



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Zambia (2019–2023)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Zambia for 2019–2023.
2. The purpose of the evaluation was to provide evaluation evidence and learning on WFP's performance and the organization's contribution to the achievement of CSP outcomes. The evaluation will inform WFP's future engagement in Zambia and the design of the next CSP, as well as providing accountability for results to WFP stakeholders.
3. The evaluation was conducted using a mixed-methods approach and a reconstructed theory of change. It also assessed WFP's performance in several cross-cutting areas.
4. The evaluation team made six recommendations and 24 sub-recommendations; 15 of the sub-recommendations are operational and the remaining 9 are strategic, providing guidance on the implementation of each recommendation.
5. The management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines related to the implementation of the recommendations.

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| MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR ZAMBIA (2019–2023) | | | | | |
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| Recommendations and sub-recommendations (including their priority: high/medium) | Recommendation and sub-recommendation lead office (supporting offices/units in brackets) | Management response (agreed, partially agreed, not agreed) | Actions to be taken | Action lead office (supporting offices/units in brackets) | Action deadline |
| Recommendation 1: In the design of the next country strategic plan WFP should: | | Partially agreed | | | |
| 1.1: Collect more data and evidence on the needs of vulnerable young people in order to inform future country strategic plan targeting decisions. Priority: High (December 2023) | Country office (regional bureau) | Agreed | WFP will include in the CSP baseline studies questions aimed at understanding the needs of vulnerable young people in order to inform targeting decisions for the next CSP. | Country office (monitoring and evaluation and vulnerability assessment and mapping units) | 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. Priority: High (December 2023) | Country office | Partially agreed Country office targeting is guided by Integrated Food Security Phase Classification assessments. The country office agrees to continue expanding its geographic footprint by targeting additional districts in northern parts of the country with high malnutrition rates, supporting interventions designed to affect social and behavioural change rather than resilience building activities. High malnutrition rates in northern Zambia are not correlated with food insecurity or lack of resilience but rather with poor dietary diversity. | WFP will expand its geographic footprint to target additional districts in the northern parts of the country where malnutrition rates are high. Interventions will focus on social and behavioural change linked to dietary diversity. | Country office (vulnerability assessment and mapping and programme units) | June 2025 |

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| 1.3: Ensure earlier and deeper engagement with the Government of Zambia in the new country strategic plan design process. Priority: High (December 2023) | Country office | Agreed | WFP will engage with stakeholders including the Government, donors, private sector entities and civil society organizations in the development of the new CSP. | Country office (management, and partnerships and programme units) | June 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. Priority: High (January 2024) | Country office (regional bureau) | Agreed | WFP will conduct a detailed gender assessment and analysis to inform the implementation of interventions that contribute to gender transformation and targeted actions that seek to empower women and girls. | Country office (gender, monitoring and evaluation, vulnerability assessment and mapping and programme units) | December 2023 |
| 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. Priority: High (January 2024) | Country office (regional bureau) | Agreed | WFP will finalize and implement a private sector engagement strategy, which will be aligned with the strategies outlined in the new CSP. | Country office (partnerships and programme units) | December 2023 |

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| 1.6: Consider including support for the Government of Zambia on national early warning systems with regard to climate shocks. Priority: Medium (May 2024) | Country office (regional bureau) | Agreed | WFP will provide technical support to the Government of Zambia with regard to national early warning systems. | Country office (programme unit) | September 2023 |
| Recommendation 2: WFP should expand its nutrition portfolio | | Agreed | | | |
| 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. Priority: High (May 2024) | Country office | Agreed | WFP will train members of the district nutrition coordination committee and ward nutrition coordinating committees to enhance the coordination and planning of nutrition interventions. | Country office (programme unit) | June 2024 |

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| <p>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.</p> <p>Priority: High (In accordance with timeline agreed with the Government of Zambia)</p> | Country office | Agreed | <p>WFP will advocate that the Government implement these recommendations and that the food and nutrition gap analysis be institutionalized and conducted more regularly by the Government with WFP technical support.</p> | Country office (management, and programme unit) | December 2024 |
| | | | <p>WFP will provide technical support to the National Food and Nutrition Commission in the development and implementation of the food and nutrition strategy.</p> | Country office (programme unit, regional bureau, headquarters) | December 2024 |
| <p>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.</p> <p>Priority: Medium (May 2024)</p> | Country office | Agreed | <p>WFP will support refresher training for Scaling Up Nutrition Business Network member companies in collaboration with the National Food and Nutrition Commission in order to activate the network.</p> | Country office (programme unit) | December 2024 |

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| | | | WFP will support the National Food and Nutrition Commission and relevant government ministries in the development of a strategy for identifying and enrolling new network members at the district level. | Country office (programme unit) | December 2024 |
| Recommendation 3: WFP should strengthen its engagement in the social protection space. | | Agreed | | | |
| 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). Priority: High (January 2024) | Country office (regional bureau) | Agreed | WFP will assess the Government's capacity in social protection and identify potential areas for further technical support. | Country office (programme unit) | December 2024 |

