UNITED NATIONS

EVALUATION OF THE 2016-2022 ZAMBIA UNITED NATIONS SUSTAINABLE DEVELOPMENT PARTNERSHIP FRAMEWORK

FINAL ZAMBIA-UNSDPF EVALUATION REPORT

FINAL EVALUATION REPORT

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Disclaimer

This evaluation report was prepared by a team of three Consultants: Clifford Odimegwu, International Consultant / Evaluation Team Leader, Vincent Kanyamuna and Pamela Banda, the National Consultants. The content, analysis and recommendations of this report do not necessarily reflect the views of the United Nations Resident Coordinator's Office in Zambia.

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Abbreviations and Acronyms

7NDP	7th National Development Plan
AIDS	Acquired immune deficiency syndrome
ART	Antiretroviral Therapy
AU	African Union
AWP	Annual work plan
BCA	Basic Cooperation Agreement
CA	Country Analysis
CAG	Cluster Advisory Group
CBD	Community Based Development
CBF	Common Budgetary Framework
CEDAW	Committee on the Elimination of All Forms of Discrimination against Women
COMESA	Common Market for Eastern and Southern Africa
COR	Commissioner of Refugees
CP	Cooperating Partner
CPI	Corruption Perception Index
CSEN	Children with Special Educational Needs
CSO	Civil society organization
CSO	Central Statistical Office
CSOs	Civil Society Organization
CSPRZ	Civil Society for Poverty Reduction in Zambia
DaO	Delivering as One
DDCC	District Development Coordinating Committee
DMIS	Developmental Model of Intercultural Sensitivity
DNRPC	Department of National Registration Passport and citizenship
EAC	East African Community
ECD	Early Childhood Development
ECE	Early Childhood Education
ECZ	Electoral Commission of Zambia
EMIS	Education Management Information System
EU	European Union
FAO	Food and Agriculture Organization
FGDs	Focus Group Discussions
FISP	Farmer Input Support Programme
FNDP	Fifth National Development Plan
FSP	Food Security Pack
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GII	Gender Inequality Index

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GRZ	Government of the Republic of Zambia
HDI	Human Development Index
HIV	Human immunodeficiency virus
HIV/AIDS	human immunodeficiency virus/acquired immunodeficiency syndrome
HMIS	Health Management Information System
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
IDI	In-depth Interview
IFAD	International Fund for Agricultural Development
IGO	Inter-governmental organization
IJCS	Industrialization and Job Creation Strategy
ILO	International Labour Organization
ILUA	Integrated Land Use Assessment
INGO	International non-governmental organization
IOM	International Organization for Migration
IRSDP	Indicative Revised Strategic Development Plan
JMP	Joint Monitoring Programme on Water Supply and Sanitation
JWP	Joint work plan(s)
KII	Key Informant Interview
KPI	Key Performance Indicator
KRA	Key Result Area
LCMS	Living Conditions Monitoring Survey
LFS	Labour Force Survey
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex +
M & E	Monitoring and Evaluation
MCDSW	Ministry of Community development Social Welfare
MCTI	Ministry of Commerce, Trade and Industry
MDGs	Millennium Development Goals
MMEWD	Ministry of Mines, Energy and Water Development
MMMD	Ministry of Mines and Mineral Development
MNDP	Ministry of National Development Planning
MOCTA	Ministry of Chiefs and Traditional Affairs
MoH	Ministry of Health
MoL	Ministry of Labour
MPI	Multidimensional Poverty Index
MPSA	Ministries, provinces and spending agencies
MPSA	Ministries, Provinces and other Spending Agencies
MSME	Micro, Small and Medium Enterprise
MTR	Mid-Term Review
MW	Megawatt
MWED	Ministry of Energy and Water Development

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NASF	National AIDS Strategic Framework
NCDs	Non-communicable diseases
NDCC	National Development Coordinating Committee
NDP	National Development Plan
NGO	Non-governmental organization
NTE	Non-Traditional Export
OSBP	One Stop Border Post
PDCC	Provincial Development Coordinating Committee
UNSDPF	Partnership Framework
PLHIV	People Living with HIV
PPCR	Pilot Programme for Climate-Resilience
PPHPZ	People's Process on Housing and Poverty in Zambia
PPP	Public-Private Partnership
PRSP	Poverty Reduction Strategy Paper
PTR	Pupil to Teacher Ratio
PWAS	Public Welfare Assistance Scheme
R&D	Research and Development
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RIA	Rapid Integrated Assessment
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SCT	Social Cash Transfer
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SNDP	Seven National Development Plan
SNDP	Sixth National Development Plan
TEVET	Technical Education, Vocational and Entrepreneurship Training
ToC	Theory of Change
TWGs	Technical Working group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United National Capital Development Fund
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa.
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme

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UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Funds
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNJPSP	United Nations Joint Programme on Social Protection
UNODC	United Nations Office on Drug and Crimes
UNOPS	United Nations Office for Project Services
UNZA	University of Zambia
USD	United States Dollar
WARMA	Water Resources Management Authority
WASH	Water, Sanitation and Hygiene
WDC	Ward Development Committee
WFP	World Food Programme
WHO	World Health Organisation
YMCA	Young Women Christian Association
ZABS	Zambia Bureau of Standards
ZAMPHIA	Zambia Population-Based HIV Impact Assessment
ZamStats	Zambia Statistics Agency
ZAPD	Zambia Agency for Persons with Disabilities
ZDHS	Zambia Demographic and Health Survey
ZIPAR	Zambia Institute for Policy Analysis and Research
ZRA	Zambia Revenue Authority
Z-UNSDPF	Zambia United Nations Sustainable Development Partnership Framework

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Executive Summary

Introduction

This report presents findings, conclusion and recommendation from the independent Final Evaluation of the United Nations Sustainable Development Partnership Framework (UNSDPF) for Zambia (2016-2020) that was commissioned by the United Nations Country Team under the coordination support of the UN Resident Coordinator's Office (UNRCO), and undertaken by an external evaluation team from September to December 2021. The Government of the Republic of Zambia (GRZ) in collaboration with the United Nations Country Team (UNCT) have formulated the UNSDPF 2016-2022 as a mechanism to support the achievement of the Zambia's development priorities. Central to UNSDPF implementation have been the post-2015 Agenda of Sustainable Development Goals (SDGs), the country's human rights commitments as well as other internationally agreed development goals and treaty obligations. The Zambia UNSDPF is the key UN strategic document framing its contribution to the GRZ's national development priorities and actions as laid in the Government's Seventh National Development Plan (7NDP 2017-2021).

The Zambia-UNSDPF contains five (5) key areas that were identified jointly by the GRZ and the UNCT, with involvement of civil society, private sectors during the development of the UNSDPF. It also described how the GRZ and the UNCT deliver on the commitments, including jointly-owned coordination and implementation arrangements, partnerships, and effective progress monitoring, reporting, and evaluation. With these 5 key areas, there are 8 defined outcomes to which the UNCT in Zambia contributed. The specific contribution of United Nations' Agencies to each Outcome is defined through a series of 27 Outputs with 125 output indicators.

Objectives of the Evaluation

The ultimate goal of UNSDPF's evaluation was to assess the progress made towards the results formulated in order to provide lessons and recommendations for the upcoming UN Sustainable Development Cooperation Framework 2023-2027 of the UN in Zambia and its implementation in the country, GRZ 8th National Development Plan and Agency specific country programme documents. The evaluation serves four main purposes: i) to identify clearly and learn consistently about what worked, what did not work and why, in the context of planning, coordination, implementation of the Zambia UNSDPF; (ii) to learn from the process of documenting good practices and lessons learned which can then be shared with United Nations Development Coordination Office (UNDCO) and used for the benefit of other countries; (iii) to inform the design and development of the next cycle of United Nations Sustainable Development Cooperative Framework (UNSDCF) as well as support the actions to improve and strengthen programming and accountability at country level, specifically within the planning, decision-making, coordination and implementation of the upcoming UNSDCF and (iv) to support greater accountability of the UNCT to UNSDPF stakeholders.

The evaluation had three key objectives namely (i) to assess the progress in achieving the UNSDPF 2016-2020 Outcomes and Outputs, and in line with this, inform on how the UNSDPF has contributed to the National Development

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Plan targets (ii) to assess the relevance, efficiency, effectiveness, sustainability and coordination of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned, and in line with this, inform on how the recommendations of the mid-term evaluation have been implemented and (iii) to gather evidence and lessons learned based on the assessment of the current performance of Outcomes and Outputs that inter-alia, can be used to improve the planning and implementation of the upcoming UNSDCF. The standard set of evaluation criteria across all UNSDPF evaluations was also used for this evaluation – namely relevance, effectiveness, efficiency, sustainability and coordination.

Evaluation methodology:

The methodology for the evaluation of the Zambia UNSDPF reflected the essentials of the contribution analysis for country programmes intending to establish credible causal claims about interventions, their results and created changes. The evaluation covered the overall results framework for the period 2016-2020 UNSDPF, all programme and activity-based contributions of the UNCT to UNSDPF outcomes. The evaluation adhered to UN Evaluation Group (UNEG) Norms and Standards, and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, Office of the High Commissioner for Human Rights (OHCHR) Guidance on Human Rights-Based Approach to Data.

The evaluation was designed to use qualitative and quantitative methods to compile a robust and credible evidence base. The methodology aimed at ensuring that the information collected is valid, reliable and sufficient to meet the evaluation objectives and purposes. The evaluation is gender and human rights responsive and follows the United Nations Sustainable Development Group's (UNSDG) and United Nations Evaluation Guidelines for UNSDCF Evaluations as well as the OECD/DAC evaluation criteria. A variety of data collection methods used included: stakeholder mapping; an in-depth and structured review of documents related to the design of the UNSDPF, the approaches adopted in its implementation and the results achieved; a review of policy documents and legislative frameworks; a contribution analysis, carried out to identify factors that promoted or impeded progress against the intended results, interviews and group discussions with representatives of the UNRCO, UNCT agencies, government institutions, civil society, the private sector and donors. A total of 51 key informant interviews (KIIs) and 7 focus group discussions (FGDs) were held, in Lusaka. The main limitations of the evaluation include incomplete indicator status data, the limited availability of reliable, disaggregated data particularly for outcome level results, and lack of consistency of data across the various means of documentation, effect of Covid-19 pandemic restrictions. Further validation of the evaluation is to be undertaken through comments on draft evaluation report.

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Main Findings

Relevance

The Zambia-UNSDPF was relevant to and highly aligned with Zambian national needs, development priorities and international commitments.The areas of the partnership were strongly aligned to the five strategic objectives of the Government's 7NDP (2017-2021) as well as to the Country's vision 2030 (2005-2030) of being a prosperous middle income country. For example, UNFPA, UNICEF and other agencies Country Programmes were all aligned to Zambia's 7NDP, Vision 2030 and the general development needs of the country. The United Nations joint programme on social protection of UNICEF highlighted its relevance by indicating that it is coherent to Zambia's national development policies and programmes under the National Social Protection Policy. The ILO Skills Development for the Renewable Energy Sector (SkiDRES) Public-Private Development Partnership found that the Project (its theme/focus) is also relevant for Zambia and fully in line with national, ILO, UN, Sida policies and strategies.

The UNSDPF also took into consideration the global development agenda and was well designed to support the Government of Zambia in its efforts to align its national development policies accordingly and generate progress towards the achievement of the SDGs. The five (5) pillars and eight (8) outcomes of the UNSDPF addressed Zambia's development priorities from a cross-cutting sustainable human development perspective, and in a manner that supported the SDGs and the Agenda 2030 including the African Union Agenda 2063 of the Africa We Want.

Effectiveness

The UNSDPF interventions contributed to some of the outcomes intended to improve the development priorities in Zambia as stated in the Results Framework. UNCT has been in general effective in delivering results and contributing to progress under all UNSDPF outcomes confirmed by positive changes in relevant statistical indicators.

The UN offered itself as a partner for democratic governance and human rights. Its role in the recent democratic transition in the country is widely acknowledged and appreciated by stakeholders. The UN positioned itself as a key actor in strengthening the legislative framework and empowering democratic and independent institutions. The UN´s support within the justice sector was responsive to the needs and vulnerabilities of children, women, refugees and asylum seekers. Partnering with government institutions was effective in reaching out to vulnerable populations, including those affected by migration. In line with the principle of "leaving no one behind", UNCT partnering and cooperating with the Government allowed the UN to respond to many different issues at the same time and to reach a very large number of people effectively.

Many UN system interventions were verifiably effective regarding the achievement of their planned outputs at agency levels. UN agencies have well-developed systems to measure their progress towards agencies-specific outputs, but

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the approaches to monitoring actual contribution towards achieving UNSDPF outcomes are inconsistent and underdeveloped. Hence there is incongruence between the achieved outputs and outcomes at agency level versus UNSDPF level.

Efficiency

There is efficient management of both financial and human resources during the cycle of the Partnership Framework. UNSDPF Zambia 2016-2020 has been, in general, implemented efficiently, following globally adopted procedures, adjusted to Zambian context. The financial resources planned for implementation of UNSDPF have been almost fully mobilized during the first four years and delivered to a large extent.

UN Agencies in Zambia are subject to the same global programmatic and financial portfolio management according to standard operating procedures of the UN. Overall, the UN human resource frameworks were plausible for the scope of work. Qualified UN staff with technical capacity has been one of the added values of the UN, acknowledged by most partners but there is scope to strengthen technical expert pools. UNRCO has a 10-man staff in diverse fields contributing to the efficient coordination system, although the UNRCO does not have a separate fund mobilization strategy. With regards to implementation, the country context, economic downturn and COVID-19 pandemic affected the implementation and timeliness of some activities.

At UNCT level, there has been no analysis of cost effectiveness. Different agencies have different financial administrative systems making aggregate financial reporting difficult. The focus is mainly on implementation or absorption rates of each agency.

At the GRZ level, the evaluation found that positive contributions also added to the efficient implementation of the UNSDPF. The financial, human and material resources channeled towards the interventions were evident. However, the financial commitments and contributions were found to be erratic throughout the implementation cycle and worsened by the COVID-19 pandemic.

Sustainability

The UNCT has striven to ensure sustainability and invested considerable efforts in developing national capacities to lead reforms, implement new laws and strategies, and make use of new models, practices, methodologies and tools. Design and implementation of the UNSDPF ensured national ownership and involvement of national stakeholders. Sustainability of results would depend on the operational and technical capacities of national institutions to use deliverables (from UN assistance) and benefit from gained knowledge in their regular provision of (public) services.

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The Zambia-UNSDPF (2016-2021) has already started working on capacities of the GRZ institutions, human capital, technical capacities and harmonisation whose benefits go beyond the life of the partnership framework. Secondly, strong linkages and alignment of the UN system program to the GRZ development priorities implies benefit of those areas that require the GRZ support. Additionally, the partnership framework recognises different programming contexts and diversity among UN agencies, and considers options for operational modalities accordingly. Finally, the partnership framework supports and encourages innovation, learning and knowledge gathering and transfer which enhances sustainability. The ILO programmes indicated that the inclusiveness of the project implementation arrangements provided a mechanism for effective stakeholder participation, ownership, contribution and capacity strengthening which are all vital for enhanced sustainability.

The GRZ-UN Joint Programme alignment to the pillars of the National Social Protection Policy has laid a foundation which will be critical in the effective delivery of social protection programmes beyond the lifetime of the programme. The GRZ-UN Joint Programme has supported the development of various strategies, guidelines and frameworks and that will be critical to the future implementation of social protection programmes because they promote increased coordination within the sector, provide guidelines for service provision where they were previously lacking, strengthen the monitoring and evaluation of social protection programmes and set the ground for development of more inclusive policy options.

The sustainability of interventions often depends on factors as political complexities, staff turnover in targeted institutions, and challenges related to socio-political conditions or community resilience. Funding shortages, system weaknesses and/or insufficient government commitment due to emerging agendas may also limit the sustainability of results. Current democratic transition in the country, if not well harnessed, could torpedo some of the benefits as the new government tries to restructure its public financial management.

Coordination

UNCT in Zambia has been successful in designing and implementing joint initiatives, addressing complex (sectoral) challenges and problems. Collective efforts of the UN Agencies and the UNRCO have been critical factors that contributed to a more coordinated approach and synergies under UNSDPF outcomes. However coordination can be improved further. The UNCT invests in implementing the work of the UN agencies through results groups and other coordination structures. There are ten joint programmes involving two or more UN agencies that have promoted coherence and synergies. More of such joint programmes and initiatives would increase efficiency, synergy, and strategic level decision-making, if well implemented and coordinated.

Meanwhile, coordination bodies would benefit from stronger ownership and continuity of membership. The coordination platforms set up such as the Cluster Advisory Groups (CAGs), National Development Coordinating Committee (NDCC)

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etc. were acknowledged as critical structures in synergizing and optimizing the delivery of UNSDPF outcomes by both the UNCT and GRZ. The CAGs met regularly to review progress of programmes under the 7NDP but key joint programmes concerning the UNSDPF were never covered. However, the effectiveness of the NDCC and other development oversight bodies in addressing issues around the UNSDPF seemed weak and fragmented. For most of the UNSDPF implementation period, the NDCC convened but without tangible actions to spur the achievement of goals and objectives of the Framework.

The Delivering as One (DaO) approach to GRZ development was consolidated throughout the programme, particularly through the joint activities targeted at emergencies that brought closer the joint work. The particular mechanisms and systems have helped improving coordination, such as the UNINFO system but also the process of preparation of the UNSDPF.

Cross-cutting issues: Evidence from document reviews and interviews revealed that UNSDPF interventions mainstreamed the five programming principles adopted by UN. UNCT in Zambia has been addressing gender equality and empowerment of women with varying level of attention under the UNSDPF outcomes. Although important results have been achieved in mainstreaming gender (especially considering prevailing traditional norms in the country), there are important areas for further work and efforts. It remains highly important to ensure that the principles are addressed under all UNSDPF outcomes with efforts and involvement of all members of the UNCT in Zambia. In addition, the Leave No one Behind (LNOB) principle is also mainstreamed, for example, involving disability, migrants, refugees and key populations groups in programming across UN and GRZ agencies. However, these were not reflected in the measurement of the indicators and most implementation partners could not explain how these principles were operationalized.

Recommendations

Relevance

The upcoming Cooperation Framework should be based on national priorities and the UN Country Team should ensure that the Government of the Republic of Zambia through the Ministry of Finance and National Planning is actively involved in its formulation. The formulation of the UNSDCF will be centered on advocacy to government stakeholders to ensure that the true sense of partnership and ownership is realized – correcting the perception that the UN is not a donor but a partner in development will strengthen the framework. The UNSDCF should be more focused on SDGs, driven by a comprehensive measurable common Zambia-UN Theory of Change (ToC) required to bring about the much-needed transformation. In line with the current UN Reform and the new guidance, UNRCO should also ensure that the UNSDCF has a robust monitoring and evaluation framework with clear outcomes and outcome indicators to guide implementation and ensure mutual accountability among UNCT agencies as well as with the Government. The next UNSDCF should build from programmes with good results and where the UN brings added-value.

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The next CF should focus on the most critical issues for the achievement of SDGs priorities for Zambia. It should also ensure strong focus on the inclusion of vulnerable groups and full implementation of "leave no one behind" principle. The common Zambia-UN Theory of Change of the next CF should demonstrate the contribution of national, key regional, continental and global development protocols and agreements. Unlike the current Partnership Framework which was not aligned with the 7NDP at inception, it is preferred that the next UNSDCF should be aligned with the 8NDP. Both the CF and 8NDP should have aligned measurement frameworks to ease their monitoring and evaluation.

Effectiveness

UNRCO should also continue with the integrated programming approach across development interventions in the design of the next CF interventions, ensuring adequate skills and capacity of staff at all levels of interventions. UNCT should remain flexible and responsive to the needs and priorities of the citizens and authorities in Zambia. Concerning responsiveness, some of the emerging priorities could be: establishing a more systematic and integrated approach to youth programming; strengthening policy capacities in all of the policy cycle stages (e.g., policy planning, policy preparation/ drafting; policy validation; policy implementation and policy evaluation); systems strengthening; strengthening the role of non-government actors and civil society active in different governance areas and sectors.

UNCT in Zambia should invest more efforts to strengthen monitoring processes, and further build on the established results-oriented reporting practice. Individual agencies Theory of Change must draw from the common/shared Theory of Change, so that both agencies at individual levels and at global levels will be measuring same indicators. Various structures responsible for this must be made active.

Monitoring of interventions to be led by the NDCC must be established and made functional at the beginning of the CF. The next CF should consider a common Results Framework or mechanism of measuring results through a shared monitoring system. Collective implementation and monitoring activities will have self-reinforcing effects on empowering stakeholders to carry on with the results in the medium and long-term.

The next CF should build from programmes with good results and where the UN brings added-value. These include not only the gender equity and human rights-based approaches but also those targeting the youth and expand them to more comprehensive work in the area of employment, new technologies and capacity building.

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Efficiency

The joint work of the UNCT requires improvements in systems and procedures, as well as in terms of the human resources available. There is a need to continuously improve the systematic use and updating of the UNINFO system for improved planning, implementation and monitoring.

UN agencies need to be innovative regarding financial resources and to diversify their resource portfolios. More joint resource mobilization must be initiated at country level and increase its fundraising efforts to access non-traditional donors especially from the private sectors. Currently no evidence exists of financial commitment of private sectors in UN interventions in the country.

Challenges include donor conditionality, the provision of annual rather than multi-year funding, non-earmarked funding restrictions on overheads, declining core resources, the shrinking landscape of donors and development partners and unpredictable government cost sharing. GRZ will need to commit to its funding obligations to give more assurances towards achieving future Cooperative Framework goals.

Sustainability

Sustainability is ensured by invested considerable efforts in developing Zambia's national capacities to lead on-going reforms in the country, implement new laws and strategies, and make use of new practices and methodologies.

New CF should include practical sustainability strategy under its outcomes. It is recommended to analyse risks and assumptions regularly and adopt (strategic and ad-hoc) measures to mitigate their adverse effects.

It is recommended that UN develop a sound, hands-on approach to measure capacity development across all priority areas, linking them with changes and reform needs. It is important that UNCT coordinates with other development partners to improve sustainability in the next CF.

Sustainability depends also on factors outside UN control, such as political complexities, staff attrition in targeted institutions, socioeconomic challenges, funding shortages, system weaknesses and or insufficient government commitment due to emerging needs.

Similarly, the next CF should consider a common result framework for measuring results through a shared monitoring system. Collective implementation and monitoring activities will have self-reinforcing effects on empowering stakeholders to carry on with the results in the medium and long term.

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Coordination

The preparation of the new UNSDCF should take momentum from the good practices identified in the UNSDPF 2016-2022. These can be mobilized for planning, implementation, monitoring and evaluation as well as learning for improvements.

UNCT together with GRZ should work to strengthen representation and involvement of the stakeholders in the CF Steering Committee. Also, it is recommended to ensure its strategic involvement and guidance for CF implementation, through regular meetings and involvement of senior level representatives from the Government and other governance structures. UNCT should consider expanding number of participants in the CF Results Groups, bringing other partners in to improve planning, implementation and coordination of activities within UNSDPF implementation.

Cross-cutting issues: Mainstreaming of human rights, gender equality, leave no one behind, environmental sustainability and women's empowerment should be further promoted in the forthcoming CF in such a way that they should be reflected in the outcome indicators and be measurable. Need for enhancing programming to implement and include climate change dynamics, disability and other vulnerabilities is equally expected in future CF. The challenges affecting displaced persons including those seeking asylum and generally all migrant related matters will require redress. HIV/AIDS and Gender-based violence (GBV) have continued to undermine societies in Zambia and remedial interventions in the next CF are needed.

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Chapter 1: Introduction

This Chapter provides a brief overview of the evaluation's purpose, objectives, scope, methodology, and structure of the report. It also outlines major limitations that were encountered during the evaluation and how their effects were mitigated.

1.1 Purpose, Objective and Scope

The United Nations Country Team (UNCT) in collaboration with the Government of the Republic of Zambia (GRZ) and other counterparts decided to conduct a final evaluation of the Zambia–United Nations Sustainable Development Partnership Framework (2016-2022) (referred as the Partnership Framework or Zambia-UNSDPF) during the period of 2016-2020, in order to inform the preparation of the upcoming Cooperation Framework.[1] The evaluation was based on United Nations Evaluation Group (UNEG) norms and standards[2] and focused on the activities, achievements and results of all resident and non-resident UN agencies operating in Zambia in the period 2016 – 2020. The evaluation of the Partnership Framework (Zambia-UNSDPF) is mandatory in the penultimate year of the programme cycle and serves as input for the following cycle.

