evaluation will serve the dual and mutually reinforcing objectives of accountability and learning. These factors are given equal consideration in this evaluation to assess performance and draw lessons learned at the project's closure.

- **Accountability** – The evaluation will assess and report on the performance of indicators and results of the Rural Risk Resilience Initiative and its role in contributing to the resilience of targeted community members in Zambia from 2014 to 2025, to meet internal and external accountability requirements. The evaluation is intended to share objective and credible information on programme performance to relevant stakeholders, such as the government, donors, implementing partners, and targeted communities.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices, and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making, knowledge sharing, and documentation of promising practices which are key to the implementation of other resilience programmes. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.

20. This evaluation aims to generate evidence on the intended and unintended outcomes of WFP's Rural Risk Resilience Initiative. The findings will inform future resilience interventions by identifying key success factors and gaps, enabling the Country Office to design more efficient, effective, and sustainable programmes.

2.3. The evaluation will also take into consideration the extent to which the design and implementation of the intervention incorporated gender equality and women's empowerment (GEWE). This will include how mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria where possible.

2.4. Stakeholder Analysis

21. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. Several stakeholders will be asked to play a role in the evaluation process considering their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Annex 8 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
22. A summary of the stakeholder analysis is provided below:
 - WFP country office in Zambia – Key informant and primary stakeholder
 - WFP field office in Mazabuka – Key informant and primary stakeholder
 - WFP Southern Africa Regional Bureau in Johannesburg – Key informant and primary stakeholder
 - WFP Headquarters divisions - Key informant and primary stakeholder
 - WFP Office of Evaluation (OEV) - Primary stakeholder
 - WFP Executive Board (EB) - Primary stakeholder
 - Targeted smallholder farmers - Key informants and primary/secondary stakeholders
 - Government: Ministry of Agriculture, Ministry of Community Development and Social Services, Ministry of Local Government and Rural Development, Ministry of Green Economy and Environment, National Food and Nutrition Commission, Zambia Metrological Department, Zambia Association of Persons with Disability - Key informants and primary stakeholders
 - UN Country Team (e.g., UNDP, FAO, IFAD, etc.) – Key informants and primary stakeholders
 - Non-governmental organizations (NGOs): Development Aid from People to People (DAPP), Vision Fund Zambia, and Self-Help Africa - Key informants and primary stakeholders
 - Swiss Agency for Development and Cooperation (SDC) (donor) - Primary/secondary stakeholder
 - Private sector: Natsave, Madison, Finance, Zambia National Commercial Bank (ZANACO), MTN Zambia, Mayfair insurance, intermediary aggregator – Key informants and secondary stakeholders
23. Accountability to affected populations is tied to WFP commitments to include target communities as key stakeholders in WFP's work. WFP is committed to ensuring gender equality, equity, and inclusion in the evaluation process, with participation and consultation in the evaluation.

3. Subject of the Evaluation

3.1. Subject of the Evaluation

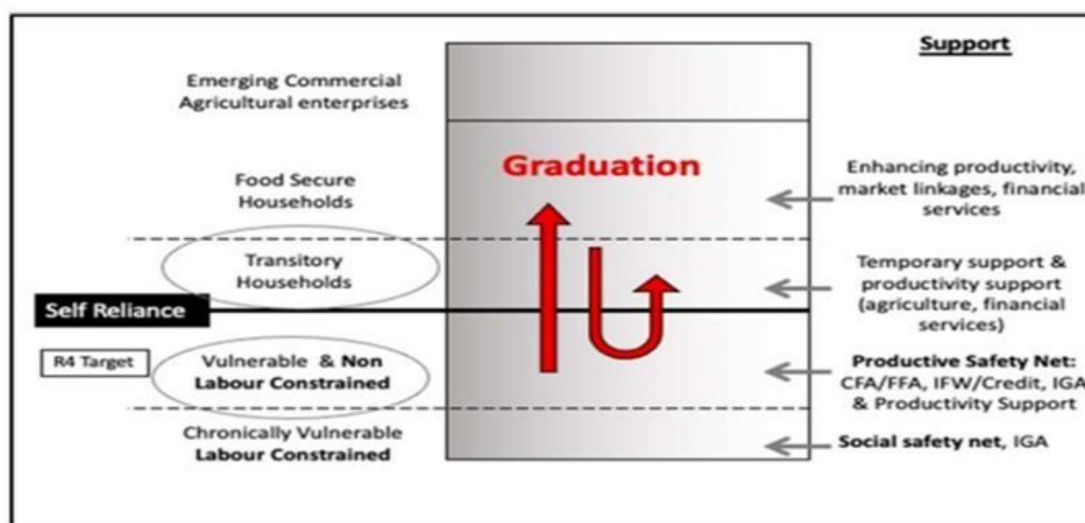
24. This is a decentralized evaluation of the Rural Risk Resilience (R4) Initiative. It is scheduled to take place in the second quarter of 2025 with findings to be made available in the fourth quarter of 2025. The first phase of R4 began in August 2014 in Pemba District, targeting 3,867 farmers and focusing on four components: risk reduction through conservation agriculture, risk transfer through micro-insurance, risk reserves through savings, and risk-taking through credit. In the second phase, which started in 2018, the interventions were expanded to four additional districts: Namwala, Monze, Mazabuka, and Gwembe, reaching a total of 17,835 smallholder farmer households. The third phase, which began in January 2022, included two additional districts, Kalomo and Chikankata, while Mazabuka was no longer part of the program. The third phase targeted 15,000 smallholder farmer households in six districts: Namwala, Monze, Gwembe, Kalomo, Pemba, and Chikankata.
25. The R4 initiative is funded by the Swiss Agency for Development and Cooperation (SDC). The programme focuses on five key components: conservation agriculture (risk reduction), micro-insurance (risk transfer), credit (risk-taking), savings (risk retention), and market access. The planned budget of this programme was estimated at \$4,000,000 for implementation of all three phases.
26. The target beneficiaries were mainly vulnerable and food-insecure farming households that are not labour constrained and that are ready to engage in conservation agriculture as an entry point. The project continued addressing specific needs and interests of women farmers, addressing issues of HIV/AIDS, disability, nutrition, and the impact of the COVID-19 pandemic. Table 1 provides the project target beneficiary numbers. This programme has been implemented in six districts located in Southern Province (Chikankata, Monze, Gwembe, Pemba, Namwala and Kalomo) (See Map; Annex 1).