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| 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. Priority: High (August 2024) | Country office | Agreed | WFP will continue to participate in social protection coordination meetings with other stakeholders including the World Bank, the United Nations Children’s Fund and the Ministry of Community Development and Social Services. | Country office (programme unit) | June 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. Priority: Medium (August 2024) | Country office | Agreed | WFP will liaise with the Ministry of Education and facilitate its engagement with the global School Meals Coalition to support it in conducting an impact assessment of the influence of home-grown school meals on school attendance, enrolment and retention as well as on the nutritional intake of schoolchildren. | Country office (programme unit) | December 2024 |

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| | | | WFP will also support the Ministry of Education in developing a sustainability plan for the components of the home-grown school meals programme that WFP is supporting. | Country office (programme unit) | December 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. Priority: Medium (August 2024) | Country office | Agreed | WFP will support the Ministry of Education by linking smallholder farmers, especially women and young people, to schools that are implementing school feeding programmes in order to provide markets for the smallholder farmers to sell their marketable surplus. | Country office (programme unit) | December 2024 |
| Recommendation 4: WFP should make additional improvements to ensure that cross-cutting principles are adhered to. | | Agreed | | | |

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| 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. Priority: Medium (In accordance with timelines for new intervention designs) | Country office (regional bureau) | Agreed | WFP will conduct a detailed gender analysis to identify the constraints faced by women and girls in rural and urban contexts and will recommend interventions for empowering women, mitigating the barriers that they face and addressing the root causes of gender inequality. | Country office (gender, monitoring and evaluation and programme units) | December 2024 |
| 4.2: WFP should increase the number of women employed in gender-imbalanced field offices. Priority: Medium (August 2024) | Country office | Agreed | WFP will develop a strategy for encouraging women to apply for positions in field offices in order to gradually reduce the gender imbalance in those offices. | Country office (human resources unit) | June 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. Priority: Medium (August 2024) | Country office | Agreed | WFP will advocate the adoption of energy-efficient stoves for the preparation of school meals and the establishment of wood lots in schools that implement the home-grown school meals programme. | Country office (management, and programme unit) | December 2024 |

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| 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. Priority: Medium (May 2024) | Country office | Agreed | WFP will expand the scope of its community feedback and response mechanisms to cover resilience and capacity strengthening activities. | Country office (monitoring and evaluation and programme units). Regional bureau (protection and accountability to affected populations unit). | June 2024 |
| Recommendation 5: WFP needs to rethink its funding strategy and approach to refugee emergency response activities. | | Agreed | | | |
| 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. Priority: High (December 2023) | Country office | Agreed | WFP will integrate livelihoods and self-reliance activities into crisis response interventions that target beneficiaries, including refugees under the first outcome of the second-generation CSP. | Country office (management, and programme unit) | December 2024 |

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| 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). Priority: High (January 2024) | Country office | Agreed | WFP and the Office of the United Nations High Commissioner for Refugees will advocate the relaxation of the restrictions on the movement of refugees, increased access to education and economic opportunities outside settlements and the allocation of land to refugee households to support own production. | Country office (management, and programme and partnerships units) | June 2024 |
| 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. Priority: High (January 2024) | Country office (regional bureau) | Agreed | WFP will expand its partnerships and increase efforts to mobilize resources from traditional and non-traditional donors. | Country office (management, and partnerships and programme units) | June 2024 |

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| Recommendation 6: WFP should continue to strengthen its approach to building the resilience and livelihoods of smallholder farmers. | | Partially agreed | | | |
| 6.1: WFP should continue to invest in common infrastructure and platforms that enable business-to-business services. Priority: Medium (May 2024) | Country office (regional bureau) | Agreed | WFP will enrol more aggregators in existing business-to-business platforms such as the virtual farmer market application, MAANO. WFP will also expand the scope of existing business-to-business platforms for use by smallholder farmers and the private sector. | Country office (programme unit, regional bureau) Country office (programme unit) | June 2024 June 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. Priority: Medium (August 2024) | Country office | Agreed | WFP will sensitize aggregators on the use of its business-to-business platforms such as the virtual farmer marketing application, MAANO, for marketing small livestock. | Country office (programme unit) | December 2024 |

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| | | | WFP will advocate increased investment in livestock index insurance by the Government and awareness raising among smallholder farmers on the livestock index insurance product. | Country office (programme unit) | December 2024 |
| 6.3: WFP should commission a feasibility study on remote farmers' engagement in commercial farming and explore partnership opportunities with the private sector. Priority: High (March 2024) | Country office | Agreed | WFP will conduct gendered value chain analysis to identify opportunities for commercial farming and value addition in liaison with the private sector. | Country office (programme unit, regional bureau, headquarters) | December 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. Priority: Medium (August 2024) | Country office | Partially agreed The country office agrees to help link WFP beneficiaries with catalytic funding opportunities such as the Constituency Development Fund. However, country capacity strengthening at the sub-district level on decentralized investments and programming is not within the mandate of WFP. | WFP will work with the Ministry of Local Government and Rural Development and the Ministry of Small and Medium Enterprise Development and will seek to link targeted beneficiaries to catalytic funding opportunities such as the Constituency Development Fund. | Country office (programme unit) | June 2025 |