The purposes of the UNSDPF 2016-2022 final evaluation were (i) to identify clearly and learn consistently about what worked, what did not work and why, in the context of planning, coordination, implementation of the UNSDPF in Zambia; (ii) to learn from the process of documenting good practices and lessons learned which can then be shared with UNDCO and used for the benefit of other countries; (iii) to inform the design and development of the next cycle of UNSDCF as well as support the actions to improve and strengthen programming and accountability at country level, specifically within the planning, decision-making, coordination and implementation of the upcoming UNSDCF and (iv) to support greater accountability of the UNCT to UNSDPF stakeholders.

The objectives of the evaluation include (i) to assess the progress in achieving the UNSDPF Outcomes and Outputs from 2016 to 2020, and in line with this, inform on how the UNSDPF had contributed to the National Development Plan targets; (ii) to assess the relevance, efficiency, effectiveness, sustainability and coordination of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned, and in line with this, inform on how the recommendations of the mid-term evaluation have been implemented; and (iii) to gather evidence and lessons learned based on the assessment of the current performance of Outcomes and Outputs that inter-alia, can be used to improve the planning and implementation of the upcoming UNSDCF.

[1] According to internal guidance of the UN, the United Nations Development Assistance Framework (UNSDUNSDPF (2016-2022)) has been renamed as the United Nations Sustainable Development Cooperation Framework ("Cooperation Framework") to more accurately reflect the contemporary relationship between governments and the UN development system in collaborating to achieve the SDGs.

[2] http://www.unevaluation.org/document/detail/1211

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The evaluation covered the implementation period from 01 January 2016 to 31 December 2020 and involved examining UNSDPF planning, coordination, implementation, monitoring and evaluation as well as programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNSDPF itself. The UNSDPF was evaluated against the strategic intent laid out in the UNSDPF document and specifically its contribution to the national development results included in the UNSDPF results framework. The evaluation covered both outcome and output results and management process result as well as their alignment with and contribution to national development priorities. On the geographic coverage, the evaluation was at the national level. The main users of this evaluation would be GRZ, UNCT, development partners, private sector and civil society participating in UN programmes. Primary users are decision-makers and implementing partners within the government and UNCT entities.

1.2 Methodology

The evaluation was carried out by an evaluation of team of three consultants made up of one international consultant and two local consultants and was conducted between September and October 2021.The evaluation started with a mapping exercise to identify the data sources already in place, the feasibility of collecting additional information given the constraints of the current COVID-19 restrictions and the UNSDPF timelines.

While the evaluation encompasses both the UNSDPF and the corresponding UN Joint Work Plan (JWP), the focus of the results assessment is at Outcome level, based on the results framework. The evaluation assessed all the 8 UNSDPF Outcomes structured in the five Results Groups. It analysed the contribution of the UNCT to the UNSDPF Outcomes in the light of all the intervention strategies. Due attention was paid to analysing both enabling factors and hindering factors in both attribution and contribution. The evaluation further examines how and to what extent the UNSDPF programming principles – human rights-based approach, gender equality, leave no one behind, environmental sustainability, results-based management and capacity development – were considered in the UNSDPF chain of results and implementation. The extent of mainstreaming cross-cutting issues in the Partnership Framework was also examined.

1.3 Ethical considerations

The evaluation team worked in full independence from the UNRCO staff. All the members of the evaluation team are independent from organizations that have not been involved in designing, executing or advising any aspect of the subject of the evaluation, as set by the UNEG Ethical Guidelines. Specifically, measures observed in terms of data handling include anonymization of personal data; only gathering adequate, relevant and limited data to what is necessary in relation to the purposes for which they are processed (data minimisation).

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1.4 Evaluation approach and methods

1.4.1 Evaluation approach

The methodology aimed at ensuring that the information collected is valid, reliable and sufficient to meet the evaluation objectives. The analysis aims at being logically coherent and complete, based on triangulation principles – i.e., utilising multiple sources of data and methods – that lead to findings that are more accurate and corroborated by multiple sources. The Evaluation Matrix (Annex 5) shows the correlations about what information was deemed important to be collected, from which sources, for what purpose (criteria) and how the collected data was analysed in order to answer the evaluation main questions and sub-questions. It identifies the key evaluation questions and how they can be answered through the methods selected.

The evaluation is gender and human rights responsive and follows the United Nations Development Group's (UNDG) and United Nations Evaluation Guidelines for UNSDPF Evaluations as well as the OECD/DAC evaluation criteria. The evaluation entails consultations with UNRCO, UNCT, Government ministries, civil society organizations, private sectors, development partners and funders, and beneficiaries. The evaluation assessed delivery of the UNSDPF Outcomes, Outputs and broader contribution to the Seventh National Development Plan (7NDP) and Vision 2030 in the country.

1.4.2 Evaluation methods, criteria, and questions

Primary and secondary data was collected during the data collection exercise. Secondary data involving document reviews was collected during the inception phase and continued throughout to understand the context in which the UNSDPF 2016-2022 was being implemented.

Primary data collection entailed semi-structured interviews based on the evaluation questions outlined on the Evaluation Matrix and in the interview guidelines (Annex 4). The semi-structured interviews were conducted with key informants to provide a perspective of strategic and expert opinion from senior management of UNCT. Interview guidelines were tailored to obtain data from a broad category of informants. All interviews led by the evaluation team were done using Zoom, Teams, Google Meet, Telephone or WhatsApp platforms. The information from interviews was eventually complemented by email exchanges, especially to get access to additional documentation and information from stakeholders.

The current UNSDPF evaluation has developed an evaluation matrix following the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluations criteria. As per the ToRs, the evaluation matrix was developed around the following criteria and questions:

- **Relevance** – The extent to which the objectives of UNSDPF were consistent with country needs, national priorities,

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country's international and regional commitments including Human Rights-Based Approach and Gender Equality as well as the other programming principles and the extent to which UNSDPF responded to country priorities, especially in a context that registered rapid changes (humanitarian, COVID-19, political with direct negative effect in the lives of people);

- **Effectiveness** – the extent to which the Partnership Framework contributed to, or was likely to contribute to, the outcomes defined in the UNSDPF and to the degree to which were the results were equitably distributed among the targeted groups;
- **Efficiency** – the extent to which outcomes were achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.);
- **Sustainability** – the extent to which the benefits from a development intervention have continued, or were likely to continue, after it has been completed;
- **Coordination** – internal UN coordination and external coordination with government and partners).
- **Cross-cutting issues** – the extent to which the UNSDPF design and implementation, as well as monitoring and evaluation incorporated issues of gender, human rights, leave no one behind, environmental sustainability.

The data collection involved an extensive and in-depth desk review of internal documentation of the programme, as well as external documents, databases and file records. Combined with this, the evaluation team conducted remote interviews, via phone or applications such as WhatsApp, Google Meet, Zoom, Skype, etc. When evaluators were not able to meet in person, group interviews (including focus group discussions, FGDs), were conducted using the mentioned digital means. The evaluation also distributed a short questionnaire to some UN agencies and to selected government partners.

The list of stakeholders consulted for the evaluation was jointly defined with the UNRCO with adaptations being made whenever relevant. The selection of the government counterparts that provided crucial information for the evaluation was based on their prominence in terms of the number of UN agencies they work with and the expenditures of projects. The deliverables and reports foreseen throughout the evaluation that were the responsibility of the Evaluation team include the following: inception report, presentation of preliminary findings for validation, draft report, validation workshop, final validated report and dissemination.

Respondents were selected through a systematic purposive sampling approach. The selection was based on the stakeholder mapping undertaken during the evaluation inception phase by the consultants (Annex 2)**;** and it was further refined during the course of the evaluation, according to respondents' accessibility and availability. Furthermore, all interviews were prefaced with an explanation on the objective of the evaluation and how information from the interviews would be used. All respondents were as well assured of anonymity. Moreover, the evaluation has followed a human

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rights-based approach through consultations with both duty bearers and rights holders. These stakeholders are included in the mapping presented in Annex 2.

Interviews with UN staff and GRZ respondents, Development Partners and civil society stakeholders and FGDs with beneficiaries were facilitated by the UN Resident Coordinator Office (RCO). The UNRCO further supported the evaluation through the provision of documentation. A total of 86 persons were consulted, from 20 UN agencies, 12 civil society organizations (CSO) and 13 government ministries, 4 Private sector organizations and beneficiaries of various UNCT agencies programmes. A list of all stakeholders and persons consulted is given in Annex 6. Out of 20 UNCT agencies, 12 participated in the interviews. Seven civil society organizations, 9 government ministries, 4 private sector groups and 4 development partners were purposively selected and interviewed. All the selected entities participated in the implementation of the Partnership Framework. Focus group discussions were held with 4 groups of beneficiaries involving men, women, refugees, and youth.

At the end of the field exercise, a debriefing session was held with the Evaluation Oversight Committee to give update on Evaluation Team's (ET's) field experiences and some preliminary findings. A first draft was circulated for comments from UN agencies. The final evaluation report took into account these comments.

1.4.3 Evaluation Management

The team of independent consultants was composed of an international consultant and team leader and two national consultants. The evaluation was supervised by an UNSDPF Evaluation Oversight Committee. This committee of staff from the UNRCO, and M&E officers from selected UN agencies. Missing in this Committee is representatives of national stakeholders – Government, CSOs and private sector organizations. The group functions as the guardian of the independence of the evaluation and was led by an Evaluation Manager. The evaluation manager was responsible for the day-to-day implementation and management of the evaluation.

Table 1: Data Sources used in the Evaluation of Zambia-UNSDPF, 2021

Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	• UNCT documents, UNSDPF planning documents, progress reviews, annual reports and past evaluation reports (incl. those on projects and small-scale initiatives), survey results, strategy papers, national plans and policies and related programme documents. Where necessary, project documents were consulted.
	Programme/project documentation	• Agencies' Annual Reports • Agency Progress Reports and Evaluations

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Evaluation tools	Sources of information	
		• Reports produced by the agencies.
	Government documents/papers	Including relevant policies, laws, strategies, etc.
	Third party reports	i.e. World Bank, AfDB, UN Global publications' GRZ publications, OECD/DAC publications etc.
Interviews with UN staff and stakeholders	These include:	• Interviews with agency staff. • Interviews with relevant stakeholders including government representatives, non-governmental organizations, private sector representatives, donors, etc. • Interviews with development partners and funders
Focus Group Discussions		Beneficiaries of all UNSDPF-linked interventions

1.4.4 Data Analysis

Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The analysis phase involved a number of complementary components. In the reporting, all findings are supported with evidence. First, the evaluation reviewed progress towards relevant outcomes and main outputs based on indicators included in the Zambia-UNSDPF. Second, the method of triangulation was used to verify the information gathered from the documentary review and the interviews. It involved developing a method for checking the reliability of findings through multiple data sources, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. In the assessment of the outcomes, results were attributed to the programme when feasible: when not feasible, contribution analysis was used.

The evaluation examined the UNSDPF outcomes for 2016-2020 and the resulting change on the basis of available baseline and endline information.[3] Further, the evaluation examined the implementation of UNSDPF strategy and actions in support of national efforts. More specifically, the evaluation focused on: (i) Outcomes status: the extent to which the planned outcomes and the related outputs have been, are being achieved, and likely to be achieved by end of the programme cycle; (ii) Strategy: if and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcomes; (iii) Factors that facilitate and/or hinder the progress in achieving the

[3] Given that UNSDPF outcomes are, by definition, the work of a number of partners and set at a very high level, attribution of development change to the UNCT (in the sense of establishing a causal linkage between a development intervention and an observed result) may be difficult. The evaluation will therefore consider contribution of the UNCT to the change stated in the UNSDPF outcomes.

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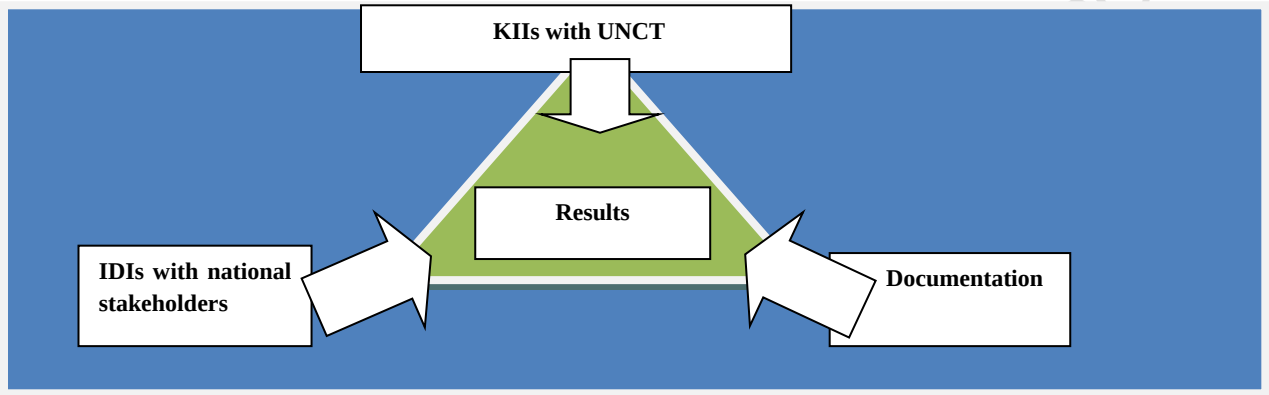
outcomes, both in terms of the external environment opportunities and risks, as well as internal, including: strengths and weaknesses in programme design, implementation and management, human resource skills, and resources; added value and comparative advantage of the UN in contributing to the outcomes, including a better understanding of similar work implemented by other partners and stakeholders and how UN adds its values and (iv) challenges encountered, Lessons learned and recommendations as a critical aspect of the evaluation that will be used to inform the strategy for the next programmatic cycle.

Figure 1: Method of Triangulation used in the Final Evaluation of UNSDPF 2016-2020



1.4.5 Evaluation Limitations

The evaluation team (ET) identified a number of methodological limitations in addition to resourcing and timing restrictions, which limited the ability to conduct a comprehensive assessment of all UN agencies' contributions to achieving UNSDPF outcomes. The main challenge, however, was that the evaluation heavily relied upon country programme/outcome evaluations undertaken by UN agencies (UNDP, UNFPA and UNICEF). In those instances where the data/findings of independent evaluations were not available or rich enough to meet the UNSDPF evaluation objectives, the ET had to rely on other non-independent outcome-focused reports developed by UN agencies and additional interviews conducted with national partners and UN staff.

The ET used contribution analysis to triangulate multiple information sources to determine if there was a tangible contribution of UN agencies to the expected UNSDPF outcomes. Despite these efforts, in such a strategic evaluation, a direct attribution of UNSDPF outcomes to UN activities and outputs was difficult to prove, which was also noted by the national partners. The ET applied human rights and gender equality-sensitive processes and maximized stakeholders' participation in the evaluation. The human rights angle was captured through evaluation questions and analysis.

There were also logistical challenges, including delays in obtaining UNSDPF (2016-2020)-related documentation, as well as the necessity of scheduling of some key informant interviews after the data collection phase of the evaluation.

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COVID-19 pandemic restrictions affected the data collection as ET could not engage in face-to-face interviews but had to resort to the use of virtual spaces like Zoom, Google Meet, MS Teams, Skype to conduct various interviews. All COVID-19 protocols were observed wherever there was need to do a face-to-face interview, like during FGDs with beneficiaries.

The international evaluator was unable to interview UNSDPF intervention beneficiaries due to language difficulties. This constraint was mitigated by having the national evaluators interview the beneficiaries of specific interventions. Local language was used in the interview with beneficiaries and later translated into English ,.Some of the indicators in the UNSDPF results framework are difficult to interpret or link directly to programme activities. This, combined with the lack of data in certain areas, limited the analysis of the programme's results framework. Neither the Results Groups (RGs) nor the Theme Group on Data could provide any data on the results framework[4].

Finally, the direct attribution of the UNSDPF (2016-2020) interventions to development outcomes is complicated by the fact that it captures only initiatives conducted by or on behalf of the UN. It excludes activities carried out by other development partners which may have also contributed to results. The UNSDPF (2016-2022) also does not include all UN agency activities. In addition, there is a lack of counterfactual evidence that would indicate what development results might have been achieved in the absence of the UNSDPF (2016-2022). The assessment of UNSDPF (2016-2020) results was therefore based on contribution analysis. The consultants interviewed 86 persons for the 2016-2020 UNSDPF final evaluation. The list of UN, GRZ, donor, civil society and private sector stakeholders interviewed is presented in Annex 6.

1.4.6 Theory of Change

A central reference point for this evaluation is the Theory of Change (ToC) that explains the UNSDPF programming. The ToC was grounded in UNCT overall mandate and draws from previous and present documents and based on understanding of current interventions in the country; development objectives, outputs and outcomes as outlined in the UNSDPF 2016-2022 and 7NDP; the problems and barriers identified by the country analysis of 2016 and informed by the subsequent midterm review of the Zambia UNSDPF. The ToC focused on how the UNCT in Zambia accomplished the planned outcomes. It included the overall strategy of the UN in Zambia, assumptions for change, barriers and mitigation measures. The ToC was aimed at delivering on the Zambia UNSDPF and the attainment of the development of the national development. (Annex 7). However not clear from the ToC is how the outcomes were operationalized, leading to unclear definition of outcome indicators. It is important to note that each agency adapted sections of the ToC to suite its mandate and programme interventions. However, there was no discussion on how the implementation of

[4] Several attempts were made to access data on results framework, but to no avail.

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each agency's programme contributed to the achievement of the outcomes. In that regard and due to these fragmentations, the Evaluation Team observed some challenges in actualizing the ToC as presented in the UNSDPF.

1.4.7 Quality Assurance

The quality of the evaluation was ensured through a rigorous and inclusive process. The evaluation was conducted in accordance with the United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System. Specific commitments include independence and impartiality; credibility and accountability; accuracy, completeness and reliability. The Evaluation Oversight Committee also reviewed and approved all stages of the evaluation process. Final quality assurance would be ensured at the DCO HQ.

1.4.8 Structure of the Report

The report's introductory section (Chapter 1) provides an overview of the evaluation purpose, objectives, scope and methodology. Chapter 2 presents country context and overview of how UN responded to the needs and priorities of the GRZ using the platform of the Partnership Framework. Chapter 3 describes the methodological approach. Chapter 4 highlights the main findings while Chapter 5 summarizes the main conclusions and identifies key challenges, and lessons learned from the implementation of this Zambia-UNSDPF and the last (6th) chapter provides a set of recommendations for the consideration of UNCT and government. Additional information supporting the arguments made throughout the document is provided in annexes attached to this report.

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Chapter 2: Country Context

2.1 Location and People of Zambia

Zambia is a landlocked country with a surface area of 752,612 km^2. It is located in South-Central Africa and shares its borders with eight countries. These are the Democratic Republic of Congo to the north, Tanzania to the north-east, Malawi to the east, Mozambique, Zimbabwe, Botswana and Namibia to the south, and Angola to the west. Administratively, Zambia is divided into ten provinces, and a provincial minister administers each one. Each province is further subdivided into several districts, with the total number of districts currently standing at 116[5].

With a total population of 17,885,422, of which 9,033,248 are females and 8,852,174 are males,[6] Zambia is experiencing a large demographic shift and is one of the world's youngest countries by median age. Almost half of the population (48 per cent) is aged 0–14 years, 49 per cent are aged between ages 15–64 years, while only 4 per cent are of ages 65 years or older. Life expectancy is 58.2 years for men and 62 years for women.[7] Although reducing over the past decade, Zambia remains among the top 12 countries in the world with respect to fertility rates, resulting in a rapidly growing population at 2.8 per cent per year.[8] This trend is expected to continue as the large youth population enters reproductive age, which will put even more pressure on the demand for jobs, health care, education and other social services.

Furthermore, the country is sparsely populated, with a population density of 24 persons per km^2. Although relatively more urbanized than most African countries, the majority (60 per cent) of the population reside in rural areas.[9] However, the rate of urbanization has continued increasing, with Lusaka Province leading in terms of absolute urban population growth (from 2.8 million in 2015 to 3.3 million in 2019). The urban areas in Zambia predominantly lie along the rail line that runs from Southern Province to Copperbelt Province in the north. Areas along the rail line are the focus of economic activity and development concentration in the country. Urban Zambia is associated with the formal economy, but most of the rural areas are heavily involved in the informal economy and accommodate many of the identified vulnerable groups. By some measures, inequality in Zambia is actually getting worse: According to a Public Expenditure Review conducted by World Bank and UNICEF, with a GINI index of 57.1, Zambia is the fourth most unequal country in the world, behind only South Africa, Namibia and Suriname.[10] The participation of women in the National Assembly is a low 14.8% per cent as of January 2022; their participation at local level as mayors or in district assemblies is even

[5] ZamStats, 2020
[6] Zambia Statistics' Agency https://www.zamstats.gov.zm/index.php. Accessed on 19 February 2021.
[7] United Nations Children's Fund (UNICEF) Zambia 2018 *Zambia Demographic and Health Survey Secondary Data Analysis*. Lusaka: UNICEF, 2021. Accessed on 8 October 2021.
[8] World Bank, 2021. "Poverty and Equity Brief. Africa Eastern and Southern." https://databank.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/AM2020/Global_POVEQ_ZMB.pdf
[9] Zambia Demographic and Health Survey
[10] World Bank and UNCEF, 2021

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lower. Comparison between urban and rural areas shows that rural areas experienced more deprivations in education, health and desirable living conditions. Notwithstanding, comparison across time periods shows an improvement in the level of deprivations in rural areas as the number of households deprived of education, health and desirable living conditions reduced between 2014 and 2018.[11] Women constitute 64 percent of the rural population and approximately 80 percent of food producers. [12] While women constitute a large segment of smallholder farmers, they face many barriers, including being less likely than men to own land and, when they own land, having smaller holdings.

2.2 Political Context

Politics in Zambia take place in a framework of a Presidential representative democratic republic, whereby the President of Zambia is both head of state and head of government in a pluriform multi-party systemic multi-party democratic governance and has experienced smooth transition of power since 1991 through elections. In the 2021 general elections, characterised by a 70% voter turnout, Hakainde Hichilema won 59% of the vote, with his closest rival, incumbent Edgar Chagwa Lungu, receiving 39% of the vote. This marked the third time that an opposition party peacefully took over power after independence in 1964.