Table 1: Project Target Numbers: Household Level

District	Male	Female	Total
Pemba	1059	1461	2520
Namwala	1315	1255	2570
Monze	950	1628	2578
Chikankata	1403	1117	2520
Gwembe	993	1732	2725
Kalomo	1475	1083	2558
Total	7195	8276	15471

27. See Annex 6 for the R4 initiative phase III outputs and outcomes. Key impact indicators include the following: food consumption score, livelihood-based coping strategies, consumption-based coping strategies, proportion of households indicating they used climate information provided by the programme to make informed decisions, rate of post-harvest loss, and the number of capacities strengthening activities facilitated by WFP to enhance national food security and nutrition stakeholder capacities.

28. The main implementing partners of the programme are Development Aid from People to People (DAPP), Self-Help Africa (SHA) and Vision Fund. The key role of these implementing partners during the project life cycle was to facilitate implementation and empower communities to actively participate in and contribute to producer groups, fostering a sense of ownership and collaboration at district level. This included the provision of support to build the capacity of target communities by offering training and resources based on the key project themes, which included agriculture, sustainable farming techniques, efficient crop management, soil health improvement, post-harvest management, and increasing the market value of produce. The implementing partners acted as facilitators for strong partnerships and linkages between community producers and private sector actors, such as agribusinesses, financial institutions, and markets and relevant government departments at the sub-national level.
29. The R4 programme targeted vulnerable and non-labour constrained smallholder farmers, as illustrated in the following diagram.



30. With this target group, the project sought to increase agricultural production, productivity, diversity, and increased consumption of diverse foods. In addition, the target group was supported to adopt climate smart practices (through awareness and behavioural change information and activities) to enhance resilience to shocks. The project is also focused on enhancing investment capacity of smallholder farmers (through access to financial services- savings, formal credit and insurance) to better absorb and adapt to shocks.
31. The programme also focused on enhancing and supporting the government to integrate climate risk management approaches in national strategies, plans and programmes/systems to enhance smallholder farmers resilience to shocks.
32. Geographical coverage focused on agro-ecological regions I (Luangwa/Zambezi Area) and II (Eastern and Central Plateau), which are prone to climate shocks (dry spells and droughts). Within these regions, target districts were prone to food insecurity⁵ had low levels of production and productivity among smallholder farmers with access to at least 2 hectares of land, and agro-ecological conditions suitable for production of nutrient dense crops.
33. The project also focused addressing the specific needs and interests of diverse groups (Men and women, elderly, people living with disabilities and the youth), addressing issues of HIV/AIDS and disability. Strong emphasis has been placed on creating awareness on the importance of nutrition and consuming diverse foods.

⁵ Districts that tend to be classified under the Integrated Food Security Phase Classification (IPC) as Phase 3 (Crisis) and Phase 4 (Emergency).

34. The scope of the project activities under the project were closely aligned with the strategic outcomes under the 1G CSP (2019-2023) and 2G CSP (2023-2028), notably strategic outcome 2 (nutrition integration/mainstreaming), strategic outcome 3 (support smallholder farmers to have increased access to markets, enhanced resilience to climate shocks and diversified livelihoods) and strategic outcome 4 (strengthen national systems for social protection and disaster risk management).
- Under strategic outcome 2, the project supported nutrition mainstreaming to ensure activities were more nutrition sensitive leading to increased adoption of optimal nutrition practices among smallholder farmers through tailored Social and Behaviour Change Communication to diversify the crops they grow and their diets, which would subsequently improve their agriculture incomes and nutrition status.
 - Under strategic outcome 3, the project supported the scale up of the conservation agriculture (production technology, climate service knowledge and information provision to smallholder farmers for effective and efficient planning, and post-harvest management (PHM) technology aimed at increasing the viability and incomes of smallholder farmers through increased quality and improved safety of commodities produced. Further, the project also included financial service support, such as savings, formal agriculture credit and Insurance, critical elements that enhanced climate resilience on the market side. The project leveraged the mechanisms and structures for market linkages through the private sector led aggregation networks aimed at increasing local economies of scale that attract off-takers and utilization E-market platforms that offered smallholder farmers fair prices and timely payments.
 - Under strategic outcome 4, the project focused on strengthening government systems to ensure scale of R4 interventions were achieved, primarily on activities related to climate information service provision and the weather-based index insurance.
35. The project was designed to accelerate gender equality and women's empowerment (GEWE) by leveraging agriculture's impact on nutrition through multiple pathways: as a source of food, as a source of income, and as a means of empowering women. It aimed to ensure equitable participation and influence of both women and men in decision-making processes. To promote male engagement, the project identified and recruited male lead farmers and community leaders (including traditional, political, and religious figures) to serve as advocates and role models for gender equality. These male champions worked with other men to promote gender equality, intra-household negotiation, and shared decision-making. By supporting women's agency and decision-making power, while simultaneously engaging men as allies, the project contributed to accelerating women's economic empowerment. This was especially evident in initiatives such as village savings and lending groups, which enhanced women's financial independence and their contributions to household income.

