Country REPUBLIC OF ZAMBIA; ZM-UNSDPF: 2016-2022 / EVALUATION MANAGEMENT RESPONSE

Evaluation Title/Year: FINAL EVALUATION OF THE ZAMBIA-UNITED NATIONS SUSTAINABLE DEVELOPMENT PARTNERSHIP FRAMEWORK (ZM-UNSDPF): 2016-2
   •**Preparation of the management response:** UNCT and Evaluation Steering Committee
   •**Approval of the management response:** UNCT and the Joint Steering Committee
   •**Follow-up monitoring and updating of the management response's implementation:** ----------------------
   •**Frequency of monitoring and updating:** Semi-Annual

RECOMMENDATIONS TO IMPROVE FORMULATION AND GOVER

 Relevance:

The country's Vision 2030 and the NDPs should continue to inspire the needs and developmental priorities of the Zambia population. The next CF should
development priorities and international commitments like SDGs. Both Zambia's Vision 2030 and the SDGs (the global 2030 Agenda) challenges policymakers, de
far more deeply at data and the people behind the aggregated statistics. As future CFs seek to strengthen focus on ending exclusion in the effort to leave no on
country typologies, disaggregated data remain critical.

Management response - Accepted/Partially Accepted/rejected : ……..

If rejected or partially accepted, please provide an explanation: ……

	Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)
110:17.1.	**Conduct an integrated SDG-centered planning and strategic thinking exercise to incorporate national development priorities during the process of articulating the next CF.**	By June 2021	PMT, RGs, UNCT, UNRCO	
1.2.	**Hold a consultation meeting with Ministry of Finance and National Planning to assessment and sure full alignment of the UNSDCF- 2023-2027 with 8th National Development Plan**	By March 2022	PMT, RGs, UNCT, UNRCO	Two alignment meetings held with MoFNP Permanent Secretary and his technical staff
1.3.	**Finalise M&E Framework for UNSDCF-2023-2027 ensuring that it tracks dissagregated data and it is a gender responsive framework**	By June 2022	PMT, RGs, UNCT, UNRCO	
1.4.	**Conduct a mapping of key stakeholders including special groups (Youth, Women, LGBTI, Sex Works, Migrants, Persons with Disasbilities, Refugees. Etc.) in the spirit of LNOB to be invited to participate in the design and formulation of the UNSDCF-2023-2027**	By June 2022	PMT, UNRCO, UNCT	
1.5.	**Invited and mobilise identified key stakeholders to participate in dissemination and validation workshop of key stakeholders for the CCA and UNDAF respectively**	By June 2022	PMT, UNRCO, UNCT	
1.6.	**Incorporate inputs and comments arsing from validation workshop with key stakeholders to realise a final draft UNSDCF**	By June 2022	PMT, UNRCO, UNCT	
1.7.	**Convene a signing ceremony with Government at high level to enhance national ownership and feasibility of Cooperation framework**	By July 2022	PMT, UNRCO, UNCT	

| 1.8 | Convene national dissemination meeting of the UNSDCF-2023-2027 with key stakeholders | By July 2022 | PMT, UNRCO, UNCT | |

Management response - Accepted/Partially Accepted/rejected : ……..

		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)
2.1.	Harmonisation and alignment of main pillar outcomes as well as indicators at output and outcome levels with Government priorities as per the 8NDP and the SDGs.	By June 2022	RGs, UNCT, UNRCO, PMT	
2.2	Hamonise and align the UNSDCF-2023-2027 M&E Framework with 8NDP Implementation Plan and reporting mechanism	By March 2023	RGs, UNCT, UNRCO, PMT	

Effectiveness

The next UNSDCF should have a comprehensively reformulated Theory of Change (ToC) which reflects the role of UNCT and Governmnet towards the attainment continental and global ones. Such a strong ToC will create a basis for performance reviews and evaluations focused on a theory of achieving intended results fo next CF should be drawn from (or strongly informed by) that of the 8NDP and Vision 2030.

Management response - Accepted/Partially Accepted/rejected : ……..

	Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)
3.1	Convene a visioning workshop for UNCT-Zambia to identify key development issues taking into context regional, continental and global perspective based on the UN CCA to inform the formulation of ToC	By June 2021	PMT, RGs, UNCT, UNRCO	
3.2.	Hold working sessions for Head of Agencies and Result Groups to jointly develop a comprehensive and cross-pillar ToC with overarching vision for the attainment the aspirations of the UNSDCF-2023-2027	By June 2021	PMT, RGs, UNCT, UNRCO	
3.3.	Undertake internal review of the ToC by technical staff, Resultants Groups and Theme Groups members to provide inputs and feedback	By June 2021	PMT, RGs, UNCT, UNRCO	
3.4.	Hold consultation meeting with Government on draft ToC for inputs as well as ensure alignment with 8NDP	By June 2021	PMT, RGs, UNCT, UNRCO	

Effectiveness.