2.3 Health Context

Zambia still experiences a high disease burden despite making tremendous progress in some selected indicators. According to the recent Zambia Demographic Health Survey (ZDHS) 2018 report, the pregnancy-related maternal mortality has declined steadily over the past two decades in Zambia from 729 deaths per 100,000 live births in 2001–02 to 398 deaths in 2013–14 and 252 deaths in 2018. Neonatal mortality increased from 24 deaths per 1,000 live births in 2013-14 to 27 deaths per 1,000 live births in 2018. Over the same period, infant mortality decreased from 45 to 42 deaths per 1,000 live births, while under-5 mortality decreased from 75 to 61 deaths per 1,000 live births.[13] Early childhood care begins before birth, and the health and well-being of the mother is fundamental to the early development of the child. Effective, well-managed antenatal care (ANC) not only supports that well-being but is crucial to the reduction of maternal and newborn mortality and morbidity. Yet only 37 per cent of women in Zambia had their ANC check-up during the first trimester.[14] According to the Health Management Information System (HMIS), hospital malaria fatalities decreased from 24.6 per 1,000 admissions in 2014 to 19 per 1,000 admissions in 2016. Human immunodeficiency virus (HIV) prevalence in Zambia continued to decline. While Zambia has made great strides in attaining the 90:90:90 targets for the overall population of people living with HIV, some important subpopulation groups, such as adolescents, lag. For example, 2020 HIV estimates indicate that only about 53 per cent of adolescents living

[11] ZamStats, MNDP, ZIPAR, UNDP (2020). Multidimensional Poverty Index Analysis Report
[12] FAO. 2018. National Gender Profile of Agriculture and Rural Livelihoods – Zambia. Country Gender Assessment Series. Lusaka.
[13] Zambia Demographic and Health Survey 2018
[14] Zambia Demographic and Health Survey 2018

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with HIV aged 10–19 years are currently on anti-retroviral treatment (ART) compared to 80 per cent coverage among adults.[15] In 2018, the prevalence of HIV among adolescent girls aged 15–19 years was 2.6 per cent compared to 1.2 per cent for boys of the same age.[16] The country's national tuberculosis (TB) notification rate also declined from 321 cases per 100,000 population in 2012 to 314 cases per 100,000 population. Zambia introduced the National Health Insurance Act No. 2 of 2018 which introduced the National Health Insurance Scheme as a health care financing strategy that will address issues of resource mobilization, allocation, reimbursement mechanisms among others. The National Health Policy was developed to underscore Government's commitment to the provision of equitable access to cost effective and quality health services as close to the family as possible in a caring, competent and clean environment.[17]

2.4 Economic Context

Zambia aims to become a 'prosperous middle-income country by 2030' under its Vision 2030, with a diversified and resilient economy driven by agriculture, tourism, manufacturing and mining. The 7NDP recognizes that ineffective pro-poor policy planning and implementation, inadequate levels of transparency, and insufficient rule of law and public accountability frameworks have continued to undermine development results. Zambia has been a lower middle-income country since 2010 (graduating from lower-income country) at medium human development, positioned at 143 of 189 countries and territories.[18] Zambia's economy relies heavily on copper mining, which accounts for over 70 per cent of export earnings but employs less than 2 per cent of the population. The majority of people in Zambia (60 per cent) live in rural areas where they depend on subsistence agriculture. The rural areas continue to lag behind, while urban areas have benefited from the concentration on capital-intensive industries such as construction, mining and transport. This paradox, where high economic growth is dependent on a sector that is not generating sufficient decent employment, leaves Zambia and its people vulnerable to external shocks.[19] Zambia is still considered a least-developed country, with the third highest level of income inequality in the world. Zambia's economic growth has not advanced, the impact of recurring droughts and floods, exacerbated by climate change, low global prices for copper, increasing public debt and COVID-19 have further slowed Zambia's economic growth.[20]

However, the country has recorded significant socio-economic development during the last two decades prior to the 7NDP. The Gross Domestic Product (GDP) grew at an annual average rate of 6.9 percent between 2005 and 2014 against the target of above 7 percent, while inflation dropped from 15.9 percent to 7.9 percent. However, just before

[15] UNAIDS HIV Epidemiological Estimates, Zambia data. Available at https://data.unicef.org/resources/dataset/hiv-aids-statistical-tables/. (Accessed Sep 2021).
[16] Zambia Demographic and Health Survey 2018.
[17] Zambia National Report on the Review of the Implementation of the Istanbul Programme of Action for Least Developed Countries 2011- 2020
[18] Independent Country Programme Evaluation: Zambia
[19] Zambia Country Analysis (2015)
[20] Republic of Zambia Ministry of Finance Q3 2018 to Q2 2020 Quarterly Economic Review

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and during the 7NDP period, economic growth slowed to 2.9 percent in 2015, 3.8 percent in 2016, 3.6 percent in 2017 and 4.0 percent in 2018.[21] The implementation of the 7NDP coincided with a period of worsening macroeconomic conditions characterised by high fiscal deficits, unstable exchange rate, declining commodity prices, and decreased production because of persistent droughts and power generation deficits. The fiscal deficit widened to 10.7 percent of GDP in 2018 up from 9.3 percent in 2017, reflecting increased debt service and capital expenditure overruns. Domestic revenue as a proportion of GDP has remained stagnated around 18 percent over the last five years, leaving the Government with no significant resource mobilization space. Further, Overseas Development Assistance (ODA) has declined over the recent years. These forces have generated negative pressures that have imposed limits on social expenditure, thereby threatening poverty reduction efforts. Prior to the current economic downturn, the country enjoyed a relatively long period of sound economic performance which, however, was not mirrored by gains in poverty reduction. Poverty has remained pervasive and is more pronounced in rural areas. As at 2015, overall headcount poverty stood at 54.4 percent nationally, 76 percent in rural areas, and 23.4 percent in urban areas[22]. Although urban poverty had marginally declined, rural poverty remained high. Further, development inequalities across regions persisted. The country continues to face income inequalities as evidenced by the increase in Gini coefficient from 0.65 in 2010 to 0.69 in 2015[23]. The Mid-Term Review of 7NDP measures poverty levels by calculating headcount poverty, which focuses on three social dimensions of poverty: health, education and living conditions. The MTR assessment indicated a declining trend between 2014 and 2018 in which headcount poverty reduced from 50 per cent in 2014 to 44 per cent in 2018. Rural poverty dropped from 69 per cent to 59 per cent, while urban poverty declined from 25 to 18 per cent, representing declines of 10 and 7 percentage points respectively. Despite these gains, inequality between rural and urban areas continues to rise and affects girls and women disproportionately[24].

2.5 Household Poverty and Vulnerability

In Zambia as elsewhere, children, young people, women, people at risk and living with HIV, people with disabilities, migrants and refugees, prisoners, LGBTQI+ and other Key Populations are those most affected by poverty, and experience many vulnerabilities from economic, environmental, physical, health and other insecurities. For example, pervasive inequalities have contributed to women bearing the biggest proportion of poverty through their limited access to, and control over, productive resources such as land, livestock, credit and modern technology. Shifting climatic conditions lead to disrupted crop production, food shortages and rising commodity prices, and make the poorest segments of the population, especially women and children, susceptible to shocks. Access to basic social services,

[21] CSO, 2019
[22] CSO, 2015
[23] Central Statistical Office, Living Conditions Monitoring Survey Report, 2015
[24] Ministry of National Development and Planning. (2020). *Mid-Term Review of the Seventh National Development Plan*.)

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such as health and education, becomes more difficult for vulnerable populations and perpetuates a vicious circle, thus further reducing their human capital.[25] Discriminatory legal provisions that restrict women's legal capacity have a direct bearing on women's income-earning capacities. Zambian women are mainly employed in the informal or survival sectors where income is extremely low and unreliable which enhances their vulnerability to poverty. An analysis of poverty by gender reveals that female headed households were slightly more likely to be poor (56.7%) in comparison with male headed households (53.8%). In addition, women faced a series of gender-based disadvantages, including early marriage, teenage pregnancy and gender-based violence (GBV): child marriage is high with 39 per cent of girls (among women aged 25-49 years) marrying by the age of 18 and 58 per cent by age 20; teenage pregnancy remains high as 29 per cent of teenagers in 2018 have begun childbearing; 47 per cent of ever-married women have experienced physical, sexual, or emotional violence by their current or most recent husband or partner.[26] Child labour is widespread, leading to loss of schooling and poor health. UNICEF child protection statistics show child labour prevalence was 23 per cent in 2018, down from 40.60 per cent in 2016[27] . Social protection measures remain limited.[28]

2.6 National Development Process/Background

Zambia has had three development plans since the re-introduction of the medium-term development planning process in the early 2000s, namely the Fifth National Development Plan, 2006-2010 (FNDP), Sixth National Development Plan, 2011-2015 (SNDP) and the Revised Sixth National Development Plan, 2013-2016 (R-SNDP). These Plans were formulated with a view to meeting the national aspirations as articulated in the Vision 2030. These aspirations are to transform the country from a primary product-dependent economy to a strong, dynamic middle income industrialised country by 2030. The 7NDP, which is the country's blueprint for development for the next five years, up to 2021, envisions a prosperous middle-income economy that offers decent employment opportunities for all Zambians of different skills and background and will be achieved by harnessing opportunities for economic diversification and growth. It is a building block formulated to meet the goals contained in the Vision 2030.

The Vision 2030 is a long-term plan that expresses the aspirations of the Zambian people to live in a strong and dynamic, middle-income industrial nation that provides opportunities for improving the well-being of all. It embodies values of socio-economic justice underpinned by the principles of gender-responsive, sustainable development; democracy; respect for human rights; good traditional and family values; positive attitude towards work; peaceful co-existence; and public-private partnerships (PPPs).

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[25] UNICEF, The 2021 Situation Analysis of the Status and Well-Being of Children in Zambia
[26] Zambia Demographic and Health Survey 2018
[27] UNICEF (2021: The 2021 Situation Analysis of the Status and Well-Being of Children in Zambia
[28] Zambia–United Nations Sustainable Development Partnership Framework (2016-2021).

The Vision 2030 outlines long-term national and sector goals for attaining desirable socio-economic indicators, to fulfil the Zambian people's aspirations. Once implemented, the vision positions Zambia as an economy which is competitive, self-sustaining, dynamic and resilient to any external shocks, supports stability and protection of biological and physical systems and is free from donor dependence. In addition, Zambia is expected to have stable social and cultural systems that support human capital formation. The plan underlines that Zambia's comparative advantage lies in its endowment of renewable and natural resources which can be productively harnessed. Overall good climate and soils make organic and climate-smart agriculture development and processing poised for growth.

Also, the plan indicates that Zambia is competitive on tourism, green-housing, and forestry and fishery sectors. The natural beauty makes tourism unique. Being one of the most water-rich countries in Africa with a high intensity of sunshine opens new avenues for renewable energy generation. Low-cost green-housing and construction have competitive edges because of the perfect soils for stabilized earth blocks. Forestry and fisheries also have high potential if sustainably managed. In addition to integrating development across key sectors for pro-poor economic growth, tackling vulnerabilities is poised to reduce social exclusion.

The plan further reveals that Zambia has to make fundamental policy shifts if the country is to achieve the objectives of the Vision 2030. Achieving these objectives is essential to repositioning the Zambian economy onto growth and development, in a manner that makes the country less susceptible to both domestic and external shocks. According to the plan, accelerating economic diversification for shielding the economy from the effects of adverse commodity price fluctuations is cardinal. Progress towards diversification should show a much bigger reduction in the contribution of mining to the gross domestic product and increases in other sectors.

2.7. UN Response Through the UN Sustainable Development Partnership Framework

The Zambia – UN Sustainable Development Partnership Framework (UNSDPF) 2016-2022 was developed through an inclusive and participatory process led by the UN Development System in close collaboration with the Government of the Republic of Zambia, in consultation with civil society and development partners. The UNSDPF represents the main programmatic framework of UN interventions in the Country. The Partnership Framework addressed the development challenges of the GRZ around Human Development, Economic Development and Governance and Participation. Although the Partnership Framework was developed before the 7NDP, it is still relevant to the 7NDP mainly due to the fact that both were informed by the same Vision 2030 and that the development challenges observed through the Common Country Analysis (CCA) in 2015 (which informed the Partnership Framework) indicated that there was a marginal change when the 7NDP was developed.

On 19 November 2015, the UN and the Government of the Republic of Zambia (GRZ) jointly signed the Zambia-United Nations Sustainable Development Partnership Framework 2016-2021 ("the Partnership Framework") and later

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extended to 2022. The CCA for Zambia, jointly produced by the GRZ and the UNCT, provided the analytical base for the Partnership Framework, which replaced the previous UN Development Assistance Framework (2011-2015) which expired at the end of 2015, and sought to incorporate the concepts of the new 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). Among other things, the CCA sought to ensure alignment of UN efforts with national development priorities and internationally agreed goals, in particular the SDGs.

In 2017, with the support of the UN, the GRZ formulated the 7NDP (2017-2021), which was launched in June of the same year. The 7NDP was developed under the theme *"Accelerating Progress Towards Vision 2030 Without Leaving Anyone Behind"* in line with the SDG agenda. The UN played a critical role in integrating SDGs into the 7NDP, resulting in 85% of 7NDP targets being aligned to the SDG targets.[29] In 2019, the GRZ and the UNCT commissioned a mid-term review (MTR) of the Partnership Framework to assess the achievement and progress made against planned results and in particular to make proposals for any realignments of the Partnership Framework structures as against the structures of the 7NDP as established in 2018. The MTR recommended the alignment of the Partnership Framework coordination structures to those of the 7NDP.

Following the recommendations of the Partnership Framework Mid-Term Review, the UNCT subsequently realigned its 11 Results Areas to 5 which mirror the following 7NDP strategic areas: (i) Economic Diversification and Job Creation; (ii) Reducing Poverty and Vulnerability Reduction; (iii) Reduced Developmental Inequalities; (iv) Enhanced Human Development; and (v) A Conducive Governance Environment and Human Rights.

The UNCT comprises: 12 residents[30] UN funds, programmes and specialized agencies, and 9 non-resident[31] agencies. The Bretton Woods organizations, including the International Monetary Fund (IMF) and the World Bank, are part of the UN System, and they contribute to Zambia's development priorities in close coordination with the UNCT.

2.8. Zambia UNSDPF Outcomes

The Partnership Framework outcomes are centered both on institutions and people, aiming to improve the capacity of institutions to deliver and also to stimulate people's ability to demand and access their rights. Such integrated, cross-sector interventions should lead to transformational changes in development patterns, the gains of which should be shared measurably over time by all Zambia's population groups. To support Zambia's effort to achieve such transformation, the Partnership Framework outcomes aim to bring about holistic and innovative development solutions,

[29] With Support of UNDP regional Office, the UN used the Rapid Integrated Approach (RIA) methodology to mainstream SDG into the 7NDP.

[30] UNRC, ILO, IOM, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNESCO, FAO, WFP and WHO

[31] IFAD, UNODC, UNCTAD, UNOPS, OHCHR, UNCDF, UNIDO, UNESCO, UN-HABITAT

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including through fostering coherent multi-stakeholder partnerships. The outcomes are intended to address the various vulnerabilities identified in Zambia through the CCA and the 2014 global *Human Development Report*,[32] and to build resilience against them. Outcomes have indicators that make it possible to assess whether they are achieved or not. The UNSDPF consists of 8 outcomes which are fully aligned with priorities defined in Zambia's 7NDP, and the country's SDG framework, Vision 2030. In alignment with thGe needs of Zambian population, government priorities as enunciated in the 7NDP, international commitments, the findings of the CCA and mid-term review, five strategic focus areas were identified for the UNSDPF (2016-2022).

The 8 outcomes are grouped into the following five priority areas:

1. Economic Diversification and job creation
2. Poverty and Vulnerability reduction
3. Reduced development inequalities
4. Enhanced Human Development
5. Conducive governance environment

A results matrix was prepared for these five priority areas called Pillars, specifying one or two outcomes per Pillars with a total of 27 outputs. Twelve outcome-level indicators and twenty-seven output-level indicators were determined to assess achievements and progress. Baseline information for these indicators was specified as well as targets for 2021. The UNSDPF outcomes are summarized in the box below, whereas the associated indicators and targets are presented in the results matrix attached as Annex 8 of this report.

Box 1: Zambia - UNSDPF Expected Results

The following are the 8 key results (outcomes) expected from the UNSDPF.

- By 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youth and women in the poorest areas.
- By 2021, poverty, vulnerability, and HIV incidence is reduced, especially amongst the most disadvantaged and marginalized in society, as well as improved access to social protection, SRH and GBV services.
- By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods.
- By 2021, women, youth, and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods.
- By 2021, government and partners deliver inclusive and integrated social services.
- By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services.
- By 2021, all people in Zambia, including women, youth, and the marginalized have equitable and effective participation in national and local democratic processes.

[32] Human Development Report 2014

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- By 2021, all people in Zambia, including the large number of marginalized and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice, and have equal opportunities under the law.

The required financial resources for the achievement of all outcomes and outputs of the UNSDPF were estimated at US$ 65.5 million, which included US 12.4m core funds and US$52.6m as mobilized resources. The largest portion of mobilized resources was for Results Group 4, followed by Results Group 2 (US$14.5m), Results Group 1 (US$10.6m), Results Group 3 (US$4.6m) and Results Group 5 (US$2.3m). The five Results Groups that correspond to the five pillars are listed in the table below, showing for each group the leading agencies in UN.

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Table 2: Results Groups Established under the Zambia-UNSDPF

Results Group 1	Name	Outcomes	Chair	Associated Agencies
1.	Economic Diversification & Job Creation	2.1	UNECA	IFAD, WFP, UNDP, IOM, ILO, UNICEF, UNCGF, FAO, UNDO.
2.	Poverty & Vulnerability Reduction	2.2	FAO	WFP, ILO, UNFPA, IFAD, FAO, IOM, UNAIDS, UNDP, UNHCR, WHO.
3.	Reduced Development Inequalities	2.2	ILO	UNFPA, UNHABITAT, WFP, UNODC, UNAIDS, UNDP, IOM, UNESCO, FAO, UNICEF, UNHCR, UNIDO.
4.	Enhanced Human Development	1.1, 1.2	WHO	WFP, UNAIDS, IIOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR.
5.	A Conducive Governance Environment	3.1, 3.2, 3.3, 3.4	UNDP	UNAIDS, ILO, UNODC, IOM, UNICEF, UNFPA.

2.9 Implementation Mechanisms

The United Nations in Zambia put in place governance structures to drive the effective implementation of the Partnership Framework. Under the overall leadership of the UNCT, the UNSDPF was managed through effective operationalisation of two management groups: i) the Programme Management Team (PMT); ii) Operations Management Team (OMT). The PMT, composed of Deputy Heads of Agencies and led by a Head of Agency deputised by two Deputy Heads of Agencies, oversees the overall coordination of the delivery of the Partnership Framework. The PMT is composed of 5 RGs which mirror the 5 Pillars of the 7NDP replaced the 11 Results Groups which operated during the first half of the Partnership Framework (2016-2018). Heads of Agencies chair the RGs. RGs monitor the performance of the Outcome and Output Results of the Partnership Framework. Five Themes Groups, namely, i) Leaving No One Behind; ii) Humanitarian Development Nexus; iii) Data, Monitoring and Evaluation; iv) Gender Theme Group and (v) HIV/AIDS Theme were also established. The Heads of Agencies chair the Theme Groups as follows: Leaving No One Behind – IOM; Humanitarian Development Nexus – UNHCR; and Data, Monitoring and Evaluation – UNFPA and Gender Theme Group by UNFPA, HIV/AIDS by UNAIDS. The Theme Group exists to coordinate activities related to the thematic focus. The UN Communication Group (UNCG) provides the overall support in terms of SDG advocacy and visibility of the UN interventions. The ET were able to identify these groups and assessed their functionality and effectiveness.

There are coordination structures at national and sub-national level. These include the National Development Coordinating Committee (NDCC), Cluster Advisory Groups (CAGs), Technical Working Groups (TWGs), Provincial

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Development Coordinating Committees (PDCCs), and District Development Coordinating Committees (DDCCs), as well as ward level development committees (WDCC). This implementation structure for the UNSDPF is similar to the typical implementation arrangement, as given in the UNSDPF Guidance Notes.

The Government through the GRZ-UN Joint Partnership Committee (Joint Steering Committee) is involved in providing overall direction, ensure alignment to national priorities, provide government oversight, and ensure mutual accountability in the implementation of the Partnership Framework. The UNRCO co-chairs with the government the NDCC Meetings and CAG Meetings where the Government tracks progress in the implementation of the Partnership Framework, bottlenecks, and collectively arrive at remedial actions impending implementation with the UN. The Committee is made up of i) the Government, led by the Minister of National Development Planning[33] and ii) the UNCT, led by the UN Resident Coordinator (RC).

Through GRZ-UN Joint Partnership Committee, the Government was actively involved in the mid-term evaluation of the Partnership Framework, including suggestion of recommendations to improve implementation of the strategic document[34]. The Government has been providing counterpart funding and other resources for some of the development programmes such as social protection, gender-based violence, enhancing education, health, sexual and reproductive =health and rights (SRHR), agriculture programmes,[35] etc.

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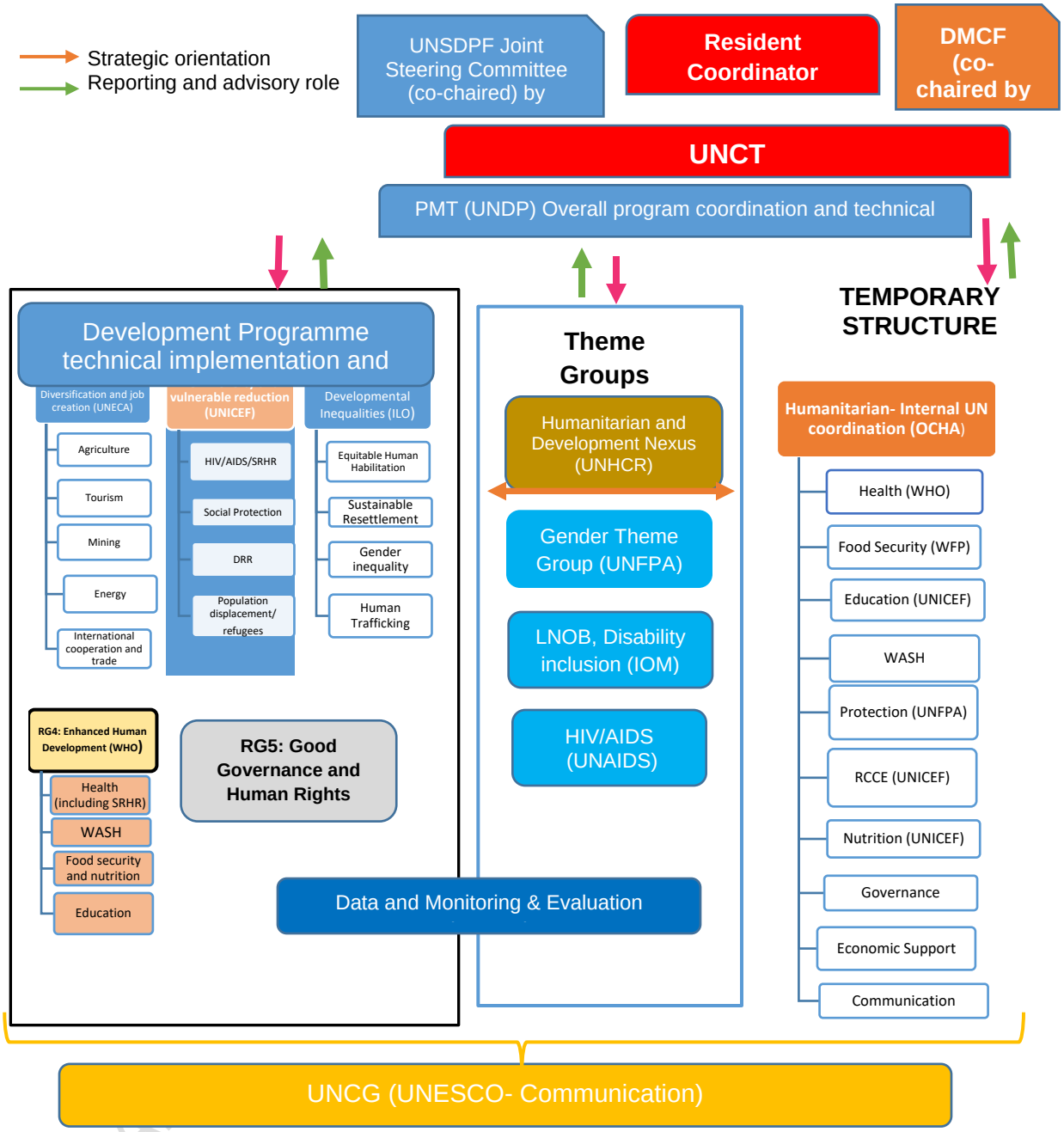
[33] The Ministry of National Development Planning is being merged with the Ministry of Finance, under the new Government that took over recently.

[34] While the Government was involved in the MTR, there was an absence of Government participation in the Endline Evaluation, a very serious omission.

[35] All efforts to obtain evidence of government counterpart funding were not successful.

Figure 2: Overall Governance Structure of the Zambia-UNSDPF 2016-2022



The UNRCO is intended to serve as a One Stop Shop for information about the UNSDPF (2016-2022). It also supports UNSDPF (2016-2022) coordination as the liaison between the UNCT, the GRZ, civil society, funders and the private sectors. It has overall responsibility for the delivery of UNSDPF (2016-2022) results.

The UNCT has also established internal coordination mechanisms that facilitate cooperation across agencies. The agencies have established a number of UNCT theme groups. Other teams that support in the coordination and

cohesion of UNSDPF report directly to the UNCT. The OMT and UNCG provide the foundations for the "One Office" and "One Voice" Standard Operating Procedures (SOPs) of the Delivering as One (DaO), respectively, and they are therefore both intended to be UNSDPF (2016-2022) enablers.

The PMT is intended to have a quality assurance role. It was established to provide policy advice to the UNCT, including guidance on and recommendations for resource mobilization, as well as technical guidance to the Results Groups to ensure that planned interventions align to the UNSDPF (2016-2022)'s expected results. The PMT is also tasked with facilitating UNSDPF (2016-2022) implementation and reporting, with support from the Data, M&E and other Theme Groups. The OMT is set up with the aim of increasing the efficiency and reducing the transaction costs associated with the implementation of the UNSDPF (2016-2022), including the preparation of the Business Operations Strategy (BOS). While these structures have enabled the UNCT to coordinate quite effectively with the government, the involvement of the civil society and private sector in the implementation of the Zambia UNSDPF has been absent, at best quite limited.

Table 3: The Partnership Framework Management Groups, 2016-2020

UNCT Management Group	Co-Chairs	UN Agency Participation
Programme Management Team	**Chair-** UNDP Co-chairs: UNFPA, WFP	UNDP, WFP, UNAIDS, IFAD, UNHABITAT, UNOCDC, WHO, UNFPA, FAO, IOM, UNESCO, UNICEF, UNIDO
Data, Monitoring and Evaluation	**Level:** UNCT Chair: UNFPA	UNDP, WFP, UNAIDS, IFAD, UNHABITAT, WHO, UNFPA, IOM, UNICEF, UNESCO
Operations Management Team	**Level**: UNCT Co-chairs: UNDP, ILO	UNDP, WFP, UNAIDS, IFAD, UNHABITAT, UNOCDC, WHO, UNFPA, IOM, ILO, FAO, UNICEF, UNESCO
Communications Group	**Level:** UNCT Co-chairs: FAO, UNESCO	UNDP, WFP, UNAIDS, IFAD, UNHABITAT, UNODC, WHO, UNFPA, IOM, ILO, FAO, UNICEF, UNFPA, UNHCR, UNIC, UNESCO, UNECA

The UN areas of work that are relevant to each of these Theme Groups are outlined in Table 4.