4. Evaluation scope, criteria and ethical questions

4.1. Evaluation Scope, Questions and Criteria

36. Evaluation Criteria: The OECD-DAC criteria of relevance, effectiveness, efficiency, impact, coherence and sustainability will be applied to this evaluation⁶. Gender equality and women's empowerment (GEWE) elements will be incorporated into all these criteria. This will include an examination of whether and how GEWE objectives and mainstreaming principles were used to drive the process and achieve results. This will include the following: Identifying contextual limitations and possibilities regarding gender equality; examining how well the primary stakeholders have reached out to girls, boys, women, and men to promote gender equality; and reviewing appreciated/applied distinctions in the social groupings.
37. The evaluation will be an activity evaluation that will include all components of the R4 initiative across the project cycle from design, implementation, management, monitoring and evaluation, integration, and reporting.
38. The evaluation will also include an assessment of the impact of the R4 initiative against the programmes' objectives. Considering that the initiative aimed to contribute to building resilience in the affected areas, the evaluation will assess the effectiveness of the strategies and/or activities of the programmes to build resilience in the targeted beneficiaries. The evaluation will build on to the existing evidence generation and learning efforts with key focus on the relevance, effectiveness, efficiency, and sustainability of the programme. Considering that the initiative aimed to contribute to building resilience in the affected areas, the evaluation will assess the effectiveness, relevance, effectiveness, efficiency, and sustainability of the strategies and/or activities of the programme to build resilience in the targeted beneficiaries. It is also expected that the evaluation will provide recommendations on the most effective approach to building resilience in targeted communities in Zambia.
39. Timeframe: the evaluation will cover the period from June 2014 to June 2025 (i.e., from the start to the end of the programme).
40. Review period: WFP Zambia expects the evaluation to take place from June 2025, with data collection expected to take place in September 2025 and the final report should be published in December 2025.
41. Geographical coverage: The evaluation will cover six districts, namely Gwembe, Monze, Pemba, Namwala, Kalomo and Chikankata. A detailed design, including sampling, will be conducted during the inception phase.
42. Target population: the target group for this evaluation are smallholder farmers in the six districts. Furthermore, the evaluation will include the perspectives of government, private sector partners and other stakeholders who were direct beneficiaries of the capacity strengthening activities.
43. Activities: The evaluation will focus on all the project activities, which include risk reduction through climate smart agricultural practices, prudent risk taking, risk reserves, risk retention, index insurance, access to markets and post-harvest loss management.

⁶ For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

44. Evaluation Questions: The overarching question that guides this evaluation is *“To what extent did the R4 initiative implemented by WFP Zambia contribute to building resilience of the targeted beneficiaries in their respective districts of implementation?”* This question will be answered using several sub questions⁷ grouped according to the evaluation criteria as shown in Table 2.
45. The evaluation serves the dual and mutually reinforcing objectives of accountability and learning to assess performance and draw lessons learned at the project’s closure. The evaluation questions are designed to reflect these objectives.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – Is R4 meeting real needs of the targeted communities?		
1.1	How relevant is the R4 initiative to resilience building in the Zambian context (key focus on the districts of implementation)?	Relevance
1.2	To what extent are the objectives/activities of the R4 initiative in line with the needs of the beneficiaries from the different groups? What extent were beneficiaries consulted in the design of activities?	Relevance
1.3	Has the R4 initiative been able to adapt and be responsive to the emerging needs and changing contexts?	Coherence
1.4	Which activities did the beneficiaries find more useful and effective at meeting their needs, and why?	Relevance
EQ2 – Has R4 and its components achieved its objectives?		
2.1	To what extent did the activities implemented perform against their expected outputs and outcomes and what factors (both internal and external) significantly influenced the achievement and non-achievement of the objectives?	Effectiveness
	Did R4 intervention groups significantly perform differently from non-intervention groups on indicators of interest? What are significant drivers and inhibitors of achieving outcomes?	
2.2	How did the effects of the activities differ across social groups and especially vulnerable or marginalized populations?	Effectiveness
EQ3 How have R4 resources been used?		
3.1	How were the activities delivered? Were the activities done within the intended timeframe? If not, what factors caused delays in their implementation? If yes, what are the	Efficiency

⁷ The listed sub-questions provide the detail at which WFP expects the evaluation team to focus under each criterion to give the team right from the outside of the expected level of analysis. This level of detail is important because the learning objective of the evaluation.

	influencing factors?	
3.2	To what extent was the resources provided adequate and utilized efficiently? (e.g., appropriate operational methods, staffing, etc.)? What could have been improved in the planning and execution of the activities to enhance resource-efficiency?	Efficiency
EQ4 What difference does the R4 initiative make in the target communities?		
4.1	To what extent did the outputs and outcomes contribute or likely to contribute to the progress towards building resilient communities?	Impact
4.2	Are the beneficiaries utilizing the knowledge acquired through the different learning platforms/activities that were offered by the initiative? How did these differ for men and women in target and non-targeted communities, if at all?	Impact
4.3	What factors within the different activities have driven change on key outcome parameters (within the target communities), specifically: <ul style="list-style-type: none"> - nutrition status - income generation - women's empowerment - market availability - social networks and power balance of households and communities 	Impact
EQ5 Will R4 benefits outlive the end of the intervention?		
5.1	How effective were the measures put in place to guarantee the continuation of benefits from the programme and local ownership after the programme has ended, and why were they effective/not effective?	Sustainability
5.2	What opportunities exist to guarantee the continuation of benefits from the programme and local ownership after the programme has ended?	Sustainability
EQ6 How are GEWE, equity, protection, and inclusion principles adhered to?		

6.2	<p>In terms of gender inequality, what level of impact did WFP activities achieve in terms of the Reach, Benefit, Empower and Transform (RBET) framework?</p> <p>improve the lives of women, girls and gender diverse people? If so, is this improvement comparable to the improvements seen with men or are there variations?</p> <p>(2) maintain existing gender inequalities?</p> <p>worsen the circumstances for women, girls and gender diverse people?</p>	Gender dimensions
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6.3	To what extent did WFP activities address root causes of gender inequality and exclusion of disadvantaged social groups and what were the opportunities for improvement?	Gender dimensions
6.4	To what extent were protection and inclusion considerations integrated into the analysis, design, implementation and monitoring of WFP activities? And were protection or exclusion risks mitigated as a result?	Protection dimensions
6.5	To what extent did the project promote women's financial inclusion, skills enhancement and decision-making? (In accordance with the goals outlined in the project's gender strategy)	Gender dimensions

5. Methodological Approach and Ethical Considerations

5.1 Evaluation Approach and Methods

46. The detailed methodology will be designed by the evaluation team during the inception phase. It should:
- Employ the relevant evaluation criteria as indicated in Table 2 above.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
 - Ensure using mixed methods that women, girls, men, and boys from different stakeholder groups participate and that their different voices are heard and used.
 - Include visual, photo-narrative, and other innovative evaluation methods to capture change and lived experiences in the target communities.
47. It is especially important that for a 10-year intervention the evaluation draws on rigorous quantitative analyses drawing from quasi-experimental designs to produce sound evidence and conclusions regarding the utility of the programme.
48. Further, the evaluation design and methods chosen should demonstrate attention to impartiality and reduction of bias by relying on a concurrent quasi-experimental mixed methods design (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). The triangulation will start with methods while developing complementary tools, then during concurrent and at times sequential mixed methods data collection and will end with analytical triangulation with data and evidence from each method brought together during the write-up and discussion stage. It should consider challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.). The evaluation findings should be clearly presented showing how each data source contributed to the final findings or empirical statements through traceable evidence audit trail. Specific quantitative and qualitative methodological strands (for example, household surveys or interviews or photo-narratives) will be catered for, indicating how samples will be drawn and results from different sources integrated.
49. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex, age and social economic status; an explanation should be provided if this is not possible. Evaluation approaches and methods that could be applied to enhance a gender and equity analysis include (but are not limited to):
- Evaluation approach: Feminist