Strengthening monitoring and evaluation systems and building in the continuous quality improvement processes to ensure prompt identification of emerging issu

If rejected or partially accepted, please provide an explanation: ……				
	Key action(s)	**Time frame (or deadline)**	**Responsible agency (ies) / unit(s)**	**Comments (or action taken)**
4.1.	**Develop monitoring and evaluation systems and ensure they are in place for easy tracking of the new CF progress,**	By 30 July 2022	RGs, UNCT, UNRCO, PMT	
4.2	**Orient Data and M&E group at both UNCT and GRZ levels on M&E framework and reporting requirements for UNSDCF and 8NDP to enhance monitoring of Cooperation Framework and the national development plan, including SDGs and voluntary national reporting**	By 31st Decemebr 2022	UNCT	
4.3	**Conduct Joint monitoring activities within the UN and between the UN and GRZ to contribute to the effectiveness of UN in Zambia.**	By 31st Decemebr 2022	RGs, UNCT, UNRCO	
4.4	**Support national surveys (national census, LCMS, ZAPHIA etc.) and routine data collection mechanisms (HMIS, EMIS, Social Cash transfer MIS, etc.) to strengthen Government's capacity to collect and analyse essential data for monitoring SDGs, 8NDP and UNSDCF.**	By 31st Decemebr 2022	RGs, UNCT, UNRCO	Same as 8.4
4.5.	**Convene monthly and quarterly meetngs for Results Groups and Theme Groups to enhance their coordination and implementation functions line with their programme mandates**	By 31st Decemebr 2022	RCO, RGs and TG Chairs	

Efficiency
Optimization of the BOS to enhance reduction in the operational costs and also save time.

Management response - Accepted/Partially Accepted/rejected : ……..

If rejected or partially accepted, please provide an explanation: ……

	Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)
5.1.	Hold routine planning and monitoring meetings on use of the BOS platform	By 31st Decemebr 2022	OMT	
5.2.	Reviewed and realign OMT Working Groups to the new Cooperation Framework needs.	By 31st Decemebr 2022	OMT	
5.3	Orient Result Groups, Theme Groups and agency focal point persons on UN INFO system for improved planning, implementation and monitoring	By 31st Decemebr 2022	UNCT, OMT,UNRCO, PMT	
5.4	Quarterly update of UN INFO system to enhance improved planning, implementation and monitoring of the Partnership Framework	By 31st Decemebr 2022	UNCT, OMT,UNRCO, PMT	

Sustainability
UNSDCF should continue to focus on policy advice, analysis, research, capacity- and institution building, and provide more responsibility to national partners fo
sustainability of all interventions.

Management response - Accepted/Partially Accepted/rejected : ....

If rejected or partially accepted, please provide an explanation: ......

	Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)
6.1.	**Support the Government to conduct policy analysis and produce policy briefs on critical thematic areas as needed**	By 31st Decemebr 2022	RGs, UNCT, UNRCO, PMT	
6.2.	**Integrate institutional capacity strengthening and support to development laws, policies, strategies and programmes as critical outcomes and outputs of the UNSDCF- 2023-2027**	By 30th June 2022	RGs, UNCT, UNRCO, PMT	

6.3.	**Develop CF implementation plans with sustainability as core principle, strengthening ecosystems, ensuring robust local buy-in and stewardship, prioritizing strengthening of existing systems versus creating new ones**	By 31st September 2022	RGs, UNCT, UNRCO, PMT	
6.4.	**Formulate financing framework, partnership and resource mobilisation strategy, and communication strategy for UNSDCF-2023-2027**	By 31st December 2022	RGs, UNCT, UNRCO, PMT	
6.5.	**Support Government to design an integrated national financing framework for the 8NDP as a plan for co-financing programming with the UN and Cooperating Partners as well as to identify sources of future domestic funding other than donors**	31st March 2023	RGs, UNCT, UNRCO, PMT	

COORDINATION

 Coordination
 In the entirety of the UNSDCF, ensure that all partners involved in its development, implementation and monitoring have a common understanding of the UNSD communication.

Management response - Accepted/Partially Accepted/rejected : ……..