Table 4: 7 NDP and Partnership Framework Thematic Groups 2016-2020

Themes	Lead	Issues	UN Agencies
Leave No-one Behind (LNOB) Theme Group	IOM	Equality, Non-Discrimination and Equality. Focus on: i. Gender ii. Human Rights iii. Youth iv. Inmates v. Persons with Disabilities vi. Sex workers vii. People who use/inject drugs	UNESCO, FAO, UNHCR, UNODC, UNHABITAT, IFAD, UNAIDS, WFP, UNDP, UNICEF, ILO

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		viii. The Elderly ix. Migrants and Refugees (among others)p x. LGBTQI+ (human rights-based approach to programming, including evidence based/ disaggregated data on those 'left behind')	
Humanitarian Development Nexus Theme Group	UNHCR	i. Refugees ii. Migrants iii. Sustainable Settlement (of former refugees/new permanent residents) in Zambia iv. Crisis Response and Prevention (DRR)	UNDP, WFP, IFAD, UNHABITAT, UNFPA, IOM, UNESCO, FAO, UNICEF, ILO, WHO
Data, Monitoring and Evaluation Theme Group	UNFPA	i. Generation and In-depth Analysis of Disaggregated Data for Evidence-Based Development at National and Sub-National Levels ii. 7NPD and SDG Monitoring iii. Strengthen Civil Registration and Vital Statistics iv. Coordination of UN support to the National Statistical System e.g. 2020 Census and Surveys	UNICEF, UNAIDS, UNDP, UNESCO, WHO, ILO, FAO, UNHCR, IOM
Gender Theme Group		i. Promote Gender Equality through gender transformative programme approaches that take into consideration intricate needs and aspirations of men and women. ii. Provide technical support on matters on gender equality at all levels iii. Develop and ensure implementation of a comprehensive UN Zambia Gender Strategy.	

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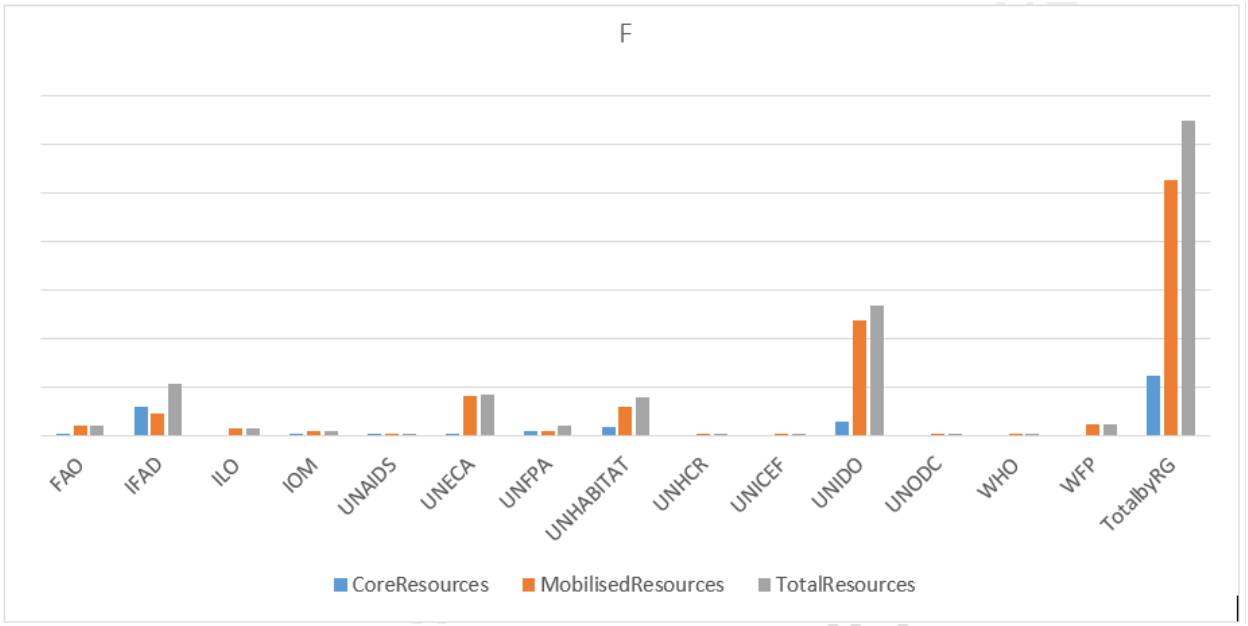

Figure 3: Resources available to each UNCT Agency in Zambia during the UNSDPF 2016-2020 Cycle

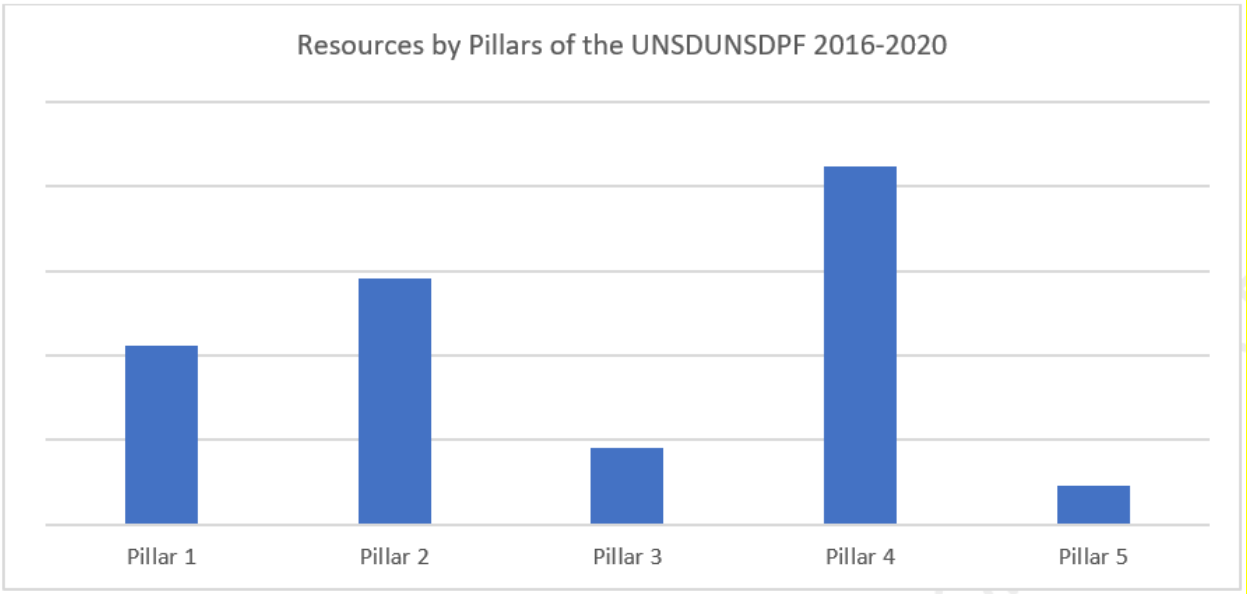

Figure 4: Resources available for each of the pillars, UNSDPF 2016-2020

Table 5: Zambia-UNSDPF Expenditure by Agencies 2016-2020 (in USD $)

Agencies	2016		2017		2018		2019		2020	
	Planned $	Expenditure $	Planned $	Expenditure $	Planned $	Expenditure $	Planned $	Expenditure $	Planned $	Expenditure $
RCO										
UNDP	45,458,555	43,477883	34772358	33,223,271	17,408,830	16,378,190	14,023,881	12,435,098	18,171,728,	12,916,155
UNFPA	8 315 926.00	7 524 763.80	8 399 082.45	8 434 535.32	10 175 370	9 769 773	8 225 155	8 163 259	8 323 169	8 074 624
UNICEF	30,477,777	26,858,920	28,758,352	24,730,161	41,176,345	18,308,413	42,604,126	22,309,997	42,634,541	35,982,178
UNESCO	244,000	220,00	1,898,000	1,295,000	990,000	770,000	1,459,579	1,200,000	1,459,579	1,000,00
ILO	5,015,844	5,015,844	5,862,744	5862744	4,797,280	4,797,280	2,829,365	2,829,365	33	2,845,060
FAO	6,460,000	6,454,168	2,840,000	2,832,975	3,120,000	3,111,866	3,720,000	3,710,086	3,450,000	3,446,502
UNODC	254,000	207,200	$627,000	$387,600	$628,000	$350,600	$625,000	$653,271	$249,000	$280,398
UNIDO										
WFP	8,520,703.25	3,652,483	6,304,532.80	5,707,345	7,047,507	7,089,341	6,603,665	5,161,885	18,741,229	19,620,671
UNAIDS	316,200	313,633	510,094	448,000	696,642	657,377	799,128	710,034	1,153,815	759,778
Total	**104 746 805.25**	**93 191 481.80**	**89 462 069.25**	**82 473 631.32**	**85 343 332**	**60 575 463**	**80 090761**	**56 462 961**	**93 029 279**	**83 166 588**
Percentage spent	**88.97%**		**92.19%**		**70.98%**		**70.50%**		**89.40%**	

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UN agencies have also mobilized financial contributions from development partners. Figure 3 above shows UNIDO mobilized more funds than the other agencies for its activities during the period, while Figure 4 shows that Pillar 4 had more resources for its implementation. Table 6 shows that implementation rate rises to 90% and slows down to 70% in 2019 and 2020 . It should be noted here that reporting financial information for the UNCT by outcome/result area was not possible, as data at the level of outcomes was not available. The UNRCO does not have a system that allows regular monitoring of expenditure by outcomes. This requires UNCT's attention in the upcoming programme cycle.

The recently introduced corporate UN INFO tool[36] will enable UNCT to track more accurately programme expenditures at the outcome level, but this will require the establishment of an effective financial management system. Document reviews showed that the UN Programme on Social Protection Phase II successfully mobilised $21.5 million from DFID and SIDA. Through UN-to-UN agreements among three UN agencies outside of a joint programme, a partnership was developed with DFID, SIDA, the EU and Germany for a four-year, $50million partnership to support the Government of Zambia's 1000 Most Critical Days Programme through implementing nutrition-specific and nutrition-sensitive activities under Scaling Up Nutrition Phase II. And a UN Joint Programme on gender-based violence (GBV) mobilised the sum of $6.5 million from the Governments of Ireland and Sweden.

Following the successful launch of humanitarian response plan to address the food security situation in the country, the UN jointly mobilized some financial resources from Central Emergency Response Fund (CERF) amounting to USD 8 million. The CERF allocated fund was used as a start-up fund to enable the timely provision of life saving assistance to the affected population which include supplies, basic services and protection. The humanitarian response plan has a total financial requirement of USD 89.5 million to provide lifesaving and early recovery support for 2.3 million affected population in 58 districts. The humanitarian response plan covers seven sectors, specifically, Agriculture and Food Security, Health, Nutrition, WASH, Education, Social Protection, Early Recovery and Resilience Building.

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[36] UN INFO is a planning, monitoring and reporting system to track how the UN system at the country level supports governments to deliver on the Sustainable Development Goals and the 2030 Agenda. UN INFO is currently available to UN personnel only. A public version of the system is expected to be available soon. (Description from the UN Info website).

Chapter 3: Evaluation Findings

3.1 Relevance:

***Summary**: UNSDPF (2016-2022) is both relevant and appropriate to the Zambia context. The outcomes are aligned with national development priorities presented in the Zambian 7th National Development Plan (2017-2021) and in the country's Vision 2030 goals. For example, the World Food Programme is well aligned with Zambia's development goals and objectives on food security, nutrition and social protection. The Government of the Republic of Zambia - United Nations joint programme on social protection of UNICEF highlighted its relevance by indicating that it is coherent to Zambia's national development policies and programmes under the National Social Protection Policy. The ILO programme on Skills Development for the Renewable Energy Sector (SkiDRES) Public-Private Development Partnership found that the Project focus is relevant for Zambia and fully in line with national, ILO, UN, Sida policies and strategies. Considering the relevance of the UN's work in Zambia, it can be concluded that the Zambia-UNSDPF 2016-2022 it is relevant because what they do is reflected in Zambia's development plans and agendas. The SDGs and other international norms and standards which guide the UN's work have been integrated into the UNSDPF. The five programming principles of human rights, gender equality, LNOB, capacity development and environmental sustainability feature in UNSDPF outcome statements and are mainstreamed across, although there is lack of indicators to measure their integration.*

Detail

According to both UNCT and GRZ informants and other respondents, the UNSDPF is widely seen as well aligned to GRZ needs, priorities and strategies and international commitments. Government priorities are outlined around the five pillars of the 7NDP namely: economic diversification and job creation; poverty and vulnerability reduction; reducing development inequalities; enhancing human development; and creating a conducive governance environment for a diversified and inclusive economy.

The development aspirations of the people of Zambia and its Government are stipulated in both the Vision 2030 and elaborated in national development plans. The Zambia UNSDPF is well adapted to Zambian national needs, policies and development as encapsulated in various policies, national and sectoral development plans. Vision 2030 is the overarching long-term aspiration of GRZ and its people as the central goal of achieving a prosperous middle income nation by 2030, with greatly reduced inequalities and poverty and including, among many other aims, achieving equitable access to quality health care and education for all. The 7NDP (2017-2021) is guided by Vision 2030, and many sectoral policies are in place to guide planning and programming. Document review and interviewees indicate that the 7NDP is well aligned with the SDGs and the UNCT mandate is aligned to the 7NDP regarding: economic diversification and job creation, poverty and vulnerability reduction, reducing development inequalities, enhanced human development and creating a conducive governance environment for a diversified and inclusive economy. This was done through the re-alignment at the Mid-Term Review of the initial three UNSDPF Pillars (inclusive social development, Environmentally sustainable and inclusive economic development and Governance and Participation) to the five 95) Pillars of the 7NDP (Document Reviews, Key Informant Interviews (KII) and In-depth Interview (IDI).

The UNSDPF was aligned to national, regional and global development priorities. At national level, the five Pillars of the Partnership Framework were designed to contribute to the attainment of the Vision 2030. Further, the Voluntary

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Review Report 2020 was launched to showcase the country's path in the implementation of the Agenda 2030 and the SDGs. Zambia has adequately mainstreamed more than 80% of SDGs into the 7NDP. Therefore, the country is implementing and reporting on the SDGs together with other national programmes using the 7NDP institutional arrangements, the National Development Coordinating Committee (NDCC), Provincial Development Coordinating Committee (PDCC), District, and Ward Development Coordinating Committee (DDCC and WDCs). (Document reviews, KII and IDI).

According to document reviews and series of interviews, it is clear that the UNSDPF is aligned principally to both the Zambian government development priorities and the SDGs, while also a human rights-based approach and gender equality pervade the design and logic of the document. National interventions and development work are framed within the context of wider global commitments, goals, targets, and standards, namely those anchored in the 2030 Agenda for Sustainable Development. (Document reviews, KII and IDI).

According to documents reviewed and UNCT interviews, the human rights-based approach and gender equality as well as the other three programming principles were used to design the programme and make it more relevant. Strategic meetings with government counterparts and representatives of civil society, including the private sector, as well as international development partners accompanied each phase of the planning process and the process included joint training on programming principles, which ensured that the human rights-based approach and the importance of gender and cultural sensitivity were understood by all stakeholders in the process. In terms of the Outcomes, they all have a reference to vulnerable groups, inequalities, poor people, adolescents and youth. (Document reviews, KII and IDI).

Further, the Zambia-UNSDPF is well-aligned with international treaties and goals, including the Agenda 2030. The SDGs are well integrated into UNSDPF programming, and integrated programming under the UNSDPF supports SDG acceleration. The UN Five Programming Principles of capacity building, gender, HRBA and LNOB are well-integrated into the UNSDF, although the measurement of their results is problematic due to the lack of clearly defined indicators (Document reviews and KII).

Also the UNSDPF (2016-2022) aligns with and supports the realization of several key international human rights norms, standards and commitments, as well as UN human rights mechanisms recommendations, including CEDAW, the Beijing Declaration and Platform for Action; the Convention on the Rights of the Child; the Universal Periodic Review, the Concluding Observations of UN Treaty Bodies and UN Special Rapporteur on Freedom of Religion or Belief, and the 2030 Agenda and its SDGs. GRZ is a signatory to a number of international treaties and protocols.

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The Zambia UNSDPF 2016-2022 was aligned to the Southern African Development Community (SADC) Revised Indicative Strategic Development Plan (2015-2020) at regional level, aligned to the African Union Agenda 2063 at continental level as well as SDGs at global level. Similarly, the pillars of Partnership Framework were found to be well aligned to the SDGs. The Table below shows the mapping of the alignment. (Document reviews).

Table 6: Alignment of Zambia UNSDPF Pillars with SDGs

Zambia-UNSDPF Pillars	SDG
Economic Diversification & Job Creation	Decent Work and Economic Growth Affordable and Clean Energy Industry, Innovation and Infrastructure Responsible Consumption and Production Life Below Water Life On Land
Poverty & Vulnerability Reduction	No Poverty Zero Hunger Reducing Inequality
Reduced Development Inequalities	Gender Equality
Enhanced Human Development	Good Health and Well-being Quality Education Clean Water and Sanitation
A conducive Governance Environment	Peace, Justice, and Strong Institutions Sustainable Cities and Communities Climate Action Partnerships for the Goals

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Chapter 3: Evaluation Findings

3.2 Effectiveness:

Summary: *The performances of the outcome indicators portray a mixed scenario where some indicators performed fairly well by meeting the Zambia UNSDPF targets while other indicators were not met. Only 40 percent of outcomes were fully achieved, 23.3% partially achieved and the rest has no valid data for verifiable conclusion. The other characteristic found is the large amounts of missing data for most critical indicators in the Partnership Framework. Some reasons for the missing information were attributed to the lack of latest surveys by the Zambia Statistics Agency (ZAMSTATS) and weak information management systems at UNCT institutional level. In line with the principles of aid effectiveness which include country ownership of programme, the UN implemented most interventions through national partners, hence promoting national execution of programmes as well as building national capacities. Through the lens of its results framework, not all of the UNSDPF's actual results are visible, due to the large percentage of indicators (44 per cent) which cannot be measured. Although the UNCT has put in place the requisite UNSDPF coordination architecture, these structures vary in their effectiveness and efficiency. The high percentage of unmeasurable indicators in the UNSDPF results framework reflects an incomplete understanding of results-based management among UNCT and GRZ programme and monitoring and evaluation or indeed the effect of the COVID-19 pandemic restrictions and calls for the need to review the UNCT and GRZ monitoring and evaluation framework and mechanism.*

Detail

The analysis of performance is discussed under each Results Group/Pillar and at the level of Outcomes and Outputs as articulated in the UNSDPF's results framework. Available data and information have shown that the effectiveness of implementing the Zambia-UNSDPF has been mixed; in some cases, desired results have been achieved whereas in other cases, targeted results were not achieved. However, overall, the effectiveness of the Partnership Framework implementation has been on track in conformity with desired programme outcomes (14 per cent fully achieved and 30 per cent partially achieved). The overall output level indicator achievement was at over 63 per cent. This is despite some challenges that were faced in the course of the framework implementation period (2016-2021) such as the COVID-19 pandemic. The findings become critical ingredients for suggesting improvements in the future partnership frameworks, particularly the successor to the current one and indeed to feed into the finalization of Zambia's 8NDP (2022-2026).

The Zambia-UNSDPF, through its 8 outcome areas contributed effectively to the national priorities across all the five pillars of the 7NDP. See Tables 7 - 9 below:

Table 7: Outcomes and Outcome Indicators

Results Group	Outcomes	Outcome indicators	Fully achieved	Partially achieved	Not achieved	No data
RG1	1	10	0	2	1	7
RG2 & RG3	1	23	4	8	3	8
RG4	2	17	4	7	3	3
RG5	4	21	2	4	2	13
Total	**8**	**71**	**10**	**21**	**9**	**31**

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Table 8 : Outputs and Output Indicators

Results Group	Outputs	Output indicators	Fully achieved	Partially achieved	Not achieved	No data
RG1	9	21	14	3	2	2
RG2	2	14	3	7	2	2
RG3	8	21	6	5	1	9
RG4	10	58	20	13	3	22
RG5	9	19	10	3	2	4
Total	**38**	**133**	**53**	**31**	**10**	**39**

Pillar 1 has 10 development outcome areas (indicators) with 9 strategic outputs and the Partnership Framework sets to address all the development outcome areas and 21 strategic output areas (indicators). Pillar 2 has one development outcome area aimed at enhancing the welfare and livelihoods of the poor and vulnerable through 2 strategic outputs. The Partnership Framework is very strong in this development outcome area, and it effectively addresses this outcome and the 2 strategic outputs contribute to the outcome and measured under the 14 output indicators. Pillar 3 has one development outcome area (with 23 outcome indicators) on reduced inequalities to be realized through 8 strategic outputs and 21 output indicators. The Partnership Framework sets to contribute to this development outcome as well as to all the attainment of all the 8 strategic outputs. Pillar 4, enhancing human development, sets to address 2 development outcomes to be realized through 10 strategic outputs. The Partnership Framework contributes towards both development outcomes and to the realization of all the 10 strategic outputs of this results group/pillar. Pillar 4 was measured using 17 outcome indicators and 58 output level indicators.

Further, Pillar 5 intended to create a conducive governance environment for a diversified and inclusive economy: This pillar sets to address 4 priority development outcomes to be achieved through 9 strategic outputs, the Partnership Framework sets to contribute to all the 4 development outcomes and contributes to the attainment of 9 strategic outputs except for the inculcation of national values and principles which is purely a government mandate. In summary the Partnership Framework contributes to all the 8 (100 percent) national priority development outcomes using the 71 outcome indicators and contributes to 38 (100 percent) strategic outputs and 133 output indicators set to realize the development outcomes. The outputs to which the Partnership Framework did not contribute to are purely government mandates outside the UN Country Team.

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Performance by Results Group/Pillar

Table 9 below shows the overall performance of the five Results Groups/Pillars as determined using information availed to the evaluation:

Table 9: Assessment of Performance of the Zambia UNSDPF Outcomes and Outputs Indicators

Pillars/Outcomes	% fully achieved	% partially achieved	% Not achieved	No data
Result Group/Pillar 1: Economic Diversification and Job Creation				
Outcomes (1)	0.00%	20.00%	10.00%	70.00%
Outputs (9)	66.67%	14.29%	9.52%	9.52%
Result Group/Pillar 2 Poverty and Vulnerability Reduction (combined with RG3 at outcome)				
Outcomes **(same outcome for RG2 & RG3)** (1)	17.39%	34.78%	13.04%	34.78%
Outputs (RG2) (2)	21.43%	50.00%	14.29%	14.29%
Result Group/Pillar 3: Reducing Development Inequalities				
Outcomes (-)	-	-	-	-
Outputs (8)	28.57%	23.81%	4.76%	42.86%
Result Group/Pillar 4: Enhanced Human Development				
Outcomes (2)	23.53%	41.18%	17.65%	17.65%
Outputs (10)	34.48%	22.41%	5.17%	37.93%
Result Group/Pillar 5: A Conducive Governance Environment				
Outcomes (4)	9.52%	19.05%	9.52%	61.90%
Outputs (9)	52.63%	15.79%	10.53%	21.05%
Overall Outcome achievement (8)	**14.08%**	**29.58%**	**12.68%**	**43.66%**
Overall output achievement (38)	**39.85%**	**23.31%**	**7.52%**	**29.32%**

Results Group/Pillar 1: Economic Diversification and Job Creation

Overview

According to both the Zambia UNSDPF (2016-2021) and 7NDP (2017-2021), Pillar 1 focused on diversifying agriculture, growing incomes of smallholder farmers and agricultural Small and Medium Enterprises through commercialisation and access to better technologies, increasing resilience through climate smart agriculture, risk diversification, and access to finance agricultural markets. The Partnership Framework also sought to support job creation efforts through the implementation of the National Employment and Labour Market Policy promotion and other pro employment policies through an inclusive, gender sensitive and participatory process with the ultimate aim of realigning public and private investment priorities into creating more and better jobs through increased productivity in

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the priority sectors of Construction, Manufacturing, Tourism and Agriculture. Thus, the end-term assessment of the effectiveness in which the Zambia-UNSDPF was implemented is undertaken with these aspects in consideration.