- Evaluation approach: Participatory democratic evaluation
 - Evaluation approach: Inclusive Systemic Evaluation for Gender Equality Environments and Marginalized Voices (ISE4GEMS)
 - Evaluation approach: Transformative evaluation
 - Evaluation method: Critical Systems Heuristics (CSH)
 - Evaluation method: Gender Results Effectiveness Scale
50. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
51. The evaluation findings, conclusions, and recommendations must reflect a gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should also outline lessons, challenges and recommendations for conducting gender and equity-responsive evaluations in the future.
52. An Evaluation Reference Group (ERG) will be set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology.
53. All tools and products from the evaluation firm will be externally and independently quality assured (both by the ERG and the DEQAS); and
54. Table 3 includes the potential risks to the methodology and mitigation actions that have been identified. Table 3: Potential risks and mitigation actions

Potential Risks	Mitigation Actions
Data unavailability	The evaluation team will explore different data sources both primary and secondary to address any identified data gaps.
Difficulty in setting a standard resilience measurement approach as different frameworks have been piloted in measuring resilience and subsequent contribution to resilience building.	The use of validated or standardized resilience indices plus contextual qualitative data.
Challenges in accessing government institutions, partners, and representatives can arise due to staff turnover within government bodies and partner organizations.	The evaluation team working with the WFP country office will leverage its existing relationships with the Government and partners to establish ways of reaching key individuals, even if they are no longer in the same positions.
Based on community arrangements, there may be some changes in the targeted beneficiaries during the project implementation period considering the longitudinal timeline of the evaluation scope.	The evaluation team should predetermine the extent of this occurrence to ensure that only community members who have consistently participated in the program are included in the evaluation sample. This will help provide reliable and consistent information.

Missing baseline values, and inconsistent methodology limiting outcome results comparability.	The evaluation team should conduct a data quality check to determine the level to which results monitored are comparable over time considering the variations in context, shocks and indicators monitored.
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5.2. Evaluability Assessment

55. The evaluation team will be provided with relevant policy and programme documents both from WFP and Government of Zambia as well as information from other UN agencies, cooperating partners and other key actors.
56. Programme monitoring reports and data sets, which include process, output and outcome monitoring reports, will be made available for the evaluation, these will be supplemented by scoping reports and secondary reports that contextualize the evaluation. Indicators that have been monitored include the food consumption score, food consumption score nutrition, household dietary diversity score, minimum dietary diversity score for women, and livelihood and consumption-based coping mechanisms.
57. Key issues to be expected in relation to the data is consistency of the data sets for outcome-based data as the sampling approaches for baseline assessments and subsequent outcome monitoring activities may have variations. In addition, comparability may be limited due to the nature of indicators monitored and hinges on the season at which data collection was conducted.
58. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information that will have been provided. This assessment will inform the data collection and the choice of evaluation design and methods to fill gaps. The evaluation team will need to systematically check accuracy, consistency, reliability, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

5.3. Ethical Considerations

59. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethical review and clearance at all stages of the evaluation process. This includes, but is not limited to ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.
60. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
61. The evaluation team and evaluation manager should not have been involved in the design, implementation or monitoring of the evaluation of the R4 initiative; integrated nutrition and smallholder farmer support programme and the early drought recovery programme nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation teams and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

5.4. Quality Assurance

62. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
63. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
64. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
65. To enhance the quality and credibility of decentralized evaluations a person or people external to this evaluation are expected to review the draft ToR, the draft inception, and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations for improvement.
66. The evaluation manager will share the assessment and recommendations of inception and evaluation reports from the quality support service with the team leader, who will address the recommendations when finalizing the reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),⁸ a rationale should be provided for comments that the team does not address when finalizing the report.
67. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
68. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.
69. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
70. The final evaluation report will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.
71. The following mechanisms for independence and impartiality will be employed: An Evaluation Committee (EC) will be appointed and involved throughout all the evaluation phases. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the Chair for approval.
72. The evaluation firm will be asked to set out how ethics can be ensured at all stages of the evaluation and that

⁸ [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

they seek appropriate ethical clearances (institutional and local) for the design ahead of any fieldwork.

73. WFP owns the primary and secondary data and all products of this evaluation. The evaluation firm or its members shall not publish or disseminate the Evaluation Report, data collection tools, collected data or any other documents produced for the purposes of this evaluation without the express written permission and acknowledgement of WFP. Use of any data collected for the purpose of the evaluation can be agreed upon on a case-by-case basis (e.g., preparing peer-reviewed journal articles, conference papers/presentations etc). WFP would welcome such joint work on further dissemination of results as appropriate. This will be discussed and agreed upon during the inception phase to inform finalisation of the communication and learning plan.

6. Organization of the Evaluation

6.1. Phases and Deliverables

74. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	Oct 2024 – June 2025	Preparation of ToR including QS review Document library Selection of the evaluation team & contracting	Evaluation manager WFP Regional Evaluation, Zambia M&E and Procurement Units
2. Inception	June - August 2025	Inception mission Inception report	Evaluation firm
3. Data collection	September 2025	Fieldwork/Data collection Exit debriefing	Evaluation team
4. Reporting	October - December 2025	Data analysis and report drafting Comments process Learning workshop Evaluation report Five-page summary of the evaluation report De-identified data sets	Evaluation team
5. Dissemination and follow-up	December 2025	Management response Dissemination of the evaluation report	Evaluation Manager

6.2. Evaluation Team Composition

75. The evaluation team is expected to include an international team leader and a mix of national and international evaluators, and as much as possible a national young and emerging evaluator. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and

methods sections of the ToR. At least one team member should have WFP experience.

76. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:
- Agriculture and food security
 - Resilience and climate change adaptation
 - Rural development with a specific lens on rural finance
 - Good knowledge of gender, equity and wider inclusion issues
 - Strong and proven research and evaluation skills
77. All team members should have analytical and communication skills and evaluation experience with a track record of written work on similar assignments. Familiarity with Zambia will be a plus.
78. Team members must have good oral and written communication skills in English as the language of this assignment but some of them should be proficient in the main local languages (Tonga, Lozi, and Nyanja) spoken in the districts where R4 is implemented.
79. The team leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing evaluations and developing data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methods; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e., exit) debriefing presentation and evaluation report in line with DEQAS.
80. Team members will: i) contribute to the inception in their area of expertise; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
81. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with WFP evaluation manager.

6.3. Roles and Responsibilities

82. WFP Zambia management (Country Director or Deputy Country Director) will take responsibility to:
- Assign an evaluation manager for the evaluation of Rural Risk Resilience Initiative in Zambia from 2014 to 2025.
 - Compose the internal evaluation committee and the evaluation reference group (see below).
 - Approve the final ToR, inception and evaluation reports.
 - Approve the Note for the Record (NFR) pertaining to evaluation team selection.
 - Ensure the independence and impartiality of the evaluation at all stages.
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team.
 - Organize and participate in two separate debriefings, one internal and one with external stakeholders.
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

83. The evaluation manager manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team together with the regional office; preparing and managing the budget; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.
84. An internal evaluation committee is formed to help ensure the independence and impartiality of the evaluation. Annex 3 provides further information on the composition of the evaluation committee.
85. An evaluation reference group (ERG) will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process. See Annex 3 where list of members is available.
86. The WFP regional office will take responsibility to:
- Advise the evaluation manager and provide support to the evaluation process where appropriate.
 - Participate in relevant discussions with the evaluation team.
 - Review the ToR before finalization and approval by EC Chair.
 - Provide comments on the draft ToR, inception and evaluation reports.
 - Support the dissemination of evaluation results, including the stakeholder workshop(s).
 - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
87. While the regional evaluation unit will perform most of the above responsibilities, other regional bureau- relevant technical staff will participate in the evaluation reference group and/or comment on evaluation products as appropriate.
88. Relevant WFP Headquarters divisions will take responsibility to:
- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
 - Review and comment on the evaluation reports, as appropriate.
89. Other stakeholders (national government including relevant ministries, implementing partners / NGOs, partner UN agencies) will be key participants in this evaluation.
90. The Office of Evaluation (OEV) is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the regional evaluation officer, the evaluation manager and evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer (jeanprovidence.nzabonimpa@wfp.org) and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines as well as evaluation quality concerns.

6.4. Security Considerations

91. Security clearance where required is to be obtained from WFP Zambia Country Office. Consultants hired independently by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
92. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or other reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.
93. Zambia maintains a generally moderate security environment, with urban areas such as Lusaka, Ndola, and Kitwe experiencing moderate to high levels of crime, primarily in the form of petty theft and occasional armed robbery, particularly in less secure neighbourhoods. Civil unrest is relatively rare but can occur in response to economic pressures, typically remaining localized and manageable. The risk of terrorism is low, and broader health risks—while present due to issues like malaria and HIV/AIDS—are mitigated by basic healthcare access in major cities. Seasonal flooding and road safety concerns pose additional challenges, particularly outside urban centres.

6.5. Communication and Knowledge Management Plan

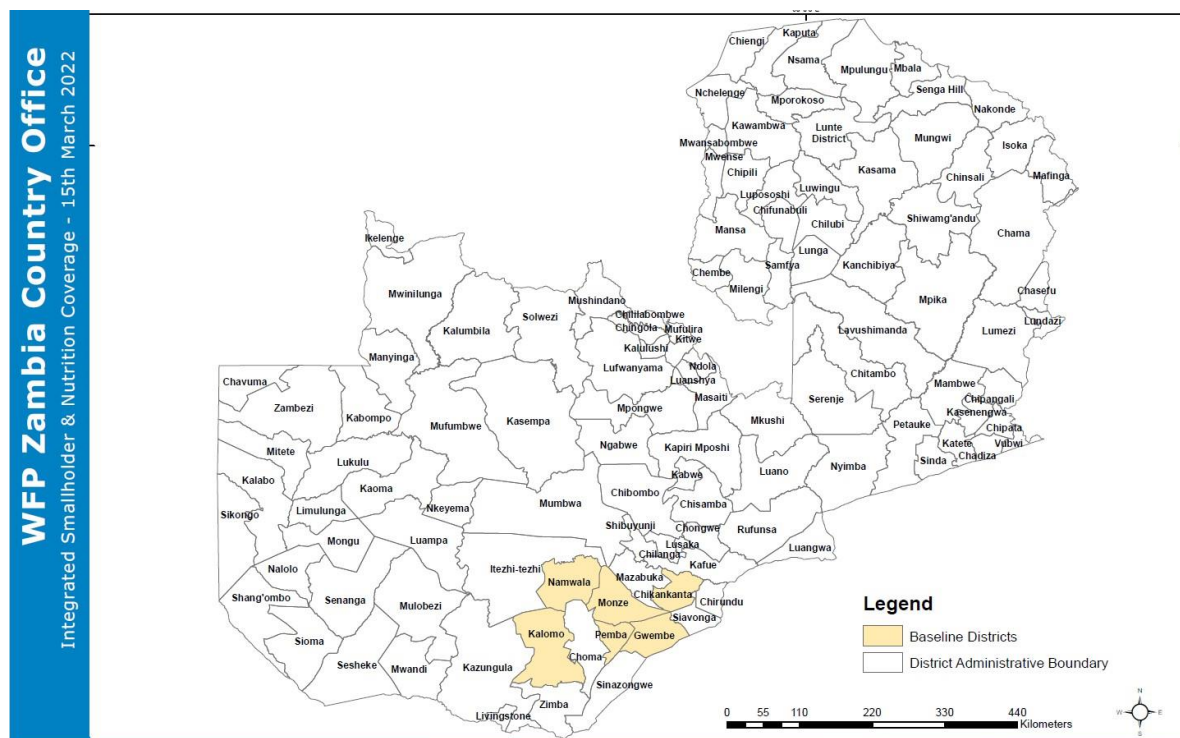
94. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. As part of the international standards for evaluation, WFP will ensure the evaluation reports are made public and uploaded on appropriate systems. WFP may consider holding a dissemination and learning workshop which targets key government officials, donors, UN staff and partners.
95. With support from the CO communications team, a video clip will be developed to document the evaluation process, this will include supporting the documentation of the evaluation process and will leverage local, and international media and WFP social media platforms to enhance coverage for dissemination in line with the WFP Zambia country office communications strategy.