If rejected or partially accepted, please provide an explanation: ……	

Key action(s)	**Time frame (or**	**Responsible agency**	

	Key action(s)	deadline)	(ies) / unit(s)	Comments (or action taken)
7.1.	Disseminate the UNSDCF-2023-2027 to key stakeholders highlighting focus areas and its alignment to national development priorities, Vision 2030, SDGs, and Africa Agenda 2063	By 30th September 2022	RGs, UNCT, UNRCO, PMT	
7.2.	Engage with the Government to improve the national planning coordination mechanism at national, provincial and district levels drawing on lessons learnt - focus on operationalising the SDG Sub-committee of the National Development Committee in the new UNSDCF 2023-2027 to be made more functional and demand for accountability in delivering results how they contribute to outputs and outcomes by all Agencies	By 31st December 2022	UNCT, GRZ, UNRCO, PMT	
7.3.	Conduct training for UN programming staff, Government officials and other partners on the UNSDCF development and monitoring process	By 31st March 2023	RGs, UNCT, UNRCO, PMT	

Cross-cutting Issues:

The UNSDCF should continue to mainstream the five programming principles to ensure that the needs of the vulnerable groups are addressed, as these are integ... programming. UNRCO can lead the entire UNSDCF process by placing the principles at the center of the UN system's activities, from data collection, analys... particular focus on the vulnerable groups that should be clearly identified in the UNSDCF. These principles should be detailed and operationalized for practical... and interventions.

Management response - Accepted/Partially Accepted/rejected : ……..

If rejected or partially accepted, please provide an explanation: ……

		Time frame (or	Responsible agency	
	Key action(s)			

	Key action(s)	deadline)	(ies) / unit(s)	Comments (or action taken)
8.1.	**Hold Result Group and Theme Group Sessions for integrated UN cross-agency planning, implementation, communication and resource mobilization ensuring integration and visibility of the five programming principles**	By 31st December 2022	UNCT, GRZ, UNRCO, PMT	
8.2.	**Hold Result Group and Theme Group Sessions to mainstream UN programming principles in the chain of results and the harmonization measures at the operational level to contribute to improved efficiency and results**	By 31st December 2022	RGs, UNCT, UNRCO, PMT	
8.3.	**Develop appropriate measurable indicators, particularly paying attention to disaggregated data by sex, age, geography, etc.**	By 31st December 2022	RGs, UNCT, UNRCO, PMT	
8.4	**Provide Technical Assistant to and fund data management intervention at Zambia Statistical Agency to strengthen Government's capacity to collect and analyse essential data for monitoring SDGs, 8NDP and UNSDCF (with an emphasis on five programming principles to support evidence-based programming, monitoring and evaluation)**	By 31st December 2022	RGs, UNCT, UNRCO	

2022 / 2021		

NANCE OF THE NEW CF		
d focus on the identified needs of Zambians, national evelopment practitioners and multilateral bodies to look e behind, the need to interrogate national averages and		
Accepted		

Monitored by RCO/M&E Group		
Status of implementation	Month of monitoring	Year of monitoring
completed	December	2022
completed	June	2022
completed	June	2022
completed	June	2022
	June	2022
	June	2022
	December	2022

	December	2022
and predictable. The priority outcome areas, goals and		
Accepted		

Status of implementation	Month of monitoring	Year of monitoring
completed	December	2022
	June	2023
of national development aspirations as well as regional, or the given UNSDCF. As far as possible, the ToC of the		
Accepted		

	Monitored by RCO/M&E Group		
	Status of implementation	**Month of monitoring**	**Year of monitoring**
	completed	December	2022
	completed	December	2022
	completed	December	2022
	completed	December	2022
	es and tracking progress throughout the CF's life.		
	Accepted		

Monitored by RCO/M&E Group		
Status of implementation	**Month of monitoring**	**Year of monitoring**
	December	**2022**
	December	2022
	December	2022
		2022
	December	2022

Accepted		

<table>
<tr><td colspan="3" style="text-align:center">**Monitored by RCO/M&E Group**</td></tr>
<tr><td>**Status of implementation**</td><td>**Month of monitoring**</td><td>**Year of monitoring**</td></tr>
<tr><td></td><td>December</td><td>2022</td></tr>
<tr><td></td><td>December</td><td>2022</td></tr>
<tr><td></td><td>November</td><td>2021</td></tr>
<tr><td></td><td>December</td><td>2022</td></tr>
</table>

or programmes implementation to promote and enhance		
Accepted		

Status of implementation	Month of monitoring	Year of monitoring
	December	2022
	June	2022

	December	2022
	December	2022
	June	2023
OCF processes and results and maintain an open line of		
Accepted		

Status of implementation	Month of monitoring	Year of monitoring
	December	2022
	December	2022
	June	2023
ral to UN normative work, and key dimensions of quality sis to programming and the implementation stage with purposes to inform sectoral and cross-sectoral policies		
Accepted		
Monitored by RCO/M&E Group		

Status of implementation	Month of monitoring	Year of monitoring
	December	2022
	December	2022
	December	2022
	December	2022