For Results Group/Pillar 1, Economic Diversification and Job Creation, there is a total of 10 outcome level indicators which are used to analyze the performance of RG 1. Out of the 10 outcome indicators, findings have shown that none have been achieved; 2 have been partially achieved (20 per cent); 1 indicator has not been achieved (10 per cent) and a large number of indicators (7) had missing data, representing 70 per cent. For those with missing data, many of them are from old sources stemming back as 2018 when the Zambia Statistics Agency (ZAMSTATS) undertook a national survey. Additionally, it is of high concern that Government has not undertaken a number of critical national studies and surveys to provide relevant development information at outcome and impact level. For instance, the national census which is scheduled by law to be undertaken every ten (10) years has not been consistently conducted. The latest one which was due in 2020 was postponed several times until recently when the New Government elected in August 2021 has indicated that it will be conducted in 2022, two years overdue. Since independence in 1964, Zambia had censuses in 1960, 1980, 1990 and 2010 and these inconsistences have placed pressure on availability of geographical data, which is key for various development analysis and decisions.

Analysis of documents and interviews showed that formal sector employment as percentage of employed population which had a baseline of 15.4 percent (2012) progressed to 26.2 percent by the end of 2020, marginally falling short of meeting the Zambia-UNSDPF target of 27 percent. Similarly, document review has shown that the indicator of underemployment rate of the employed population which stood at 10.2 percent in 2012 reduced to 7.7 percent in 202037. The other indicator which was partially achieved is the share of women employed in the non-agricultural sector as a percentage of total employment in the non-agricultural sector which is at 41.1 percent against a target of 50 percent from a baseline of 49.6 percent.[38]

However, one indicator was completely not achieved and off-track at end-term. The number of hectares (ha) of forest coverage lost due to deforestation annually increased from 300,000 Ha in 2013 to 1,044,000 Ha in 2020[39]. The youth (15-35 years) unemployment rate was planned to be reduced from 10 percent baseline in 2012 and maintained at below 10 percent by 2021. Unfortunately, youths (15-35 years) unemployment rate worsened to 19.9 percent in 2020, signifying a failure in meeting the intended target.[40]

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[37] This is time related underemployment (ZAMSTATS, 2020 and Labour Force Survey Report, Page 114)
[38] 2020 Labour Force Survey Report
[39] From the -National Remote Sensing Centre: *Natural Capital Accounts for Land, 2010-2015, Technical Report*, Published in July 2020- Pages 8 and 9. However, targeting seem to have been problematic.
[40] ZAMSTATS: 2020 Labour Force Survey Report, Page 82

Among those critical indicators that could not be measured due to lack of information include (representing 70 percent): Percentage of working population contributing to social security scheme; Proportion of working poor in the labour force; Reduction in the Crop Diversification Index (area planted to maize/area planted to 12 major crops); Percentage of renewable and alternative energy in national energy mix; Megawatts generated from renewable sources of energy; and National annual emissions of carbon dioxide with Land-Use Change and Forestry (giga gramme-Gg, CO2 equivalent). Other indicators that were not assessed include the underemployment rate of employed population, percentage of vulnerable households below the poverty datum line; Proportion of women and men who own land; and the proportion of women, youths and disabled with access to finance for productive economic opportunities as well as proportion of disabled who owned land.

Given the above, it should be mentioned that Zambia's economy is still predominantly agrarian. In 2017, the agriculture sector was the fourth largest contributor to GDP (8.7 percent) and the second largest contributor to employment (25.9 percent)[41]. However, just like at the beginning of the implementation of the Zambia-UNSDPF, the agriculture sector continued to face challenges at end-Term and these include over-concentration on crop production at the expense of livestock and fisheries; low agricultural productivity; inefficient input and output agricultural markets; policy inconsistencies (e.g. policy reversals on wheat and maize exports); decreasing growth rate of agricultural exports; and inadequate access to productive agricultural resources and services[42]. Further, UN agencies such as FAO, WFP, UNDP and others are working to ensure that poor but viable members of the community were engaged through different empowerment programmes in agriculture (KIIs and IDIs).

A total of 9 outputs with 21 output-level indicators are analysed. Output level indicators show whether the Zambia-UNSDPF deliverables were achieved or not. At end-term, it has been found that 14 out of 21 indicators have been achieved representing 66.67 percent while those indicators achieved partially accounted for 14.29%. The indicators with missing information is at 9.52 percent[43]. Among the indicators that were achieved include: Number of farmers adopting resilient agricultural practices and alternative livelihoods (reached out to 72,007 against a 2021 target of 10,500 from a baseline of 3,442); Number of households practicing off-season farming (irrigated) increased from 357 in 2016 to 1,093 in 2021 against the Framework target of 1,000; Proportion of farmers accessing agriculture finance services disaggregated by sex, age, region and commodity (increased to 363,831 in 2021 from 15, 535 at baseline in 2016 against a target of 24,165. Contributions came from WFP, UNDP and IFAD); and the Number of farmers

[41] This is according to the Mid-Term Review of the 7NDP (2017-2021)
[42] This was according to KII and also reflected in the Z-UNSDUNSDPF and 7NDP Mid-term review reports
[43] Missing data characterise a number of reports in the country for both government and non-government. It is attributed to irregular conduct of strategic national surveys. Some respondents spoken to also cited weak administrative data in various institutions.

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accessing agricultural insurance services disaggregated by sex increased from a baseline total of 15, 835 to 48,613 in 2021 against a Target of 24,165. Others achieved are one border movement facilitation system developed and piloted at Kasumbalesa border post; 4 border specific trade facilitation actions developed and operationalized[44]. Further, those indicators that were reported as partially achieved include: Number of smart agriculture technologies developed and disaggregated by type (achieved 13 against a 2021 target of 15 and from a baseline of 5); the formal sector employment as percentage of employed population (2021 target of 27 percent, 26.2 percent was reached against a 2012 baseline of 15.4 percent); and the Number of cross border coordination forums and mechanisms developed (6 achieved against a target of 5). The indicators that were not achieved include the Percentage of hydro chlorofluorocarbons (HCFC); and the Number of refrigeration and air-conditioning (RAC) technicians trained. The remaining indicators had missing information (representing 9.52 percent). This means progress could not be ascertained for most of the indicators under the outputs of increased access to agricultural finance and insurance services; strengthened agribusiness services provision and small-scale farmers entrepreneurial capacity; and strengthened value chain in gemstone and industrial minerals through improved capacity to conduct market analysis and investment promotion.

Results Group/Pillar 2: Poverty and Vulnerability Reduction

Overview

RG/Pillar 2 focused on addressing a number of poverty related issues. Despite the increase in macroeconomic growth since 2016, poverty levels across the country kept increasing. In that regard, the UNSDPF was developed cognizant of the presence of this chronic poverty with widening income inequalities, posing a critical challenge to the accessibility of goods and services by the majority citizens, especially the women and youths. Guided by the "Leave No One Behind" principle for sustainable development, the UN ensured the use of human-rights based approaches to programming. Gender equality and equity perspectives has been applied to protect the rights of vulnerable and marginalized populations, including women, young people, people with disability, people in prisons and other places of detention, people who use/inject drugs, migrants, and refugees. It was for that reason that the UN in Zambia supported the capacities of the government to effectively provide rights, services, and equitable access to service utilization in line with the 7NDP.

The Evaluation established that Results Groups 2 and 3 shared the same outcome (i.e. By 2021 women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods) and jointly have 23 outcome indicators, of which 4 (17.39 percent) have been achieved at the

[44] IOM supported the development of four border specific action plans for Kasumbalesa, Mwami – Mchinji, Chirundu and Nakonde – Tunduma border posts. The action plans prioritize interventions that need to be undertaken to facilitate human mobility and small-scale cross border trade.

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end of 2021; 8 have been partially achieved (34.78 percent) and 3 have not been achieved (13.04 percent) while the rest of the indicators (8) had missing data representing 34.78 percent. In line with the 7NDP Pillar 2, the UN contributed to the reduction of poverty and vulnerability in Zambia by supporting the development and implementation of social protection policies and programmes; access to HIV capacity strengthening and partnerships. The Zambia-UNSDPF focused on programmes such as HIV/AIDS, the epidemic which disproportionately impacts disadvantaged groups such as women, children, adolescents, the poor, persons with disabilities, inmates, people who use/inject drugs, sex workers, LGBTQI+ persons, migrants, and mobile populations, among other key populations; and social protection which is deemed to be an effective tool for reducing poverty and inequality, increasing human capital, improving nutrition and protecting men, women, girls, and boys from the risks of vulnerability. Others include the Disaster Risk Reduction (DRR) which often come with spiked risks for vulnerable groups (the elderly, persons with disabilities, women, the poor, migrants, and the socially marginalized are disproportionately affected by hazards); internally displaced population and refugees.

Outcome indicators that were fully achieved at End-line include the Proportion of pregnant women living with HIV who are on antiretroviral therapy (ART) reached 98.9 percent surpassing the 2021 target of 90 percent and against the baseline of 40 percent in 2014[45]; Proportion of births attended by skilled health personnel also increased to 92.5 percent from a 2014 baseline of 64 percent and 2021 target of 80 percent; and the Adolescent (15-19) birth rate improved from 141/1000 (2013/2014) to 135/1000 for women aged 15-19 years in 2021. Equally, the Proportion of population with access to improved sanitation (urban, rural) increased overall to 54.4 percent against a 2021 target of 50 percent and a 2013/14 baseline of 29.5 percent.

In addition, a number of outcome indicators were partially achieved and these include; Underemployment rate of employed population which regressed to 7.7. percent in 2021 from a 2012 baseline of 10 percent; Proportion of the population with access to safe drinking water (rural, urban)[46]; Proportion of children 0-14 living with HIV who are on ART (at 58 percent from 41 percent against 2021 target of 90 percent); Completion rate at grades 9 and 12 (boys/girls); and the Proportion of adolescents (age 15-24) who were tested for HIV in the past 12 months and received the results of the last test[47]. Others are Children under 6 months who are exclusively breastfed were reported at 69.9 percent

[45] *This is the percentage of women aged 15-49 years who delivered in the 12 months preceding the survey.* Of these 55.8 percent were already taking ARVs at the time of their first ANC visit while 43.1 percent were newly initiated on ARVs during pregnancy or labour and delivery.

[46] ZAMSTATS. *2018 Zambia Demographic and Health Survey (ZDHS), Page 9*

Definition of Indicator: Percent of Households with access to an improved water source. Improved water source includes piped water, public taps, standpipes, tube wells, boreholes, protected dug wells and springs, rain water, water delivered via truck or cart with a small tank and bottled water.

[47] ZAMSTATS, 2018 Zambia Demographic and Health Survey (ZDHS), pages 244 and 245. Male – 43.1 percent, Female –59.3 percent

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against the 2021 target of 80 percent; percentage of women aged 25-49 who married before the age of 18[48]; and the Coverage of children fully immunised by one year of age[49] was recorded at 75 percent from a baseline (2013/14) of 68 percent and against the 2021 target of 80 percent.

Further, the indicator on youth unemployment rate (15-35 years) was not achieved at 19.9 percent against a target of maintaining a mark below 10 percent. The baseline value for this indicator was 10 percent in 2012. Similarly, the HIV incidence rate dropped, hence not achieved at 0.61 percent in 2021; and Modern contraceptive prevalence rate in women of reproductive age (15-49 years) reduced to 34.1 percent from the 2013/14 baseline of 45 percent and against the 2021 target of 58 percent.

Further, the missing data for most of the indicators at outcome level hampered the assessment of how effective the Zambia-UNSDPF was implemented. Indicators such as the % of vulnerable households below the poverty datum line; Proportion of women and men who own land; Proportion of disabled who own land; Proportion of women, youths and disabled with access to finance for productive economic opportunities; Ratio of population accessing planned urban and rural settlements; Proportion of learners at or above minimum standard of achievement in Grade 5 national assessments (English/mathematics); PMTCT coverage; and the Proportion of grade 1 entrants with 1-3 years of organised pre-schooling, lacked data to ascertain their level of implementation.

Unlike the shared single outcome for RG 2 and 3, RG2 has two (2) outputs and 14 indicators. Thus, out of a total of 14 output-level indicators, 3 indicators were fully achieved representing a 21.43 percent; 7 indicators were partially achieved (50 percent) while 2 were not achieved (14.29 percent). Further, 2 indicators did not have data, representing 14.29 percent. According to the 2020 Annual Progress Report and the Zambia Country Progress Report (2021), the 3 output indicators that were achieved include the number of districts providing single-window social protection services (44 districts against a target of 30); Percentage of poor individuals receiving benefits from social assistance transfer programmes; and the Percentage of men and women with comprehensive knowledge of HIV increased to 90 percent to meet the 2021 target of 90 percent from a baseline of 40 percent.

In addition, the indicators that were partially achieved include the Proportion of persons with disability registered in disability management information system (%)[50] at 80 percent against the 2021 target of 100 percent; Number of

[48] 8.1 percent of women aged 25-49 were first married by exact age 15; while 36.6 percent of women aged 25-49 were first married by exact age 18 (ZDHS, 2018).

[49] Definition: Percent of children age 12-23 months that have received all basic vaccinations i.e. One dose of BCG vaccine, Three doses of DPT vaccine, Three doses of polio vaccine, and One dose of measles vaccine.

[50] DMIS has been decentralised but impact of covid-19 affected registration of persons with disabilities. target for 2020 was at 15,000. linkanage to other system such as ZIPIS must supported.

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beneficiary farmers under FISP was recorded as 980,000, falling short of reaching the 1,000,000 farmers and from a baseline of 1,562,572; and the Percentage of people who know their HIV status by sex was at 88 percent from a baseline of 55 percent at the start of the UNSDPF in 2016. The target on this indicator for 2021 was to reach 90 percent. Other indicators that were only achieved partially include the Percentage of people living with HIV (PLHIV) who are on ART (disaggregated by sex and age 0-14; 10-19; 15+)(78 percent against the 2021 target of 80 percent); Percentage of PLHIV who are virally suppressed by Age and sex was at 85 percent from the baseline of 52 percent and against the 2021 target of 90 percent; and the Percentage of adolescent girls and boys age 15-24 with comprehensive knowledge of HIV was reported at 90 percent against the 2021 target of 95 percent. Similarly, the indicator on the Number of KP groups policies to reduce barriers to access services were partially met after achieving 2 out the 2021 target of 3.

Results Group/Pillar 3: Reducing Development Inequalities

Overview

Under RG/ Pillar 3, the concern of the UN and the Zambian Government was the huge and increasing disparities existing between rural and urban areas which had undermined the capacity of rural populations to contribute meaningfully to economic growth. Therefore, the UN in Zambia was contributing towards the reduction of developmental inequalities through the provision of legal, technical, and financial support, as well as advocacy for refugees, former refugees, asylum seekers, internally displaced persons, returnees, and stateless persons for their inclusion into mainstream national systems and access to social services. The UN also ensured that resettlement schemes were cohesive, productive, sustainable, and fully integrated into development at all levels, while supporting strategy, planning, and financing instruments of development programmes for partners. In that regard, the UN continued to support the government to deliver services that reduce inequalities in living standards related to Nutrition, Health, Child Protection, Education, Social protection, Water and Sanitation, among others.

Result Group/Pillar 3, Reducing Development Inequalities has the same outcome as Result Group 2, which is: By 2021 women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods. Therefore, under this section, only the outputs will be discussed since the only outcome and its indicators have already been analysed under Result Group 2 above[51].

[51] When aligning the original 3 Pillars of the 2016 UNSDPF to the 5 Pillars of the 7NDP, some outcomes were combined. That has been the case for the Result Groups 2 and 3.

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RG 3 has 8 outputs and each one of them contains a number of indicators. The total output indicators are 21. Out of these, 6 were fully achieved (28.57 percent), 5 partially achieved (23.81 percent) and 4.76 percent (only 1) was not achieved. Further, data was missing for 9 indicators representing 42.86 percent of the total outputs. This scenario indicates a mixed performance and the effectiveness of achieving the planned outputs becomes difficult to measure certainly. The notable output indicators that were fully achieved at end-term include the Percentage of land titles owned by women; All technical staff of the UN trained in gender competencies at 100 percent against the 2021 target of 70 percent; Incidents of GBV cases improved from 25,121 to 29,640 in 2021 against the target of 29,000; and the Multi-dimensional poverty report is now available. The other indicator that were fully achieved include the Number of bursaries provided for vulnerable and underprivileged youth across Zambia to be enrolled in Zambian Industrial Training Academy (ZAMITA) increased from 0 at baseline to 180 in 2021 against the target of 100.

Further, some output indicators that were partially achieved include the Number of informal settlements formalised per year which are at 320 against a 2021 target of 350; Number of squatter settlements upgraded by urban/peri-urban increased from the baseline of 49 to 100 but failed to meet the 2021 target of 150; and the Number of households in informal settlements with occupancy licenses per year stood at 57,983 against the 2021 target of 60,000 and a baseline of 52,049. The other include the Percentage of female students, students with disability and vulnerable youth participating in Zambian Industrial Training Academy (ZAMITA) training programme at 24 percent against the 2021 target of 30 percent.

Other indicators that were assessed as partially met are the prevalence of child marriages at 14.4 percent from a baseline of 31.4 percent and against a 2021 target of 11.4 percent[52]; Proportion of women (age 15-49 years) who received postnatal check up in the first two days after birth at 69.7 percent falling short of reaching the 2021 target of 80 percent and from a baseline of 63 percent; and the proportion of new-borns receiving postnatal care within 48 hours of birth (i.e. percentage of births with a postnatal check in the first two days after giving birth) meaningfully improved from 63 percent to 72 percent in 2018 against the 2021 target of 80 percent[53]. The development of an addendum for gender responsive indicator framework for all the results groups was reported to be, and the proportion of pregnant women (aged 14-45) receiving iron supplementation for 90 days increased slightly from 72 percent to 72.5 percent against a baseline of 59 percent [54] . Further, the indicator on the proportion of Health Centres providing supplementary feeding services from moderate to acute malnutrition was partially achieved at 37.5 percent against a 2021 target of 40 percent[55]. Additionally, the proportion of adolescent birth rate per 1000 significantly decreased to 135

[52] Ministry of Gender: Gender Status Report 2017 -2019
[53] ZDHS, 2018, page 149
54 ZAMSTATS, 2018 Zambia Demographic and Health Survey (ZDHS), no latest data.
[55] 2020 Annual Progress Report

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women aged 15-19 years from 141 in 2013/14 against the 2021 target of 133. Also, the percentage of adolescents (15-24) with comprehensive right knowledge of HIV improved slightly from 39.5 percent in 2013/14 ZDHS to 41.6 percent in 2018. This was far short of meeting the 2021 target of 60 percent[56]. Although there was lack of latest survey data on most of these indicators, many of them were partially met as at 2018 — contraceptive prevalence among adolescents (15-16) (12 percent from 10.2 percent against a 2021 target of 38 percent); Percentage of women (15-49) attending antenatal care (ANC) in the first trimester increased to 36.7 percent from 24 percent, short of meeting the 50 percent target; and the percentage of women (15-49), receiving postnatal checks in the first 2 days after giving birth also notably improved to 69.7 percent from a baseline of 63 percent. However, the 2021 target of 80 percent was not reached[57].

There are also a number of indicators that were not achieved throughout the implementation of the Zambia-UNSDPF from 2016 to 2021. For instance, the Number of ministries whose capacity on gender responsive programming is built had a 2021 target of 10 ministries but only achieved one ministry. Further, there were also a number of indicators without data. These include the Number of policies, laws, and strategies on the prevention and protection of vulnerable persons from exploitation including through human trafficking, amended or adopted; Proportion of customary land owned by women; Number of government institutions capacitated on human trafficking and vulnerable migration protection; Proportion of human trafficking cases prosecuted; Proportion of identified victims of trafficking and vulnerable migrants provided with protection services; and the Number of shelters offering protection to VOTs and vulnerable migrants. The other indicators with missing data are Prevalence of child marriages; Percentage of women 15-49 who were first married by age 18; and the Number of vulnerable children accessing publicly available secondary school bursaries disaggregated by sex, disability and region.

Results Group/Pillar 4: Enhanced Human Development

Overview

The Zambia-UNSDPF under RG/Pillar 4 sought to address problems by enhancing human development. To address development challenges in the sector and any other emerging shortcomings in service delivery, it was important to strengthen health sector performance ((including SRHR) through specific investments meant to unlock bottlenecks of service delivery and multisectoral collaborations. Other major programmatic areas of interest included Water, Sanitation and Hygiene (WASH), Food Security and Nutrition, Education, Food security and nutrition. Through these areas, the Partnership Framework was implemented, collaborating closely with relevant Government agencies.

[56] ZAMSTATS, 2018 ZDHS, pages 236-237

57 In such trend continued after 2018, the indicator may have been achievable.

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RG/Pillar 4 has two outcomes with a total of 17 outcome indicators and 58 output indicators. Four (4) out of 17 performance outcome indicators have been fully achieved at end-term (representing 23.53 percent); 7 have been partially achieved (41.18 percentage) while 3 have not been achieved (17.65 percent). 3 indicators had missing information (17.65 percent).

RG 4 was anchored on key programmes in Health (including SRHR) which focused on ensuring healthy lives and in promoting the well-being for all (SDG3) through the attainment of universal health coverage for all, in line with the LNOB principle; the WASH programme of ensuring universal and equitable access to safe and affordable drinking water for all; and Food Security and Nutrition programmes making sure that everyone gets access to food. Other programmes were in Education where the UN reaffirmed and supported the Government in making quality education available, affordable, and accessible to all, taking into account the needs of vulnerable groups such as girls, women, persons with disabilities, refugees, and migrants.

At end-term some notable outcomes which performed well include the proportion of grade 1 entrants with 1-3 years of organised pre-schooling. This indicator was achieved at 35.2 percent in 2021 from 14.7 percent in 2013, against the 2021 target of 30 percent.[58]Similarly, the proportion of pregnant women living with HIV who are on ART and the proportion of births attended by skilled health personnel were achieved at end-term. With regard to the proportion of pregnant women living with HIV who are on ART, 98.9 percent was achieved against the 2021 target of 90 percent and from the baseline of 40 percent in 2014[59]. Equally, the proportion of births attended by skilled health personnel indicator was achieved with 92.5 percent in 2020 against the 2021 target of 80 percent, which increased from the 2014 baseline of 64 percent. The Proportion of population with access to improved sanitation (urban, rural). Further, a number of outcome indicators also were partially achieved at end-term. These include the proportion of the population with access to safe drinking water (rural, urban) which progressed to 58 percent by 2018 from 47 percent in 2014 for the rural. However, there was a slant for the urban sector moving from 89 percent in 2014 to 87.5 percent in 2018. For both rural and urban, the 2021 target was 80 percent[60]. Other indicators that were partially achieved include the HIV incidence rate; proportion of children 0-14 living with HIV who are on ART; stunting (34.6 percent against a target of 30 percent in 2021, and from baseline of 40 percent). Unfortunately, the indicators on the modern contraceptive prevalence rate in women of reproductive age (15-49 years); the Children under 6 months who are

[58] Ministry of General Education, Educational Statistical Bulletin 2019

[59] *(This is the percentage of women aged 15-49 years who delivered in the 12 months preceding the survey).* Of these 55.8 percent were already taking ARVs at the time of their first ANC visit while 43.1 percent were newly initiated on ARVs during pregnancy or labour and delivery.

[60] ZAMSTATS. *2018 Zambia Demographic and Health Survey (ZDHS), Page 9.* Definition of Indicator: Percent of Households with access to an improved water source. Improved water source includes piped water, public taps, standpipes, tube wells, boreholes, protected dug wells and springs, rain water, water delivered via truck or cart with a small tank and bottled water.

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exclusively breastfed; as well as the percentage of women aged 25-49 who married before the age of 18 were not achieved at End-Term. Further, there was missing data for most of the outcome level indicators. Review of documents, IDIs and KIIs revealed that there was a lack of latest surveys in the country to provide information for high-level indicators. There was lack of data on the Ratio of population accessing planned urban and rural settlements indicator and the same was experienced with the Proportion of learners at or above minimum standard of achievement in Grade 5 national assessments (English/mathematics). Equally, there was no data for the PMTCT coverage.

For the output level indicators under Pillar 4, the majority of indicators (22) representing 37.93 percent lacked information to show the levels of performance. 34.48 percent (20) of the total output indicators were fully achieved while 22.41 percent were partially achieved. For the indicators that were not achieved at end-term, they constituted 5.17 percent of the total output level indicators (58). However, the Government and the UN implemented a number of programmes to improve human development in the entire period of the Zambia-UNSDPF. Respondents and documents reviewed have showed interventions in heath, education, water and sanitation and various other efforts to improve human conditions.