5.6. Budget

96. The evaluation will be financed by the WFP Zambia country office and the budget will cover related costs associated with the evaluation team upon the contracting of an evaluation team, and depending on factors linked to the evaluation timeline. Funding for the decentralized evaluation will be sourced from programme funding and it was initially budgeted for at the start of the project. When submitting an offer, the evaluation firm shall include a detailed budget for the evaluation, including consultant fees, international and local travel costs where applicable, data collection costs and other costs (interpreters, etc.), to be submitted along with the technical proposal. The financial proposal will be key in the selection of the firm to conduct this evaluation.

97. The firm that will be selected will have to budget for all costs associated with the conduct of the evaluation (hiring research assistants, local travel, etc) except dissemination related activities such as learning workshops, which will be organised by WFP.
98. Please send any queries to Siamunza Mwiinga, Programme Policy Officer and Evaluation Manager at siamunza.mwiinga@wfp.org.

Annex 1: Map



Annex 2: Timeline

Phases, deliverables and timeline		Key dates
Phase 1 - Preparation		Up to 11 months
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	Sept 2024 – April 2025 (9 months due to pause in the process)
EM	Share ToR draft 1 with REO	14 April 2025 (0.5 working day)
REO	Review and comment on ToR draft 1	15 – 21 April (5 working days)
EM	Revise ToR based on REO comments and prepare ToR draft 2	22 – 24 April (3 working days)
EM	Share ToR draft 2 with ERG	25 April 2025 (0.5 working day)
ERG	Review and comment on ToR draft 2	25 April – 01 May 2025 (5 working days)
EM	Review ToR and prepare final version; submit final ToR to EC Chair	30 May – 2 June (3 working days)
EC Chair	Approve the final ToR	03 – 08 June (5 working days)
EM	Share approved ToR with ERG and key stakeholders	08 June 2025 (0.5 working day)
EM	Liaise with procurement and launch call for proposals	03 – 05 June 2025 (2 working days)
N/A	Evaluations firms submit technical and financial proposals	05 - 18 June (10 working days)
EM	Assess evaluation proposals and recommend team selection	19 - 25 June (3 working days)
EC Chair	Approve evaluation team selection and recruitment of evaluation team	26 – 30 June (3 working days)
N/A	Prepare and sign the PO	01 – 07 July (5 working days)
Phase 2 - Inception		Up to 7 weeks

EM/TL	Evaluation team orientation	08 July (0.5 working day)
ET	Desk review of key documents & inception mission if applicable	09 July – 29 July 2025 (15 working days)
ET	Draft 1 inception report	30 July – 18 Aug 2025 (15 working days)

EM & REU	Review draft 1 IR	19 – 21 Aug August (3 working days)
EM	Share draft 1 IR with quality support service (DEQS) and organize follow- up call following submission of feedback	22 Aug – 1 Sep (7 working days – 6 working days for DEQS review + 1 day for call)
ET	Prepare draft 2 IR based on feedback received by DEQS, EM and REO	02 – 08 Sep 05 August (5 working days)
EM	Share draft 2 IR with ERG	09 Sep (0.5 working day)
ERG	Review and comment on draft 2 IR	10 - 16 Sep (5 working days)
EM	Consolidate comments & share with ET	17 Sep (1 working day)
ET	Prepare draft 3 IR based on feedback received and submit revised IR to EM	18 – 24 Sep (5 working days)
EM	Review final IR and submit to the evaluation committee for approval	25 – 26 Sep (2 working days)
EC Chair	Approve final IR and share with ERG	29 Sep – 03 Oct (5 working days)
Phase 3 – Data collection		Up to 3 weeks
EC Chair/ EM	Brief the evaluation team ahead of fieldwork	06 Oct 2025 (1 working day)
ET	Data collection	07 - 20 Oct (10 working days)
Phase 4 - Reporting		Up to 11 weeks
ET	Draft 1 evaluation report (ER)	20 Oct – 7 Nov (15 working days)

EM	EM and REU reviews draft 1 ER Share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	10 – 13 Nov (3 working days – 6 days for DEQS review + 1 day for follow-up call)
ET	Review and submit draft ER based on feedback received by DEQS, EM and REU	14 – 18 Nov (5 working days)
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	19 Nov (0.5 working day)
ERG	Review and comment on draft ER	20 Nov – 27 Nov (7 working days)
EM	Consolidate comments & share with ET	28 Nov (1 working day)
ET	Review draft ER based on feedback received and submit final revised ER	01 – 05 Dec (5 working days)

EM	Review final revised ER and submit to the evaluation committee	08 – 10 Dec (3 working days)
EC Chair, EM & ET	Approve final evaluation report and share with key stakeholders for information. Submit all cleaned and anonymized datasets collected for this evaluation	11 – 17 Dec (5 working days)
		Up to 4 weeks
EM	Prepare management response and obtain RD and CD approvals.	18 – 31 Dec (10 working days)
EM	Share management response with the REU and OEV for publication and conclude any outstanding responsibilities.	02 – 05 Jan (2 working days)

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Country Director/Deputy Country Director (CD/DCD) who will be the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

- Deputy Country Director (Chair of the Evaluation Committee) – Kurt Burja
- Evaluation manager (Evaluation Committee Secretariat) – Siamunza Mwiinga
- Head of Programme or programme officer(s) directly in charge of the subject(s) of evaluation – Stephen Omula / Manaan Mumma
- Regional evaluation officer (REO) – Jeanprovidence Nzabonimpa
- Country office monitoring and evaluation officer: Siamunza Mwiinga
- Country office procurement officer (if the evaluation is contracted to a firm) – Mwamba Chisanga
- Other staff considered useful for this process. - Tiwonge Machiwenyika
- Country office programme officers – Norman Chisamo, Charity Ngulube, Emmanuel Kilio, Emmanuel Gondwe
- Head of field office - Robby Mwiinga