The two outcomes that inform RG 4 are that 1) by 2021, government and partners deliver inclusive and integrated social services, and 2) by 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services. A number of output indicators were fully achieved during the implementation period of the Zambia-UNSDPF (2016-2020). The fully achieved output indicators include Proportion of children aged 6-59 months who received a dose of Vitamin A in the first and second round of the Child Health Week (Vitamin A supplementation coverage for children aged 6-59 months) at 96 percent in 2021 from a baseline of 82 percent and against the target of 90 percent; Number of people reached through interpersonal SBCC approaches (achieved 57,074 against target of 17 835 and from the baseline of 15,000); Number of community groups trained in nutrition increased from 12 baseline to 8,584 in 2021 against overall target of 36; and the Number of children benefiting from early childhood education through alternative approaches (such as home-based provision of ECD, accelerated school readiness models, parent education, among others) with support from UN was reported at 29,969 against the target of 10,000. The baseline value was 5,590 in 2017. Additional indicators that were met are: ECD facilitators who received in-service training provided by UN increased from a baseline of 0 to 1,853 against the target of 1,800; Number of primary school learners with access to innovative teaching methodologies at scale increased from 46,800 at baseline to 250,409 in 2021 against the target of 210,000; and also progress was ongoing on the Number of learners with access to life skills based comprehensive sexuality education (target of 2,265,165). Similarly, the National Water and Sanitation Policy is under implementation as well as the National Plan for provision of WASH services in schools is developed and is under implementation.

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Further, some indicators that were partially achieved include the Number of private sector value chain actors supported by SBN to develop a new nutritious product or improve an existing product to make it nutritious; Availability of ECD Policy or implementation plan for scale up was reported under development; and the development of the ECD Policy or implementation plan for scale up was ongoing. Also, the National framework for Continuous Professional Development (CPD) and Social Dialogue for teachers in Zambia was being developed which will be rolled out in accordance with the costed implementation plan. There are several other indicators that were partially achieved. In addition, some indicators were not achieved. Some of these indicators include the Proportion of new-borns receiving postnatal care within 48 hours of birth (percentage of births with a postnatal check in the first two days after giving birth) was reported at 42 percent in 2021 against the target of 80 percent from a baseline value of 63 percent. Further, most of the indicators were reported as having missing data, making it difficult to ascertain the levels of progress and effect on those targeted to benefit.

Results Group/Pillar 5: Conducive Environment for a Diversified Economy

Overview

The context of implementing RG/Pillar 5 of the UNSDPF was to address the various development challenges towards creating a conducive governance environment. To deal with challenges such as the slow pace of implementing likely reforms such as decentralisation and labour, judicial, and private sector reforms weaknesses in the national legal frameworks, and the poor enforcement of laws. In line with the 7NDP priorities, the UN continued to build partnerships and strengthening policy, legal, institutional, and community systems and frameworks to improve service delivery and to promote and protect the rights of citizens, migrants, inmates, Zambian diaspora nationals and refugees – particularly women, children, and youths - as a precondition for sustainable development. Therefore, among others, the UN's collective support was enabling the Zambian government to coordinate and fulfill its obligations under regional and international agreements.

In total, RG 5 has four (4) outcomes which together consists a total of 21 outcome indicators. The four outcomes are: Outcome 1. The national statistical system generates and disseminates timely disaggregated data for evidence-based national development; Outcome 2. National institutions at all levels target, manage, coordinate, and account for resources for equitable services and economic growth based on reliable data; Outcome 3. Equitable and effective participation in national and local demographic processes; and Outcome 4. Greater understanding of their rights and are able to claim them - greater human security, access to justice, and equal opportunities under the law.

Further, RG5 has 9 outputs of which there are 19 output level indicators. In terms of performance at outcome level, two (2) out of 21 outcome indicators were fully achieved, representing 9.52 percent; 19.05 percent (4 indicators) were partially achieved; and 2 (9.52 percent) were not achieved. In addition, a total of 13 indicators lacked data, representing

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61.90 percent. From the available data, the performance of RG 5 gives a mixed picture in that indicator information was fragmented and marred with data gaps. Nevertheless, the Government, working in partnership with the UN agencies implemented a number of programmes that could have positively impacted the people of Zambia. Document reviews, IDIs and KIIs have revealed that the partnership framework had implemented programmes that were targeted at raising the living standards of citizens.

Among others, the UN agencies continued to promote partnerships with the Government and strengthening policy, legal, institutional, and community systems and frameworks to improve service delivery, promote and protect the rights of citizens, migrants, inmates, Zambian diaspora nationals and refugees – particularly women, children, and youths – as a precondition for sustainable development. For that, the UN's collective support is enabling the Zambian government to coordinate and fulfill its obligations under regional and international agreements[61].

The performance of the outcome indicators show that RG5 significantly contributed to the achievement of the Partnership Framework. The voter turnout in general elections indicator was achieved at end-term after recording 70.61 percent, slightly higher than the 2021 target of 70 percent. This achievement was against the baseline of 53 percent in 2011. In the same manner, the Gender Inequality Index (GII) marginally improved from 0.617 in 2014 to 0.539 against the 2021 target of 0.550[62]. Further, some indicators that were partially achieved include the percentage of annual government budget/expenditure to main social sectors (health, education, social protection) which showed a total allocation of 25.4 percent (Health – 8.1 percent, Education – 11.5 percent, Social Protection – 4.0 percent, and Water and Sanitation – 1.8 percent). The target for this indicator by 2021 was 33 percent against a baseline of 32.9 percent[63]. Further, the proportion of children under 5 who had their birth certificates marginally increased to 5.9 percent in 2018[64] from 4.1 percent in 2013/14, failing to reach the 2021 target of 20 percent. The indicator on the proportion of women elected to the National Assembly also did not perform so well but showed some positive performance at 14.6 percent against the baseline of 13 percent and 2021 target of 50 percent, respectively. Noteworthy also are some indicators that were not achieved and a lot others whose measurement data was missing. According to Transparency International, the Corruption Perception Index (CPI) worsened from 37 percent in 2012 to 33 percent, short of reaching the 2021 target of 48 percent. The 'percentage of human rights cases reported to the Human Rights Commission that had been investigated and concluded was not achieved after scoring 60.5 percent against the 2021 target of 85 percent

[61] These commitments by both that Zambian government and UN system in the country are reflected in both UN documents and government policy documents such as the 7NDP. Each UN agency has also articulated how these partnerships were key to ensuring Zambia delivered to its people sustainable development.

[62] UNDP. Human Development Report 2020

[63] Source: National Assembly of Zambia Report of The Expanded Budget Committee On The Estimates of Revenue And Expenditure For The Financial Year 1st January To 31st December, 2021 For The Fifth Session Of The Twelfth National Assembly.

[64] Zambia Demographic and Health Survey 2018

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and from the baseline value of 79 percent. The high number of indicators with missing data (61.90 percent) remains a concern as it hindered the judgment of performance for the Partnership Framework.

The performance of the 9 outputs under RG5 showed that 10 out of the 19 indicators had been fully achieved by 2021 representing 52.63 percent. Those indicators that were partially achieved constituted 15.79 percent (3 indicators) while those that were not achieved accounted for 10.53 percent (2 indicators). The rest of the indicators had missing data (4 indicators) representing 21.05 percent. The Labour Policy operationalized (an indicator under the labour policy and legislative framework reformed) was achieved as confirmed by document reviews that the framework was in place[65]. Other indicators that were achieved include the Labour Legal Framework which was reported to be in place and operational. Similarly, the Migration legislative and Policy Framework and the Zambia Diaspora Policy and Action Plan were both reviewed and operationalized[66]. Other indicators fully achieved are the number of eligible voters registered by province, sex, age, persons with disabilities (available at the Electoral Commission of Zambia site) and the number of public institutions with Service Delivery Charter (31 against the 2021 target of 24) (MNDP, 2020 Annual Progress Report, page 88). Also, the indicator the Number of provinces with decentralized birth registration printing facilities was achieved, with each province now having in place a birth registration centre.

Further, some indicators that were only partially achieved include the Number of Districts equipped with digital registration facilities connected to the Indicator Reporting Information System (INRIS) for Civil Registration and Identity Management. On this indicator, the evaluation established that the equipment was procured for all the 116 districts and only installation was scheduled to be completed in 2022. The percentage of children under 5 years of age whose births have been registered with a civil authority fell short but on course by reaching 16 percent from the 2021 set target of 20 percent[67] and against the baseline value of 11 percent. Only 1 report out of the targeted 3 were submitted to International and Regional Human Rights mechanisms. In addition, some indicators were not achieved at End-Term, for instance, the Number of people issued with legal identity document through an integrated civil registration and identity management system (in pilot areas of Zambia) was not achieved after failing to meet the 2021 target of issued identity documents to 4 million people. Instead, only 600 people were enrolled in the system. Similarly, the Proportion of women elected as councillors (District councils, city councils and municipal councils) indicator was not met, 8.7 percent was reached against the 2021 target of 30 percent and from a baseline of 9 percent. Also, the backlog of cases from the Small Claims Courts to the Constitutional Court remained high, at between 16 and 65 percent, with the country

[65] *The 2018 National Employment and Labour Market Policy* and its Implementation Plan are in existence and come to an end this year (2021). Ministry of Labour and Social Security. *National Employment and Labour Market Policy.*
[66] https://publications.iom.int/system/files/pdf/mp_zambia.pdf page 105/106
67 ZAMSTATS, 2018 Zambia Demographic and Health Survey (ZDHS), page 28

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being off track with respect to the 2021 target of reducing the backlog of cases to 10 percent across all levels of the court system. The evaluation also noted that 4 indicators (21.05 percent) lacked information.

Joint Response to COVID-19 and other uncertainties

The emergence of the COVID-19 pandemic towards the end of 2019 and its wide-spread in 2020 onwards undermined the implementation of the Zambia-UNSPDF. Similarly, fluctuations in prices for essential commodities such as oil and of mineral prices like copper on the global market in the period of implementing the framework also had adverse effects. COVID-19 affected the global movements of people as well as goods and services to an extent where poverty among the poor classes in society worsened. In Zambia, resources meant for poverty reduction programmes were re-channeled to remedy the effects of the pandemic. Thus, the UN and the Government continue to work together on this matter and respondents consulted acknowledged the huge negative impact of COVID-19 on human conditions—loss of employment, loss of human capital, slowed business environment, etc.

The COVID-19 pandemic had affected an estimated 10 percent of healthcare providers across the country, compounding service delivery of both COVID-19 and continuity of essential services. Support from UNAIDS, UNFPA, UNICEF and WHO in the development and roll-out of national guidelines and SOPs on the continuity of essential health, nutrition, HIV and Early Childhood Development services assisted. Furthermore, UNAIDS, WHO, ILO provided support to the National AIDS Council and Ministry of Health on the continuity and availability of essential health services for antiretroviral (ARV), HIV Testing, family planning, tenofovir/lamivudine/dolutegravir, viral load suppression, Tuberculosis preventive therapy and viral hepatitis, pre-exposure prophylaxis services.

Another intervention jointly done by UNAIDS, UNESCO and UNFPA in supporting the Ministry of General Education in the implementation of the Comprehensive Sexuality Education (CSE). A two-year study with the aim of strengthening the linkage of CSE to the utilisation of SRH services by young people in schools was commissioned. 4,725 teachers from the provinces of Central, Eastern, Lusaka, North-western and Southern were trained to effectively deliver the CSE curriculum. 30 community dialogues on CSE and Adolescents SRH were held for increased support to adolescent health and to empower leaders with knowledge to support CSE and ASRH.

Government was supported in reducing high levels of stunting by setting a foundation to implement the Scaling Up Nutrition Phase two (SUN-II) Programme with the main goal to scale up nutrition during the 1,000 Most Critical Days in 17 of 34 high-burden districts through a joint venture by UN agencies namely UNICEF, WHO, WFP and FAO. Amidst the COVID -19 pandemic, UNICEF provided support to ensure the continuity of nutrition services and provided treatment services for the Severely Acutely Malnourished (SAM) and Moderately Acutely Malnourished (MAM) children in 14 districts resulting in a 64 percent recovery rates for the Severely Acutely Malnourished.

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During the COVID-19 pandemic, UN Zambia collaborated with different partners to ensure education continuity through the development of COVID 19 Guidelines on Re-opening of schools and launch of the National E -Learning Portal and the Smart Revision with the aim to provide teaching and learning through electronic educational content for Early Childhood Education, Primary, Secondary, Youth and Adult Literacy Education. WFP provided support to the Government in the launch of the first-ever National Home-Grown School Meal Strategy (2019-2024) with the aim to transform it into sustainable safety-net that contributes to children's nutrition and education.

With the COVID -19 outbreak, OHCHR and UNDP in partnership with the Ministry of Justice and the Human Rights Commission, supported the Zambia Police Service to develop comprehensive SOPs to guide law enforcement response during the pandemic, thereby contributing to the achievement of the objectives of the Zambia COVID-19 Preparedness and Response Programme. The performance of Pillar 5 as at 2021 is partially on track though only four out of nine outcomes will be achieved by 2021. Hence, the country is unlikely to meaningfully contribute to SDG 16 on promotion of peaceful and inclusive societies for sustainable development and AU 2063 Aspirations 3 and 4.

Many UN Agencies have supported the initiative towards conducive governance environment. For instance, with IOM assistance, government commenced a series of government-led diaspora engagement processes to promote ongoing dialogue between the Government and the Zambian diaspora and developed a draft national migration policy framework expected to be adopted as a policy document in 2021. Further, the IOM and UNICEF contributed to strengthened child-migrant Best-Interests-Determination panels in three districts through capacitating 62 frontline officers (25 females and 37 males). Also, UNHCR supported the drafting of a national refugee policy and regulations to support the implementation of the Refugees Act of 2017 and conducted capacity building trainings on Refugee law and Refugee Status Determination for government officials involved in Refugee Status Determination in North-Western, Copperbelt and Western provinces.

There were changes in national needs which were brought about by the drought during the 2018/2019 farming season. The outbreak of the COVID-19 pandemic in 2019 and the escalation of COVID-19 cases in Zambia in 2020 created unprecedented national needs.

The UNRCO coordinated the formulation of the UN Appeal to respond to the drought to complement the government-led Humanitarian Response Plan as well as to facilitate resource mobilization to respond to the drought. The UN in Zambia mobilized US$39.1 million for the drought response in 2018/19. In responding to the COVID-19 pandemic, the RCO coordinated UN support to the government to develop the initial health focus COVID-19 Preparedness and Contingency Plan to kick start the response. The RCO coordinated engagement with government on the response as well as coordinated UN support to government to formulate the COVID-19 Multisectoral Contingency and Response

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Plan. RCO under the leadership of the UN RC also led the UN resource mobilization efforts for the COVID-19 response and mobilized a total of US$52 million in 2020/21. In addition, the UN in Zambia developed a socioeconomic response plan and a COVID 19 Needs assessment to support the elaboration of the government recovery plan.

Factors that have affected the success or otherwise of the UNSDPF 2016-2022 include the following: good leadership and guidance from UNCT, effective coordination of UN support to address needs and national priorities; good collaboration among UN agencies as well as delivering as one; joint planning and programming resulting in a number of joint programmes and availability of finance resources. The Government's fiscal deficit which has resulted in underfunding to the social sectors to which the partnership Framework contribute towards has affected the implementation of interventions. This implies that some interventions are underfunded or not funded at all to realize the desired impact. Slow rate of implementation by the Government as well as slow response to programme related issues continued to affect the implementation of the partnership framework. In some cases, this situation was exacerbated by rotation of government staff, including controlling officers across the line ministries. (Document reviews). The COVID-19 pandemic drastically affected the implementation of all programmes in 2020/2021, and most interventions were put on hold except for the critical lifesaving activities.

Some of the internal pitfalls include the following: (i) Some agencies still prefer to undertake their own resource mobilization efforts as opposed to joint resource mobilization; (2) The issue of agency mandates is still strong thus creating silos in some cases; (3) Inadequate resources to implement some priorities such as youth and women empowerment interventions, including interventions for persons with disability which are UNCT priorities ; (4) Some Results Groups are still not very active enough to push and guide implementation of Workplans which are a vehicle to implementation of the Partnership Framework.

Document reviews and information from many informants obtained through completed questionnaire revealed a number of progress made in the cycle of this UNSDPF. These include:

1. UN Joint Programme on Accelerating efforts on Ending Child Marriage: Zambia hosted the steering Committee meeting on the Global Programme on Ending Child Marriage (ECM). The UN and the Ministry of Gender are in discussions to formulate a joint programme at a bigger scale involving more UN agencies on ECM. The UN successfully organized and facilitated a capacity building indaba for 60 spouses of traditional leaders.
2. The UN joint programme on strengthening HIV and Sexual Reproductive Health (2gether4SRHR) hosted a joint regional support mission to review progress on implementation and address strategic bottlenecks but also mobilize further commitment with government and donor to support accelerated implementation of the programme. As part of creating an enabling legal and policy environment for sexual and reproductive health, the joint programme facilitated four high level meetings with parliamentarians, policy makers, health

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professionals, young people and community gatekeepers. Further, the UN system supported the development of the Adolescent Health Strategy (AHS) and Operational Plan that guide the delivery of Adolescent Youth Friendly Health Services.

3. Through the H6 partnership within the UN system, advocacy and technical support to the Government and stakeholders through active participation in the Safe Motherhood, Family Planning and Elimination of Maternal Child Transmission of HIV technical working groups and activities resulted in sustained national focus and effort to end preventable maternal and per-natal deaths. In 2019, the H6 partners hosted a joint monitoring mission for the UN-SIDA joint programme 2gether4SRHR that is supporting four districts in two provinces to strengthen integration of SRHR, HIV and sexual and gender-based violence (SGBV).
4. UN Humanitarian Response Plan on the 2019 Drought 2019-2020: Following the findings from the "2019 In-Depth and Vulnerability Needs Assessment" the Humanitarian Country Team (HTC), the Zambia Disaster Management and Mitigation Unit (DMMU) and the UNRCO In Zambia, with support of the Nations Office for the Coordination of Humanitarian Affairs (OCHA) has developed a Humanitarian Response Plan (HRP) to support the national Government in its Recovery Action Plan; covering the period from October 2019 to March 2020.

A Joint Assessment Mission (JAM) was undertaken by UN agencies and NGO partners in July 2019 to assess the needs, risks, capacities and vulnerabilities of the refugee community in relation to their food and nutrition security situation. Specifically, the JAM sought to assess refugee food security and dependence on food assistance; potential and merit of targeting based on vulnerability rather than status; and opportunities for enhancing refugee livelihood opportunities to increase self-reliance, among others. According to document reviews and key informant interviews with some UNCT agencies, UNCT supported national government in advancing the achievement of the Sustainable Development Goals, and activities related on the 2030 agenda. (Document reviews, KII and IDI).

In ensuring horizontal and vertical policy coherence in the coordination of the SDGs in Zambia, the UN supported the Government in the formulation of the National SDG Coordination Framework, which guides in the coordination, implementation, monitoring and reporting of the SDGs using the institutional Structures of the 7NDP. The SDG Sub-Committee of the NDCC has endorsed the Framework, which is the highest coordination structure of the 7NDP chaired by the Secretary to Cabinet. While there is wider knowledge on SDGs at national level, there are gaps at sub-national level in mainstreaming SDGs in the provincial and district plans.

UN has built capacity of planners, including representatives from the private sector and civil society in mainstreaming, monitoring and reporting on SDGs at sub-national levels. This exercise was aimed at strengthening policy formulation at sub-national level and to allow alignment of provincial and districts plans with the 7NDP and the SDGs. By reviewing

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the provincial and district plans with the stakeholders, it allowed transparency in planning and helped to identify specific gaps in sub-national plans, data and M&E challenges for effective reporting on the 7NDP, and SDGs. Further, to strengthen national capacities in data analysis and evidence-based policy formulation, the UN supported the Central Statistical Office in the development of the SDG Indicator Framework and SDG baseline report, which will provide the baseline data for reporting on the SDGs.

In keeping with the UN Secretary General's guidelines on SDG reporting, the UN has been supporting the conceptualization phase of Zambia's SDGs Voluntary National Review (VNR), which is being coordinated by the Ministry of National Development Planning (MNDP). The UN's Data Theme Group sustained its support to the advancement of the SDGs by facilitating the dissemination of (i) the 2018 Demographic and Health Survey data, and (ii) an in-depth analysis of key socio-economic indicators up to the ward level. Support was also provided to the Government to coordinate the formulation of national commitments for the fulfillment of the International Conference on Population and Development (ICPD) Programme of Action (SDG 10 16 and 17). In addition, the UN supported the procurement of census mapping software and acquisition of 15,025 digital tablets for data collection. Further, with support of the UN, a wide consultative process to review the draft Census questionnaire and the undertaken of the mapping exercise in 2019 were completed indicating progress towards the 2020 census. The UN provided support to government to finalize the National Population Policy (2018-2030) and Implementation Plan both of which were approved by Cabinet for adoption and implementation. (Documents review).

The UN supported the role of the National Assembly in fulfilling its oversight role on child rights. The UN has been advocating for specific measures to be taken to advance child rights in Zambia, in particular those that are part of the indicators of the African Child Policy Forum's Report on "Child-friendliness of African Government's" that has rated Zambia as 48th out of 52 countries when it comes to implementing the Convention on the Rights of the Child (CRC). The report raised attention to the need for Zambia to rectify the Optional Protocols to the CRC.

In 2019, the UN further supported capacity building of the Ministry of General Education as duty bearer for provision of quality education to all children in Zambia through creation of an enabling environment such as the finalization and launching of the Education and Skills Sector Plan and supported the Ministry of Higher Education and General Education in establishing two ICT Centers of Excellence in Zambia. The UN also supported the Ministry of General Education to develop and launch the Standards of Practice for the Teaching Professional (STPT) in Zambia.

The UN also successfully advocated for the revitalization of the GBV Partnership Forum aimed at strengthening coordination of GBV intervention by various stakeholders. In order to ensure and enhance the effectiveness of the Police Service's Victim Support Unit, the UN supported the formulation and review of a pre-service GBV curriculum for

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the Police. With a national disability prevalence rate of 10.9 percent, the UN Joint Programme on Sexual Reproductive Health/HIV (SRH/HIV), Disability Inclusion ensured the protection of the rights of people living with disability to access integrated SRH/HIV services, as part of the principle of leaving no one behind. Through the procurement of 50 percent of the national requirements for contraceptives, the UN facilitated the upholding of women's right to a wide range of family planning methods.

In addition, the UN supported the Livelihood Working Group in promoting skills development and resilience building in the Maheba and Mayukwayukwa resettlement scheme. The UN jointly supported technically and financially the resource tracking through the NASA (National Assessment and Spending on AIDS) and HIV/TB services mapping. Through the 2gether 4 SRHR joint programme implemented by four agencies, the UN facilitated the creation of an enabling policy environment that enhanced access to quality integrated SRHR/HIV and SGBV services through the provision of client centered quality assured integrated and sustainable SRHR/HIV.

The UN formulated a joint programme that aims at contributing towards reduction of GBV prevalence in Zambia. This joint programme is meant to contribute towards strengthening GBV prevention and response systems in Zambia in line with provisions of the Anti-Gender Based Violence Act.

Effectiveness of Monitoring and Evaluation Arrangements

After aligning the UN Partnership Framework to the 7NDP, the five results groups (and/or pillars) have harmonized the results framework upon which the measurement of progress for the joint partnership is anchored. The recommendation at mid-term to undertake a harmonization exercise was useful in ensuring that a unified results framework was attained. However, in future evaluations, focus should be more on assessing the performance of 'outcomes' of partnerships frameworks and not 'outputs' because individual UN and Government agencies are responsible for immediate results (outputs) and undertake their own performance evaluations/reviews. In that regard, more effort should be around coming up with realistic outcomes to determine the ultimate changes in the people's social and economic lives.

3.3 Efficiency

Summary: *While interviewees agreed that there was efficient management of resources in the UNSDPF, there is little evidence that the UNSDPF has decreased transaction costs, beyond the cost-saving measures carried out under the Operations Management Team (OMT) and during the COVID-19 pandemic lockdowns. Joint programme implementation and resource mobilization were carried out as Delivering as One (DaO). About 73% of SOP of DaO were mainstreamed.*

Detail:

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UN Country Team does not have a pooled funding mechanism for implementing activities in the Partnership Framework. Resources for implementing the UNSDPF are managed by the respective agencies. The Results Group work plans indicate which agencies are contributing to a particular activity.

Agencies apply their financial procedures, programme management protocols, and monitoring processes to implement programme activities to realize the outputs that contribute to the attainment of outcomes. The human resources and logistics are through UN coordination structures namely the UNCT, PMT, OMT, SMT and Results Groups. The PMT harmonizes inter-agency programming and programme initiatives, provides technical oversight and guidance to the Results Groups and Theme Groups in the implementation of the Partnership Framework as well as monitoring and evaluating the achievement of outputs and outcomes respectively.