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

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

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

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

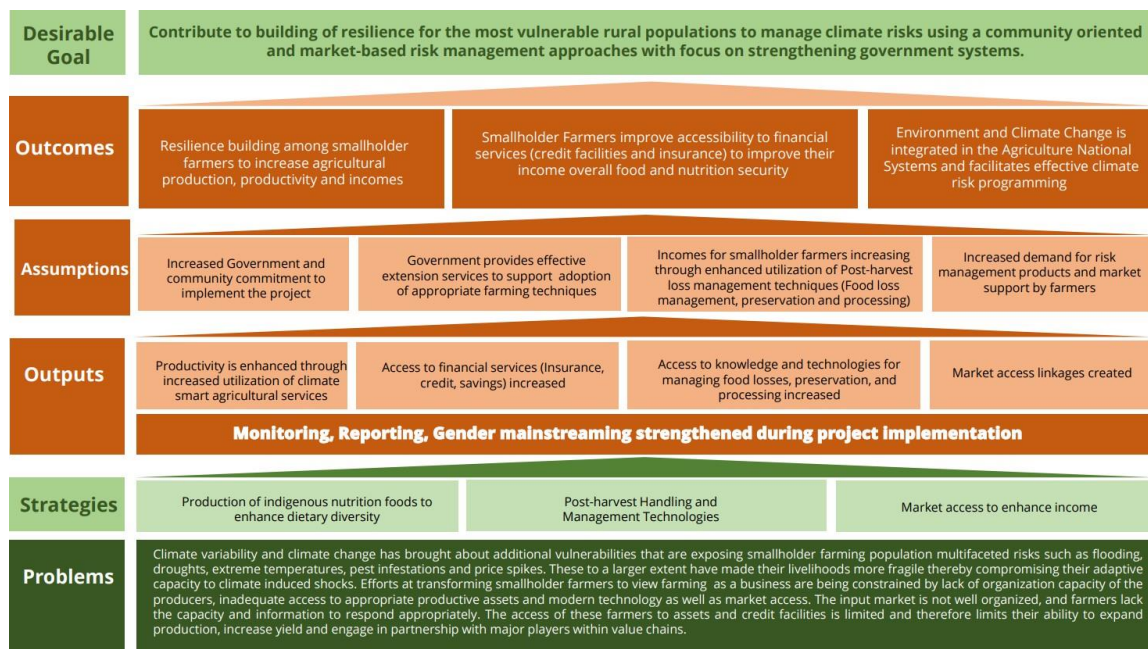
The main roles of the evaluation reference group are as follows:

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

Composition

Country office	Name
<p>Core members:</p> <ul style="list-style-type: none"> Deputy Country Director (Chair) Evaluation Manager (secretary or delegated chair) Head of Programme Gender focal point Other CO staff with relevant expertise e.g., nutrition, resilience, gender, school feeding, partnerships Area/Field Office Representative(s) Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile) 	<p>Kurt Burja Siamunza Mwiinga Stephen Omula Edmore Mangisi Norman Chisamo, Charity Ngulube, Emmanuel Gondwe, Phililo Nambeye Robby Mwiinga Alpha Kabamba, Joseph Chilimboyi, Fundi Banda, Nswana Kamfwamfwa</p>
Regional bureau	
<p>Core members:</p> <ul style="list-style-type: none"> Regional Evaluation Officer Regional Monitoring Advisor Head of Programme Unit Regional Gender Adviser Other possible complementary members as relevant to the evaluation subject: Regional Head of Vulnerability Analysis and Mapping Regional Partnerships Officer Regional Programme Officers (resilience and livelihoods) Regional Risk Management Officer Regional Environmental and Social Standards Advisor 	<p>Jean Providence Nzabonimpa Caterina Kereeva Kaori Ura Jane Remme Peter Jonsson Tomson Phiri Tiwonge Machiwenyika Zodwa Mthiyane Makganthe Maleka</p>
Headquarters (optional)	Name

Annex 5: Theory of Change



Annex 6: Logical Framework

Intervention logic	Indicators	Means of Verification	Assumptions
<p>Impact</p> <p>Contribute to building of resilience for the most vulnerable rural populations to food insecurity in the face of climate risks using a community oriented and market-based risk management approaches with focus on strengthening government systems.</p>	<ul style="list-style-type: none"> • Food consumption score (disaggregated by sex of the household head) • Livelihood based coping strategies (disaggregated by sex of the household head) • Consumption based coping strategies • Proportion of households indicating they used climate information provided by WFP programme to make informed decisions • Rate of post-harvest loss • Volume and value of sales through WFP supported aggregation systems 	Outcome monitoring surveys	Productivity is enhanced through increased utilization of climate smart agricultural services
<p>Outcome 1</p> <p>Improved resilience of smallholder farmers to prepare, mitigate and respond to climate related shocks</p>	<ul style="list-style-type: none"> • Proportion of households indicating they used climate information provided by WFP programme to make informed decisions • Proportion of targeted smallholder farmers experiencing post-harvest losses disaggregated by gender of household head • Percentage of targeted smallholder farmers reporting increased production of nutritious crops 	Outcome monitoring surveys	Productivity is enhanced through increased utilization of climate smart agricultural services

Output 1.1 15,000 smallholder farmers access to climate information in a timely manner	<ul style="list-style-type: none"> • Number of people (disaggregated by age and gender) using climate information in their farming practice. • Number of people (disaggregated by sex and age) accessing climate information • Number of information sharing platforms established and functional 	WFP programme and monitoring reports	
Output 1.2		WFP programme and monitoring reports	

1,000 farmer/producer groups established	<ul style="list-style-type: none"> • Number of farmer (women and men) producer groups established and operational 		
Output 1.3 15,000 smallholder farmers trained on post- harvest management	<ul style="list-style-type: none"> • Number of smallholder farmers trained on post-harvest management (disaggregated by location and sex) 	WFP programme and monitoring reports	
Outcome 2 Improved access to financial services (Credit, savings and insurance) targeted smallholder farmers	<ul style="list-style-type: none"> • Amount of savings made by participants of financial inclusion initiatives promoted by WFP (disaggregated by sex and age) • Total USD value disbursed as payouts of risk transfer mechanisms supported by WFP • Amount of loans accessed by participants of financial inclusion initiative promoted by WFP 		

	<ul style="list-style-type: none"> • Proportion of targeted smallholder farmers accessing credit disaggregated by gender • Proportion of targeted smallholder farmers who contribute insurance premiums for the weather index insurance • Proportion of smallholder farmer households where decision on the use of savings is made jointly (by both men and women) 		Smallholder farmers will make use of the financial and credit services being promoted by the project
Output 2.1 15,000 smallholder farmers access to predictable and functional food commodity markets	<ul style="list-style-type: none"> • Number of markets established • Number of smallholder farmers selling in WFP supported aggregation system • Number of aggregation centres supported 	WFP programme and monitoring reports	
Output 2.2 15,000 smallholder farmers access to credit and other financial services	<ul style="list-style-type: none"> • Number of smallholder farmers who have access to credit 	WFP programme and monitoring reports	Financial providers will not demand inappropriate/unrealistic collateral from the smallholder farmers. The financial and credit products will be appropriate for smallholder farmers who do not have regular

			incomes throughout the year
Output 2.3 15,000 smallholder farmers trained on financial management	<ul style="list-style-type: none"> Number of participants of financial inclusion initiatives promoted by WFP disaggregated by gender 	WFP programme and monitoring reports	The insurance
Output 2.4 500 Savings groups established	<ul style="list-style-type: none"> Number of savings groups established Number of smallholder farmers enrolled in saving groups disaggregated by gender 	WFP programme and monitoring reports	
Output 2.5 15,000 smallholder farmers enrolled in weather index insurance	<ul style="list-style-type: none"> Number of people covered by an insurance product through risk transfer mechanism supported by WFP Total USD value of premiums paid under risk transfer mechanism supported by WFP Total sum insured through risk management interventions Number of people benefiting from insurance payouts of risk transfer mechanisms supported by WFP 	WFP programme and monitoring reports	
Outcome 3 Environment and Climate Change is integrated in the Agriculture National Systems and facilitates effective climate risk programming	<ul style="list-style-type: none"> Number of national policies and programmes designed, drafted, amended or implemented integrating environment and climate change because of WFP advocacy initiatives 	WFP programme and monitoring reports	Government will be willing to integrate climate change components to existing or new policies and programmes
Output 3.1	<ul style="list-style-type: none"> Number of advocacy meetings held 		

Advocacy in integration of climate change in national systems enhanced	<ul style="list-style-type: none"> Number of Government officials and stakeholders trained on climate change 	WFP programme implementation and monitoring reports	
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Cross Cutting Results	<ul style="list-style-type: none"> • Proportion of women project management committee members trained on modalities on Improved Agricultural practices 	WFP programme implementation and monitoring reports	Improved (or stabilized) food security situation for vulnerable populations (including specific groups such as female headed households and households affected by HIV&AIDS)
	<ul style="list-style-type: none"> • Percentage of participating households benefiting from R4 interventions with at least one chronically ill member 		
	<ul style="list-style-type: none"> • Percentage of households supported with nutrition-based interventions because of participation in initiatives 		
Upstream Technical Support Activities	<ul style="list-style-type: none"> • Number of capacities strengthening activities facilitated by WFP to enhance national food security and nutrition stakeholder capacities 	WFP programme implementation and monitoring reports	Supporting government in three fronts namely (i) policy (ii) product uptake at micro level and enhancement of market driven skills development at meso level
	<ul style="list-style-type: none"> • Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food and security nutrition stakeholder capacities 		

Annex 7: Preliminary Stakeholder Analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in Zambia	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making in line with its monitoring and evaluation strategy. It is also called upon to account internally as well as to its beneficiaries and partners for the performance and results of its programmes. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme and partnerships.
WFP field office in Mazabuka	Key informant and primary stakeholder - Responsible for day-to-day programme implementation. The field office liaises with stakeholders at decentralized levels and have direct beneficiary contact. It will be able to use the evidence generated by the evaluation.
Eastern and Southern Africa Regional Office (ESARO)	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next programme; thus, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation officers support country office/regional bureau management to ensure quality, credible and useful decentralized evaluations.
WFP HQ (Head Quarters) divisions	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities, and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.

WFP Office of Evaluation (OEV)	Primary stakeholder – The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	Primary stakeholder – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This

	evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Targeted smallholder farmers	Key informants and primary/secondary stakeholders - As the ultimate participants in the intervention, beneficiaries have a stake in WFP determining whether its interventions are appropriate and effective and which activities were more effective at building resilience. As such, the level of participation in the evaluation of women and men from different groups will be determined and their respective perspectives will be sought.
Government: Ministry of Agriculture, Ministry of Community Development & Social Services, Ministry of Small and Medium enterprises, Ministry of Green Economy and Environment, Ministry of Local Government and Rural Development, National Food and Nutrition Commission, Zambia Metrology Department	<p>Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners, and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest.</p> <p>The government has an interest in knowing whether the role they played in the programme contributed to building resilience in the target beneficiaries as well as using the results for decision-making and learning.</p>
UN Country team	The harmonized action of the Zambia UNCT to contribute to the achievement of the government's development goals. Therefore, it has interest in ensuring that WFP programmes are in alignment with the UN concerted efforts.

Non-governmental organizations (NGOs): Development Aid from People to People (DAPP), Vision Fund Zambia, and Self-Help Africa.	Key informants and primary stakeholder - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations, and partnerships. They will be involved in using evaluation findings for programme implementation.
Donors Swiss Agency for Development and Cooperation (SDC)	Primary/secondary stakeholders – The rural risk resilience initiative was funded in full by SDC. They have an interest in knowing whether their funds have been spent efficiently and if the work has been effective and contributed to building resilience in the targeted beneficiaries.
Private sector Natsave, Madison, Finance, Zambia National Commercial Bank (ZANACO), MTN Zambia, intermediary aggregators.	The evaluation will provide information of the effectiveness of the financial component of the programme, therefore, organizations dealing with financial services will be interested in knowing how their services contributed to the achieved results and will provide knowledge on how they can improve and/or tailor their services to meet the needs of the communities.

Annex 8: Acronyms

CO	Country Office
CSP	Country Strategic Planning
EC	Evaluation Committee
DAPP	Development Aid from People to People
ERG	Evaluation Reference Group
GEWE	Gender equality and women's empowerment
GDP	Gross Domestic Product
GII	Gender Inequality Index
HDI	Human Development Index
PHQA	post hoc quality assessment
RBJ	Regional Bureau Johannesburg
SBCC	Social and Behaviour Change Communication
SO	Strategic Outcome
UNEG	United Nations Evaluation Guidelines
UNICEF	United Nations Children's Fund
WFP	World Food Programme
ZANACO	Zambia National Commercial Bank

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