The Operations Management Team (OMT has been operational since the inception of the Partnership Framework and is being chaired by UNAIDS (while previously chaired by ILO) and co-chaired by UNDP on an annual rotational basis and is supported by five Technical Working Groups (TWGs) including administrative, human resources, Information and Communications Technology (ICT), procurement and finance which developed annual work plans for common operations while providing specialized technical expertise in the common service areas targeted. The OMT also recorded positive outcomes in areas of joint procurement, joint security services and common banking services. The OMT has ensured increased efficiency.

The OMT which comprise of representatives from all resident agencies, currently chaired by UNDP, ensures that efficiencies are harnessed to keep the cost of doing business, operations, and implementation at its lowest. The UN Country Team provides overall leadership and oversight on the implementation of the Partnership Framework to ensure outputs and outcomes are realize fulfil UN's mandates. The SMT is responsible for ensuring that there is adequate occupational safety and security for UN staff to be able to implement the programmes to achieve the intended outputs and outcomes to deliver transformation to improve the lives of the beneficiaries. The Results Groups are technical level coordination structures of the UN in Zambia responsible for planning, implementation, monitoring and evaluation of activities to achieve the outputs and the resultant outcomes.

Harmonisation measures at the operational level contributed to improved efficiency and results, although their improvement is still seen by the agencies as an effort to be continued. The DaO has created a basis for the planning, implementation and monitoring of development work in an increasingly efficient way. Factors that facilitated or, more accurately, pushed for improved joint action were the successive emergencies the UN addressed throughout the 2019-2020 period in the country. The emergency work brought closer the agencies and programmes, which invested in the sharing of activities to avoid duplication and contributed to more synergetic use of resources. Another area that could increasingly support and foster cooperative work is the use of the UN INFO system. UNCT had an online training on this in late 2021 but it is not fully operational across all agencies.,

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According to several informants from the partners group reported that the UN agencies are slow with procedures, especially disbursements, and that delivery is affected by this limited swiftness. On the other hand, partners are asked for frequent reporting within deadlines that many consider very tight to produce quality reports. Also often mentioned, the rotation of staff and UN officials breaks the relations established with partners and demands new investments and time for their reactivation.

Operational Support: During the implementation period, the support towards the operationalisation of the Zambia-UNSDPF was adequate to some extent especially among UN agencies. However, the COVID-19 pandemic negatively affected the overall operations of agencies. This is because programme funds needed to be rationalized to assist to tackle the disease in the country. To that extent, the UN and Government collaborated well to support a common cause. Nevertheless, Government ministries and agencies could not execute their activities in the Partnership Framework considering on one hand resource constraints due to rising national debt and on the other hand the COVID-19 effects.

Partnerships/Collaboration: Document reviews and informants affirmed that the UN and Government did enjoy a cordial relationship throughout the Partnership Framework period. In addition, other stakeholders that include civil society and cooperating partners also partnered and collaborated well with the UN to deliver a common development agenda. Stakeholders worked to support the attainment of goals in the Vision 2030, 7NDP and SDGs through implementing the Zambia-UNSDPF. However, collaboration would still need to be mutual between and among all stakeholders in order to score more against future partnership frameworks. (Document reviews, KII and IDI)

3.4 Sustainability:

Summary: *UNSDPF (2016-2022) results could be sustained where they align with national partners' priorities and policies, and where the counterpart organizations have the staff and institutional capacities required. The fact that UN advocacy for human rights, access to justice, gender equality and other issues has been institutionalized through the enactment of relevant national policies and legislation also suggests that UNSDPF (2016-2022) outcomes in those areas will be maintained. Moreover, considerable institutional and human capacity building has been undertaken by different UN agencies in each of the strategic areas in order to increase the sustainability of results. Thus, UNSDPF* results could be sustained where they align with national and subnational partners' priorities and policies, and where the counterpart organizations have the staff and institutional capacities required. No priority was mis-aligned and no threat to sustainability identified.

Detail

Sustainability indicators for the current UNSDPF are mixed. While some of the UNSDPF results have been institutionalized, their operationalization and the monitoring of their implementation will be key to ensuring their sustainability. Moreover, although the UN has undertaken extensive capacity building of its national partners in each of

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the UNSDPF Outcome areas, and this may have strengthened individuals' competencies, it has been incompletely institutionalized; and this also constitutes a risk to the sustainability of UNSDPF results.

In principle, sustainability is guaranteed by the alignment of the programme to government priorities and long-term visions. The current UNSDPF interventions and results are aligned to national priorities and strategies of the government; therefore, it can be reasonably assumed that they should be sustained in the long term if there is sustained implementation at sub-national levels, sufficient funding and acceptance of local communities. Many of the interventions include support in the development of specific sector policies and strategies, which will be implemented in the long term, assuming that the government does not change its policies.

Another aspect of sustainability unearthed during the evaluation was the strong emphasis in **capacity building** and strengthening of governmental and other partners that the current UNSDPF focused on. From government and partners standpoint, the blend of support consisting of financial as well as a strong emphasis on technical and institutional support, ensures that the supported interventions continue thereafter.

3.5 Coordination:

Summary: *The Government through the GRZ-UN Joint Partnership Committee has been involved in providing overall direction, ensure alignment to national priorities, provide government oversight, and ensure mutual accountability in the implementation of the Partnership Framework. The UN Country Team co-chairs with the Government the National Development Coordination Committee (NDCC) Meetings and Cluster Advisory Group Meetings where the Government tracks progress in the implementation of the Partnership Framework, bottlenecks, and collectively arrive at remedial actions impending implementation with the UN. Through GRZ-UN Joint Partnership Committee, the Government was actively involved in the mid-term evaluation of the Partnership Framework, including suggestion of recommendations to improve implementation of the strategic document. The Government has been providing counterpart funding and other resources for some of the development programmes such as social protection, gender-based violence, enhancing education, health, SRHR, agriculture programmes, etc*.

Detail

External coordination with Government and partners was prioritised in the UNSDPF and implementation by the UNCT of the programmes systematically made use of partnerships with civil society, the private sector, local government, parliament and ministerial partners, as well as international development partners, in order to improve performance. Reports from agencies and accounts refer the regular active participation of all stakeholders, in particular vulnerable groups including women and girls, contributing to the activities and globally to the UNSDPF process. (Documents reviews, KII and IDI)

Regarding UN internal coordination, the UNCT within the UNSDPF have prepared joint programmes that involve multiple agencies around important development themes for Zambia. Groups formed to address a specific programme are considered more efficient and effective if the right partnerships are established from the beginning. The joint work

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is seen as crucial in areas that demand multiple and varied competences and specialties, for instance the work with adolescents. However, these are not always clear to all participants in joint activities. For example, the UNAIDS itself, being a Joint UN Programme on HIV/AIDS, is not listed as a formal joint programme but rather used as a concept for the joint work being done by the agencies in a concerted manner. Despite the drafted joint programmes and their implementation, it is not always clear whether joint activities fall into official programmes or not, and therefore how they align to government priorities. For instance, the work led by UNAIDS in the area of HIV/AIDS is in itself a joint programme that mobilises multiple agencies, although there is no structured multi-agency programming in the area for the UNSDPF.

The participatory process of preparation of the current UNSDPF within a coordinated effort, has also improved over the years, according to the agencies. The process is considered important to reach common ground among agencies, the agencies and programmes to know each other and to establish relations and contacts. Over the years, the improvements were the preparation of thematic papers for specific areas, led by one agency and involving the participation of others, which are circulated among the UNCT and to which the agencies give their contributions directly. While increasingly improved over the years as perceived by staff involved in this process, stakeholders refer that it can and should be improved and that the UN agencies need guidance on how to insert their specialties in the UNSDPF, which demands a strong coordination mechanism. The UNCT also has regular meetings to discuss priority issues, even if in some the focus is not strategic. (Document reviews, KII and IDI).

Despite recognising the joint work and its improvement over the years, partners sometimes see UN agencies as working for different objectives and in some cases even as competing among themselves. Agencies continue to have their own ways of dealing with partners, different methodologies, mentors and geographies, which sets the conditions for this perspective. Partners, especially implementing partners, often mention the fact that communication with the UN is exclusively made with the agency officials the activities are linked to and never jointly with the UN as an office or even within a group of funding agencies in the cases of multiple funding. (Document reviews, KII and IDI).

The Government through the GRZ-UN Joint Partnership Committee has been involved in providing overall direction, ensure alignment to national priorities, provide government oversight, and ensure mutual accountability in the implementation of the Partnership Framework. The UN Country Team co-chairs with the Government the National Development Coordination Committee (NDCC) Meetings and CAG Meetings where the Government tracks progress in the implementation of the Partnership Framework, bottlenecks, and collectively arrive at remedial actions impending implementation with the UN. Through GRZ-UN Joint Partnership Committee, the Government was actively involved in the mid-term evaluation of the Partnership Framework, including suggestion of recommendations to improve implementation of the strategic document. The Government has been providing counterpart funding and other

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resources for some of the development programmes such as social protection, gender-based violence, enhancing education, health, SRHR, agriculture programmes, etc.

At the national level, strategic decisions on UNSDPF (2016-2022) related issues are made at the highest level jointly by Minister in-charge of National Development Planning and the UNCT, which is the highest-level inter-agency coordination and decision-making body in Zambia and led by the UN RC. A NDCC chaired by the Minister together with the UN RC on behalf of the UNCT, was established to provide overall coordination between the GRZ and UN system for the realization of the UNSDPF (2016-2022). The NDCC secretariat, which is based in the then Ministry of National Planning provides the day-to-day oversight management of the UNSDPF (2016-2022). The secretariat liaises both formally and informally frequently with the UNRCO. It is not yet clear how the current merging of Ministries under the new Republic Government will affect the plan[68].

At the UNCT level, the UNRCO is intended to serve as a One Stop Shop for information about the UNSDPF (2016-2022). It also supports UNSDPF (2016-2022) coordination as the liaison between the UNCT, the GRZ, civil society, funders and the private sector. UNRCO staffing currently consists of a Head of UNRCO; 2 Development Coordination Officers (DCO), 1 senior human right officer, 1 economist, 1 assistant DCO, 1 executive associate, 1 national information officer and 1 M&E specialist. The UNRCO does conduct some UNSDPF (2016-2022) related M&E functions. For instance, it provided oversight to the UNSDPF (2016-2022) MTR and to this final evaluation of the UNSDPF (2016-2022).

Within the UN system, the UNCT has overall responsibility for the delivery of UNSDPF (2016-2020) results. The PMT, the OMT and the UNCG also support UNSDPF (2016-2022) coordination and cohesion. Each of these groups reports directly to the UNCT. It is a liason between the UNCT and GRZ. Both OMT and UNCG provide the foundations for the "One Office" and "One Voice" SOPs of the DaO, respectively. They are therefore both intended to be UNSDPF (2016-2022) enablers.

United Nations Communication Group (UNCG)

The UNCG is the focal point for communication within the UN system. Its work is guided by the UN Zambia Communication Strategy that was developed in 2016 to support implementation of the Partnership Framework. All communication focal point persons from both resident and non-resident agencies belong to the UNCG that meets once per month. The UNICEF Representative is Chair of the UNCG with the UNESCO Team leader being the Co-Chair.

[68] The current new government in the country is merging ministries in order to downsize the government. The Ministry of National Development is being merged with the Ministry of Finance to be called Ministry of Finance and National Planning.

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The UNCG's work is further guided by an annual work plan which is developed by all the members and approved by the UNCT. The work plan is in support of the communication priorities of the UNCT as expressed in the UNCT Annual Work Plan. Outputs for the UNCG work plan incorporate annual UN Global Communication priorities. The UNCG supports joint communication and visibility for the UN in Zambia as part of the DaO mechanism. The UNCG also supports emerging issues. For example, in 2020 and 2021, the UNCG supported the UNCT on Zambia's response to the COVID-19 pandemic by providing material and technical support on Risk Communication and Community Engagement to promote positive behaviour change including myth busting and reducing vaccine hesitancy. Other emerging support was on Zambia's general elections around the development of the iVerify platform, a UN-supported fact checking and response mechanism during elections.

The UNCG also supports the achievement of the Partnership Framework outcomes through membership to all Results Groups and Theme Groups through which it provides strategic communication support during commemorative days and group activities/plans. In this manner, the UNCG has supported the Government and other partners on messaging during commemorations, leading to coherent and consistent messages being shared with the public.

The UNCG has also supported achievement of the Partnership Framework outcomes by involving special interest groups such as persons with disabilities, refugees and youth in communication and outreach activities, thereby keeping the principle of 'Leave no one Behind.' In this manner, the UNCG supported the UNCT to enhance inter-agency collaboration on supporting such groups through their networks. The groups not only participated in outreach activities but also were part of content creation such as during production of short videos on COVID-19 prevention. Engagement with persons with disabilities, particularly the youth in this category was in direct support of the Leave No One Behind Theme Group, leading to very good ratings in the UNCT Disability Inclusion Scorecard for 2020.

The UNCG has developed several advocacy and communication strategies such as the Sustainable Development Fund Communication Strategy and the Advocacy and Communication Strategy on Disability, Gender and Youth. These documents have helped the group communicate strategically by ensuring evidence-based advocacy and well as impactful communication premised on addressing the three **Ws of Cause Communications, namely: What, Why Care and What Next.** As a result, the UNCG has supported the UNCT in leading the narrative around key issues such as the SDGs, children's rights, COVID-19 and climate change; inspired individuals to care about issues and mobilise action and build partnerships. For example, following a virtual youth dialogue on youth innovations and the SDGs in 2019, some youths were inspired to innovate and showcase their works in support of the SDGs to other youth. Secondly, in August 2020, through the involvement of 137 youth from all 10 provinces of Zambia, the UNCG supported RCO-led UN75 dialogues leading to 50,000 Zambians participating in the One Minute Survey on the future we want. This was the fourth highest number in Africa and seventh globally. Overall, the UNCG has through placement of op-

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eds in local newspapers, production and distribution of quarterly newsletters, regular website and social media posts helped to tell the story of UN Zambia support towards the country's development priorities. (Document Reviews and KII).

The Data and M&E Theme Group

The Data and M&E Theme Group was established to enhance UN coordination and strategic guidance in the areas of data, statistics, monitoring and evaluation. The Theme Group has contributed to the UNSDPF by providing strategic guidance and leadership on issues relating to data generation, analysis and utilization, as well as coordinating regular monitoring and reporting on the progress towards the attainment of SDGs, as outlined joint UN annual work plan interventions, through bi-annual and annual monitoring processes. The Group has contributed to the achievement of the UNSDPF Outcomes by promoting and coordinating harmonized UN support to the National Statistical System and other related data generation mechanisms.

Furthermore, the Group has supported the development, review and quality assurance of the results and resources framework in order to ensure that the framework meets the minimum standards. The Data and M&E Theme Group has further contributed to the achievement of the UNSDPF Outcomes by supporting the implementation and monitoring of UNSDPF interventions, working with Results Groups in support of the National Development Plan to systematically undertake generation and in-depth analysis of disaggregated data to support evidence-based programing (e.g. the In-depth Analysis of the 2018 Zambia Demographic and Health survey undertaken by the Ministry of National Development Planning, Zambia Statistics Agency- and the University of Zambia with support from the UN system). The Data and M&E Theme Group supports Results Groups to engage with the NDP Data Sub-Committee, SDG reporting Sub-Committee and the Means of Implementation Sub-Committee. It further supports the 7NDP and SDG monitoring, strengthening of civil registration and vital statistics and coordination of the UN system in support of the Zambian government's work in the area of Population and Development, particularly in the undertaking of Census of Population and Housing and other national Surveys[69]. (Document reviews, KII).

Gender Theme Group

The UN Zambia Gender Theme Group's role is to ensure that the gender mainstreaming mandate is a practical reality in UN System, Government, and Civil Society Organizations and many other stakeholders through the mainstreaming a gender perspective into all policies, programmes and planning of development programmes. Noting that gender equality is an integral part of development as clearly articulated in Goal 5 of the SDGs, the Gender Theme Group (GTG) ensured that the UNSDPF tried to achieve some gender transformative outcomes through all the interventions

[69] Despite the existence of this Theme Group, the evaluation team were not able to get any data on the status of the indicators in the Results Framework.

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undertaken at agency level. The group was instrumental in ensuring that programmes across various agencies especially joint programmes take into consideration gender issues. It also ensured a Rapid Gender Assessment was conducted in the context of COVID-19 and in partnership with Resident Coordinator's Office held high level dialogue meetings on ending violence against women in politics. The group also advocated for more actions towards gender transformation at all levels including in matters national policy and legislative framework and implementation. Specifically, the Theme Group contributed to engendering some of the policies such as the National Land Policy, National Gender Policy and National AIDS Strategic Framework both of which have been launched by the Government. The group further provided technical support to senior management and other decision-making levels on matters of gender mainstreaming and provided technical information on gender-based dimensions of humanitarian situations. The GTG also leads in filling out the annual UNCT-SWAP Scorecard, a standardised assessment of UN country-level gender mainstreaming practices and performance that is aimed at ensuring accountability of senior managers and improving UNCT performance.

The United Nations Sustainable Development Group (UNSDG) developed the SOPs for DaO. The 2030 Agenda also calls for a strong United Nations development system that delivers joined support. The SOPs for DaO focuses on promoting coherency, and improving standards and operating systems. The SOPs have 5 pillars i) One Leader; ii) One Programme; iii) Common Budgetary Framework; iv) Communicating as One and v) Operating as one. In 2011 Zambia volunteered to be a self-starter DaO country and in 2015, it was a full-fledged DaO country. The shift from UNSDPF (Development Assistance) to "Sustainable Partnership Framework" was to endorse the DaO focus for the country. The DaO approach is intended to ensure Government ownership and to facilitate coherence and cohesion between agencies, as well as to reduce transaction costs for governments and development partners. As the scorecard below indicates, DaO has been realized under the current UNSDPF.

The DaO approach to Zambian development was consolidated throughout the programme, particularly through the joint activates targeted at emergencies, but also through the joint programmes and crucial support to the GRZ, namely for the assistance to the Government in the organisation and implementation of the Census in 2020, which also involved several agencies. The DaO created and encouraged synergies among agencies and aimed at avoiding duplication. The Delivering as One is based on UN's Business Operations Strategy (BOS), which includes five priority areas: developing and using common ICT, human resource facility and premises, finance services and the UN collaborative procurement framework. Moreover, the Communication Group (UNCG) develops a Communicating as One strategy.

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Delivering as One Scorecard for Zambia UNCT

Pillar	No.	SOPs Core Element	Achieved		
			Yes	No	Partial
Overarching Prerequisite for DaO: Government Ownership	1	Joint oversight and ownership agreed between Government and UN and outlined in agreed terms of reference for a National/UN joint steering committee	X		
	2	Annual reporting on joint UN results in the UN country results report	X		
One Progamme	1	Signed UNSDPF at the outcome level with legal text as appropriate	X[70]		
	2	Joint Work Plans (of results groups) aligned with the UNSDPF and signed by involved UN entities			X (not signed)
	3	Results groups (chaired by Heads of Agencies) focused on strategic policy and Programme content established and aligned with national coordination mechanisms (Partial)	X (although not meeting regularly with the national coordination mechanisms)		
Common Budgetary Framework (including One Fund)	4	A medium term Common Budgetary Framework aligned to the UNSDPF/one programme as a results oriented resourcing framework for UN resources			X
	5	Annual Common Budgetary Frameworks (as a part of the joint frameworks) updated annually with transparent data on financial resources required, available, expected and to be mobilized			X – not submitted regularly
	6	A joint Resource Mobilization Strategy as appropriate to the country context (with the option of one fund duly considered) approved by UNCT and monitored and reported against in the UN country Results Report		X	
One Leader	7	Strong commitments and incentives of the UNCT to work towards common results and accountability through full implementation of the management and Accountability system and the UNCT conduct and working arrangements.	X		
	8	Empowered UNCT to make joint decisions relating to programming activities and financial matters	X		

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[70] The UNSDUNSDPF in Zambia was signed at both Outcome and Output levels, which is a misnomer because UNSDPF as a strategic document, needs to be measured at Outcome level.

Operating as One (One Office)	9	Business Operations Strategy endorsed by UNCT is highly recommended, adapted to local needs and capacities to enhance operational oneness processes eliminating duplication of common processes to leverage efficiencies and maximize economies of scale	X		
	10	Empowered[117] operations management team (chaired by a Head of Agency)	X		
	11	Operations Cost and Budget integrated in the medium-term Common Budgetary Framework	X		
Communicating as One (One Voice)	12	A Joint Communication Strategy appropriate to the country context approved by the UNCT and monitored and reported against in the UN Country Results Framework	X		
	13	Country Communications Group (Chaired a Head of Agency) and supported by regional and HQ levels, as necessary	X		
Total (out of a possible 15)			11 73.3%	1 6.7%	3 20%

As noted elsewhere, not all business processes are harmonized across all UNCT agencies in Zambia and multiple reporting requirements by different agencies increase transaction costs.

Most agencies implemented projects outside of the current UNSDPF. Resource mobilization efforts are still agency-driven rather than DaO. Indeed, individual agency financing may be the greatest obstacle to DaO. The preference of some donors for working with individual UN agencies through parallel rather than pooled funds in order to more easily track results also impedes DaO. As funding is primarily disbursed according to individual agency mandates, agencies are constantly challenged to balance their headquarters' demands for the mobilization of resources with the DaO approach. This problem is the more exacerbated because of the absence of Common Budget Framework. (Document reviews, IDI).

3.6 Cross-Cutting Issues: Human Right, Gender Equality, Environmental Sustainability, Leave No one Behind

Summary: Informants acknowledged that the principles of human-right based approach, gender equality, environmental sustainability, capacity building, and LNOB are well-integrated into the UNSDPF, although there are no indicators to measure them. These principles are intended to guide UNSDPF planning, implementation and monitoring and evaluation (M&E), as well as to focus the UN's support to national development priorities. Data is also a cross-cutting issue. However, a deeper examination of the interventions does not show how these principles are integrated and measured and implementation partners do not seem to have a proper understanding of the principles and their application. This calls for the need to develop outcome indicators of the cross-cutting issues so that they can be measurable at the end of the Framework.

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Details:
Human rights and gender equality issues are mainstreamed across all programme areas in the Partnership Framework. UNCT in Zambia has also operationalized the gender score card to further strengthen the integration of gender equality in programming. There is a Theme Group on Gender that focuses on gender mainstreaming and implementation of human rights interventions and commitments. This Theme Group also reviews UNCT's work with a gender lens to ensure that gender issues are taken into consideration. The UN development system in Zambia has also made great efforts in gender-responsive programming. For example the UNCT successfully advocated for the revitalization of the GBV Partnership Forum to strengthen coordination of GBV intervention by various stakeholders; and also facilitated the upholding of women's right to a wide range of family planning methods through the procurement of 50 percent of the national requirements for contraceptives.

There is a specific Results Group on Human Rights and Governance that focuses on implementation of human rights interventions and commitments. The LNOB Theme Group also ensures that human rights and gender issues are integrated in programming and interventions from the context of leave no one behind.

Results Groups develop joint annual work plans which outline activities for implementing the Partnership Framework. Some activities in the joint annual work plan are implemented by single agencies while others are implemented jointly by two or more agencies. Results Groups meet quarterly to discuss and report on progress, challenges and agree on corrective measure to address bottlenecks. The Results Groups report on a semi-annual basis to the UN Country Team through submission of Mid-Year and Annual Reports through the RCO. The Mid-Year and Annual Reports are reviewed by the Data and M&E Theme Group to ensure that the outputs against target are clear, and the narratives are in results language. In terms of evaluation, the agencies conduct annual programme reviews and programme evaluations which fed into the planned Mid-Term Evaluation of the Partnership Framework.

The national laws contain some human rights-based perspective, but they are not fully operationalized through respective state policies and programmes. The process of the UNSDPF (2016-2022) development tried to bridge the gap in the understanding of the human rights situation in Zambia. The extent of HRBA application throughout UNSDPF (2016-2022) was inconsistent and not based on a structured, purposive application of the entire HRBA. The UNSDPF (2016-2022) document did not specify how human rights were going to be mainstreamed and did not focus on addressing the root causes of non-fulfillment of human rights. The UN strongly advocated the HR agenda through the UNSDPF (2016-2022) cycle and conducted inclusive consultations with the participation of CSOs, private sectors, vulnerable groups, donors, and the youth that contributed to the development of the first National Human Rights Action Plan.

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Environmental considerations were addressed under the respective UN agencies' areas of focus. Many of the achievements are sectoral rather than related to broader environmental mainstreaming. Overall, UNDP, as the main player in the area of the environment, strengthened its positions over the course of UNSDPF (2016-2022) implementation by contributing to a number of environment and renewable energy policies and programmes and implementing a range of diverse interventions covering water, energy efficiency, land use, etc. In the ET's view, environment mainstreaming efforts proceeded more slowly and inconsistently across other agencies.

Overall, the Results-Based Management (RBM) approach has been enhanced and a reformed UNRCO is well positioned to improve planning and managing of UNSDPF (2016-2022) so that the processes, products and services of development cooperation will contribute to the achievement of desired results.

The major weaknesses include inconsistent connections of some agencies' planning and reporting with UNSDPF (2016-2022) outcomes, underdeveloped indicators and baselines, and unstructured involvement of the national partners into UNSDPF (2016-2022) implementation. Overall, the UN progress reports were good and well-structured, but were too output-focused. It is difficult to measure the results of these Programming Principles across the outcome areas due to the lack of measurable indicators through which the degree of the improvements anticipated from their integration could be assessed.

An additional cross-cutting theme in the current UNSDPF (2016-2022) is data. There is a critical requirement for timely, accurate, disaggregated data to inform evidence-based policy and development programming, as well as to track and document SDG progress. The gaps in national statistical capacity at the time of the UNSDPF (2016-2022) formulation are reflected in, among others, the paucity of baseline and endline data for many of the indicators in its Results Framework. There was no national data to measure all the indicators during the UNSDPF cycle because there was no national survey and the census was delayed because of the COVID-19 pandemic restrictions..

3.7 Challenges

- Delays from the Government coupled with inadequate participation in the management and implementation of the Partnership Framework.
- Low levels of participation in Results Group meetings, Results Group are the vehicle for implementation of Partnership Framework.
- Competition as opposed to complementarity in programme implementation among UN agencies – the issue of agency mandates is still very strong. Donors' preference to fund certain UN agencies which in some cases may not be implementing high priority interventions.

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- Preference for agency resource mobilization by some agencies to joint resource mobilization for the Partnership Framework.
- High fiscal deficit on part of the Government led to underfunding of social sectors resulting in non or low implementation of complementing activities by line ministries thus affecting impact of interventions.
- Increased red tape among UN agencies to process programme/activity approvals and payments which contributes to weaker relationships especially with business partners such as small and medium enterprises who rely on timeliness and cost effectiveness as well as efficiency to undertake their operations.
- The outbreak of the COVID-19 pandemic negatively affected the operations of development agencies through slowed cash flows. For instance, due to resource constraints as well as restrictions of movements, the Zambian Government failed to undertake the 2020 Population and Housing Census. Cooperating partners including the UN system in Zambia reduced their support to government programmes due to their internal resource constraints. Unexpected humanitarian situations continued to divert resources from planned development programmes
- Transition to the new normal: The COVID-19 pandemic affected timely implementation of planned interventions because of restricted movements. Among the most affected interventions are the convening function and delivery of advisory services that require being 'on the ground'. Some activities could not be implemented, others delayed, and some had to be rescheduled. There was a slow-down in provision of some key services that required direct interaction with beneficiaries in almost all UN areas of intervention (education, health, justice, nutrition, etc.).
- The major concern on the issue of leaving no one behind is the risk of quality, reliable, sex-disaggregated data. For example, during the COVID-19 pandemic, some data were still unknown such as data of juveniles in closed detention facilities, vulnerable children unable to access justice, children subjected to violence, the long-term impact of the pandemic and its victims. Limited national statistical capacity affects timely availability of reliable data needed for analytical studies, policy development, legislation and programming.
- Other challenges include collaborating in joint work to support the Government to achieve the SDGs at two levels. At UN level, joint work is undertaken in Results Groups, which are led by Heads of Agencies and the effectiveness of these Results Groups depend on active participation of technical staff from UN agencies. The Results Groups also serve as a vehicle for implementing the Zambia-UNSDPF, which is aligned to contribute to the overarching 7NDP and ultimately the country's Vision 2030.The UN has five Results Groups that have been aligned to correspond with CAGs for the National Development Plan. The challenge is usually low participation of technical staff from UN agencies in these Results Groups.

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3.8 Lessons Learned[71]

- The shift from development assistant (UN viewed as a donor) to partnership in development has still not been fully internalized and understood by a number of government institutions and some stakeholders in the country..
- RCO coordinating whole UN support to respond to government needs has proved to be an effective and efficient way of bringing together agencies to collaborate.
- The non-alignment of the Zambia-UNSDPF (2016-2022) and the 7NDP (2017-2021) led to problems of measuring progress made against the partnership framework. It was also costly to re-align the two frameworks at mid-term.
- The findings from the MTR noted that Joint Programmes involving more than two UN agencies with participation of the GRZ was characterised by: well developed concepts notes and programme documents, common budgets and well-articulated outcome results. The jointly owned results indicated good examples for delivering as one. However, it was noted that not all joint programmes had structures to enhance delivering as one. Some joint programmes were characterised by absence of well thought out programme designs, separate resource mobilization, hence separately owned results did not enhance the spirit of delivering as one. From the drought, refugee crisis and COVID-19 responses, it is evident that close collaboration among UN agencies can produce tremendous results and bring about transformation that can save and improve the lives of the people of Zambia – DaO is the way to go. . Hence Joint programmes are the best option for addressing development challenges as the underlying issues are usually multifaceted. Donors have placed more emphasis on supporting joint programmes as opposed to siloed interventions and therefore the UNCT should focus more on mobilizing resources around integrated interventions and innovative practices. Therefore, well planned GRZ-UN joint programmes that were characterized by well-developed concepts notes and programme documents; clear outcome results, joint planning, implementation, monitoring and ownership of results, were found to go a long way in contributing to the UN delivering as one. Such joint programmes were also much easier to mobilise resources for.
- UN interventions can have more lasting impact by enhancing the humanitarian-development nexus. Joint programming on humanitarian development initiatives have contributed to quick wins for most vulnerable groups such as refugees, migrants, sustainable settlement (of former refugees/new permanent residents) thereby contributing to the principles of leaving no one behind. Joint Resource Mobilization under the leadership of the UN RC worked well during the drought and COVID-19 response and should be adapted for joint fund mobilization in the next CF.
- Ensuring that the leadership keeps their eyes fixed on the operationalization of the planned coordination structures and that the leadership of such structures is set at the right level, is key for effective and efficient delivery of the Partnership Framework.

[71] Mid-term review report has documented some useful lessons learned in the implementation of the UNSDPF.

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- Non-involvement of the private sector at all stages of the programme design planning, launching, implementation, monitoring and evaluation, may contribute to superficial engagement of these groups that may in turn limit participation and benefit of vulnerable groups. When the private sector and CSOs are meaningfully involved, they could potentially contribute toward the achievement of set targets for economic development.
    - If the M&E chain for crafting results is not well designed, significant results that are generated at the sub-national level may remain unrecorded. To enhance monitoring at sub-national level it is important to develop sub-national level results frameworks to respond to provincial level targets. Both district and provincial levels should set targets that feed into the national level**.** When capacities of sub-national levels, districts and the provincial level are enhanced to appreciate the results, there is potential for greater involvement of all structures and stakeholders in plan implementation including to mobilise alternative resources to finance the plan to deliver the expected results.

3.9 Best Practices:

Document reviews and KII with UNCT agencies and IDI with implementation and cooperating partners as well as beneficiaries have identified a number of good practices by the UNCT in Zambia. These include:

- Alignment of the Partnership Framework to the National Development Plan and Integration of SDGs for the 7NDP.
- Joint planning between UNCT agencies and implementing organizations yields a lot of positive outcomes. At the beginning of programmes and every year, UN-agencies would invite implementing agencies to agree on key activities to support. This has led to mutual programming, ownership and sustainability of partnership outcomes.
- Promoting regular joint UN agencies and implementers' monitoring meetings to check on programme and activity progress increases the chances of success (e.g. quarterly meetings).
- A strong emphasis of gender mainstreaming in the partnership framework was significant in enhancing the effort to promoting gender equity programming and implementation across UN and Government agencies. Having a schedule of routine coordination meeting with the Government enhances programme implementation and greatly minimises delays from the government. All the efforts will contribute to the next UNSDCF to design and implement gender-transformative programming which seeks to redress gender inequalities, remove structural barriers and empower disadvantaged populations.

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Chapter 4: Conclusions

Conclusion 1 (C1) - Relevance

The UNSDPF was relevant and strategically aligned to national and international development policy frameworks and strategies. Prior to the formulation of the UNSDPF, there was a stakeholder consultation at national and sub-national levels which enhanced the relevance and ownership of the Partnership Framework.

Conclusion 2 (C2) - Effectiveness

Interventions under the UNSDPF contributed to the attainment of various outcomes of the 5 Pillars. Close to 40 percent of outcomes were fully achieved. The UNSDPF (2016-2022)'s effectiveness as a platform for the resource mobilization has been uneven. Significant amounts have been raised for large joint programming initiatives, though most agencies still source for fund separately. The traditional resource mobilization strategies relied upon for funding the current UNSDPF (2016-2022) have not been adequate.

Conclusion 3 (C3) – Effectiveness

Not all of the UNSDPF's actual results are visible, due to the large percentage of indicators which cannot be measured or that there are not available data.

Conclusion 4 (C4) - Efficiency

UNCT has a robust financial management and tracking system that facilitate programmatic and financial accountability. Hence there was no qualified audit on any of the UNCT agencies. Implementation rate was high.

Conclusion 5 (C5) – Efficiency

Budget execution is high at 70%**,** with some outcomes performing much better than others. However, there are still two years to implement the activities planned and, on the other hand, the UN agencies overall have increasingly accessed important resources mobilised from development partners and extra-funding for disasters, which can project the performance to levels higher than those foreseen by the UNSDPF budgeting. Again, the UNSDPF was able to adapt to quick changes and still perform and manage additional resources.

Conclusion 6 (C6) - Efficiency

Most importantly, imperative issues for the development of Zambia were kept under the radar – gender, youth, human rights – and the normative focus and capacity building initiatives were prioritised and concretised along with the work highly dedicated to emergencies.

Conclusion 7 (C7) - Efficiency

73% of SOPs adopted through the OMT enables UNCT to adopt common operational services in some areas of operation. However Common Budgetary Framework does not exist.

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Conclusion 8 (C8) - Sustainability

UNSDPF (2016-2022) results could be sustained where they align with national priorities and policies, and where the counterpart organizations have the staff and institutional capacities required. The fact that UN advocacy for human rights, access to justice, gender equality and other issues has been institutionalized through the enactment of relevant national policies and legislation also suggests that UNSDPF (2016-2022) outcomes in those areas will be maintained. Moreover, considerable institutional and human capacity building has been undertaken by UN agencies in each of the Pillars in order to increase the sustainability of results. Enhanced by working with national institutions and expertise thereby ensuring national ownership and accountability.Strategic planning, generating evidence based on data, resource mobilization, empowering young people to manage programmes also improves sustainability.

Conclusion 9 (C9) - Sustainability

Advancing legislation and formulation of policies enhances sustainability too. However, the bulk of legislation and policies were finalized but not adopted.

Conclusion 10 (C10) -Coordination

The UNRCO has been central to successes recorded by the Result Groups. Its leadership has been particularly important in facilitating interventions and tracking progress, lessons and challenges. The UNSDPF had a well-articulated coordination mechanism for the implementation of the various interventions. Humanitarian emergencies (drought, refugee crisis and Covid-19 pandemic) and the resultant lockdown measures adopted by UNCT had a devastating negative effect on the UNSDPF. The UNSDPF promoted effective partnerships through structured coordination mechanism with the GRZ through the 7NDP Coordination Framework.

Conclusion 11 (C11) – Coordination

Coherent implementation of the UNSDPF has continued to improve as agencies become more engaged in the Result Groups. The DaO -- approach to Zambian development was consolidated throughout the programme, particularly through the joint activities targeted at emergencies that brought closer the joint work. The DaO is progressing well and has the potential to achieve greater financial and technical synergies at national and programme levels.

Conclusion 12 (C12) - Coordination

As for UN internal coordination, the UNCT within the UNSDPF has prepared joint programmes that involved multiple agencies around important development themes. Despite the joint work, still partners sometimes see UN agencies as working for different objectives and in some cases even as competing.

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Conclusion 13 (C13) - Coordination

Particular mechanisms and systems have helped in improving coordination**.** The UN INFO system is the most salient but also the process of preparation of the UNSDPF, intended to be participatory within a coordinated effort has also, according to the agencies, improved over the years and made coordination more efficient and effective.

Conclusion 14 (C14) - Cross-cutting Issues

The promotion of human rights, gender equality, LNOB, environmental sustainability were the cornerstones of the implementation of UNSDPF and as a result, all cross-cutting issues were mainstreamed in all aspects of the interventions, though there are no indicators to measure the extent of their mainstreaming.

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Chapter 5: Recommendations

Recommendation 1 (R1) - 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 focus on the identified needs of Zambians, national development priorities and international commitments like SDGs. As a result, stronger integrated planning and strategic thinking will need to be adopted by the process of articulating the next CF. Both Zambia's Vision 2030 and the SDGs (the global 2030 Agenda) challenges policymakers, development practitioners and multilateral bodies to look far more deeply at data and the people behind the aggregated statistics. It calls for a universal approach that recognizes that the pursuit of the goals affects, albeit in different ways and to different degrees, every person around the globe. As future CFs seek to strengthen focus on ending exclusion in the effort to leave no one behind, the need to interrogate national averages and country typologies, disaggregated data remain critical. In order to maximize the attainment of country goals and people aspirations, the UNCT should continue promoting the path of participatory development action by bringing on board stakeholders from all levels to provide input in the articulation and design the next CF.

Priority : High

Target level: UNRCO, UNCT

Origin: C1

Recommendation 2 (R2) – Effectiveness

The results framework of the next CF will need to be harmonized with that of the 8NDP to make the joint partnership measurement framework streamlined and predictable. The priority outcome areas, goals and strategies of both the next CF and 8NDP will need to be aligned . In that regard, indicators at output and outcome levels will at best be harmonized.The number of UNSDCF outcomes should find a balance between full alignment with government priorities and the SDGs.

Recommendation 3 (R3) - Effectiveness

The next UNSDCF should have a comprehensively reformulated Theory of Change (ToC) which reflects the role of UNCT and GRZ towards the attainment of national development aspirations as well as regional, 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 for the given UNSDCF. As far as possible, the ToC of the next CF should be drawn from (or strongly informed by) that of the 8NDP and Vision 2030.

Recommendation 4 (R4) - Effectiveness.

Strengthening monitoring and evaluation systems and building in the continuous quality improvement processes to ensure prompt identification of emerging issues and tracking progress throughout the CF's life.

Priority: High

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Target level: UNRCO, UNCT

Based on Conclusion: C2, C3

Operational Implications

- Promote mutual partnerships based on commonly shared stakeholder development results. UN RCO is well positioned to lead the agencies in identifying priorities, developing consistent robust M&E tools focusing on UNSDCF (2023-2027) outcomes, improving collaboration among agencies and communicating as one for joint projects.
- .Actualise the objectives of both the current 2020 National Planning and Budgeting Act and the 2019 National Monitoring and Evaluation Policy, to promote accountability, ownership and sustainability of CF programmes and practices.
- Reflect a clear focus and strategic intent, and be realistic, with a limited number of expected outcomes and outcome indicators. It should include a robust set of results, linked to SDGs and national development indicators, as they are included into respective national programmes. It should also be measurable, and for which agencies can be held accountable.
- Avoid having too many indicators which may which may make monitoring difficult/crowded.
- Review and revise outcome indicators and M&E framework mid-course of UNSDCF implementation to ensure relevance of indicators and targets.
- Empower the Data and M&E group at both UNCT and GRZ levels to optimize the monitoring of next UNSDCF. UNCT will have to monitor and closely follow up the results that are still to be achieved**.**
- Joint monitoring activities involving NDCC and UNRCO needs to be activated and elaborated to contribute to the effectiveness of UN in Zambia. The Results Groups coordination and functions should be empowered and strengthened to be more active functionally in the implementation of their mandates.
- Develop a logical relationship between the UNSDCF and the agencies' CPDs and carry out plans so that collectively they maintain the results chain. The new UNSDCF should maintain a proper balance between focus on results and accountability, and reasonable monitoring requirements. In addition, the system should account for demonstrating disaggregation attributes.

Recommendation 5 (R5) - Efficiency

UNRCO should optimize the BOS to enhance reduction in the operational costs and also save time.

Priority: High

Target level: UNRCO, UNCT

Based on Conclusion: C4, C5, C6, C7

Operational Implications:

- Continuously improve the systematic use and updating of the UN INFO system for improved planning,

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implementation and monitoring. The joint work of the UNCT requires improvements in systems and procedures, as well as in terms of the human resources available**.** Joint work, like monitoring and evaluation visits, namely those together with the Government, require better preparation to ensure that both M&E work and advocacy are hand in hand.

- Activate the Budgetary Framework by updating it regularly. Therefore, emphasis must always be not only on joint programme implementation but on joint resource mobilization.
- Multi-sectoral cooperation on emergency preparedness is reinforced by the emergence of COVID-19 pandemic.
- Extend the Management Accountability Framework (MAF) to ensure and enhance full participation of Head of Agencies in the UNCT and to technical staff to ensure that human resources are held accountable to fully participate in joint programmes and integrated work approach, which is sometimes a challenge.

Recommendation 5 (R5) – Sustainability

UNSDCF should continue to focus on policy advice, analysis, research, capacity- and institution building, and provide more responsibility to national partners for programmes implementation to promote and enhance sustainability of all interventions>

Priority: High

Target level: UNRCO, UNCT

Based on Conclusion: C8, C9

Operational Implications:

- Build on from good experiences that already proved to be sustainable and take into consideration the recurrent and long-term needs hence, the UN needs to strategize sustainability more clearly in the next UNSDCF. On one hand, programmes with good results like those targeting the youth should be expanded to more comprehensive work in the area of employment or new technologies/digitalization.
- Explore the possibilities of adding sustainability and re[silience to emergency related programmes.
- Incorporate plans for continuing funding from the beginning to increase the likelihood of sustainability. This should include an initial plan for co-financing programming with the government as well as strategizing with GRZ to identify sources of future funding other than donors. Develop a practical and budgeted exit and sustainability action plan for the CF.

Recommendation 6 (R6) - Coordination

In the entirety of the UNSDCF, ensure that all partners involved its development, implementation and monitoring have a common understanding of the UNSDCF processes and results and maintain an open line of communication**.**

Priority: High

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Target level: UNRCO, UNCT, GRZ

Based on Conclusion: C10, C11, C12, C13

Operational Implications:

- Absorb lessons from Joint Programme implementation and use them to plan and revise the work with other development partners in the country.
- Improve the visibility of the UNSDCF alignment to Zambia national development priorities, Vision 2030 and SDGs, ensuring that all government priorities are integrated in the framework.
- Organize training of UN programming staff, government officials and other partners on the UNSDCF development and monitoring process. The advent of new forms of technology and media can facilitate the engagement of the broader public into UNSDCF development and monitoring.
- Restructure the national planning coordination mechanism at national, provincial and ward levels. As a result, the National Development Coordination Council in the new UNSDCF 2023-2027 should be made more functionally active and demand for accountability in delivering outcomes by all the UNCT agencies .

Recommendation 7 (R7) - 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 integral to UN normative work, and key dimensions of quality programming. UNRCO can lead the entire UNSDCF process by placing the principles at the center of the UN system's activities, from data collection, analysis to programming and the implementation stage with particular focus on the vulnerable groups that should be clearly identified in the UNSDCF. These principles should be detailed and operationalized for practical purposes to inform sectoral and cross-sectoral policies and interventions. Appropriate measurable indicators should also be developed, particularly paying attention to disaggregated data by sex, age, geography, etc.

Priority: High

Target level: UNRCO, UNCT

Based on Conclusion: C14

Operational Implications:

- Advance integrated UN cross-agency planning, implementation , communication and resource mobilization.
- Consider UN Programming principles and mainstreamed in the chain of results and the harmonization measures at the operational level contributed to improved efficiency and results.

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Annexes

Annex 1: Terms of Reference

Terms of Reference

International or National Consultant in charge of final evaluation of the Zambia-UNSDPF 2016-2022
Location: Home based and Lusaka (if possible)

Application deadline: TBC
Type of contract: Individual Contract (1 international/national consultant)
Languages Required: English
Starting Date: 1st May 2021
Expected duration of assignment: 50 working days over a period of 3 months

1. Context and justification of the UNSDPF FinalEvaluation

The Zambia – UN Sustainable Development Partnership Framework 2016-2022 (UNSDPF) was developed through an inclusive and participatory process led by the UN Development System in close collaboration with the Government of the Republic of Zambia, in consultation with civil society and development partners. The UNSDPF represents the main programmatic framework of UN interventions in the country. In July 2018, a mid-term evaluation of the UNSDPF was conducted and provided several key recommendations which included the review of the UNSDPF governance structures and full alignment with the 7th National Development Plan (7NDP) coordination structure. The UNCT retreat held in February 2019 endorsed these recommendations and the strengthening of programme management through effective operationalization, the Programme Management Team, the Operations Management Team and UN Communication Group which have put in place.

The PMT will oversee the overall coordination of the delivery of the Partnership Framework. The 5 Results Groups (RGs), chaired by the selected Heads of Agencies and which mirror the 5 Cluster Advisory Groups (CAGs) and Pillars of the 7NDP, namely - i) Economic Diversification and Job Creation,

ii) Poverty and Vulnerability Reduction, iii) Reduction of Development Inequalities, iv) Enhanced Human Development, v) Conducive Governance Environment for a Diversification and Inclusive Economy. The five new RGs replaced the previous 11 RGs which operated during the first half of the Partnership Framework. The RGs are responsible for driving the implementation of the UNSDPF to achieve and monitor the performance on the Outcome and Output Results of the Partnership Framework. In addition, chaired by selected Heads of Agencies, four Theme Groups were established and operationalized, namely: i) Leaving No One Behind (LNOB); ii) Humanitarian Development Nexus;

iii) Data, Monitoring and Evaluation iv) Gender Theme Group.

The Mid-Term Review of the Partnership Framework has emphasized its relevance to the national development priorities as outlined in vision 2030 and 7NDP. The programme addresses the development challenges of the GRZ around Human Development, Economic Development and Governance and Participation. Although the Partnership Framework was developed before the 7NDP, it is still relevant to the 7NDP mainly due to the fact that both were informed by the same Vision 2030 and that the development challenges observed through the Common Assessment in 2015 (which informed the Partnership Framework) had not changed when the 7NDP was developed. Coordination of the Partnership Framework: The coordination, management and governance structures were operational, with room for improving their effectiveness. On the other hand, it is important to note that the Government also undertook a Mid-Term Review of the 7NDP and has recently launched in October 2020 the elaboration of its 8th National Development Plan with the UN support and on which the next UN programming cycle will be anchored.

It is important to note that on the humanitarian side, Zambia has experienced severe drought causing food insecurity to 2.3 million people[1]. In response to this situation, Zambia launched a humanitarian appeal covering the period of October 2019 to March 2020. In addition, in response to the COVID-19 pandemic, the UN Zambia launched the COVID-19 emergency appeal in May 2020 for a period of six months. The total budget requirement of the appeal was USD 132.9 million targeted at addressing most urgent and lifesaving interventions necessary to reduce the impact of COVID-19. In order to face such humanitarian situation in a more sustainable manner, the UNCT Zambia is providing resilience and recovery support to the Government of the Republic of Zambia as a long-term solution to addressing the effects of climate change and the COVID-19 pandemic on communities. In addition to the emergency COVID-19 support, the UN Country Team Zambia also invested efforts into addressing the socio-economic impact of the COVID-19, targeting the most affected and the vulnerable population, so that they can bounce back better. Back in May 2020, the UNCT started the implementation of the UN Socio-Economic Response Plan (SERP) as a contribution to GRZ COVID-19 Multi-sectoral Contingency Plan and recovery efforts.

According to the UNSDPF 2016-2022 and as per the United Nations Sustainable Development Group's (UNSDG) guidance, "an evaluation in

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the penultimate year of the programme cycle will be conducted to support the formulation of the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF)". However, as the drought hit the country in 2019-2020, and the COVID-19 outbreak since March 2020, the final evaluation of the UNSDPF ought to consider the effects of these factors on programming by the UN in Zambia.

2. Purpose, Objectives and Scope of the UNSDPF 2016-2022 final evaluation

The purpose of the UNSDPF 2016-2022 final evaluation are:

- To support greater learning about what worked, what did not work and why, in the context of planning, coordination, implementation of the UNSDPF in Zambia. Therefore, the evaluation will take into account of a cricital appraisal of the UN Common Country Analysis (CCA)[2] process, the theory of change, the UNSDPF design and implementation, the application of the UN programmes guiding principles[3] and the Management and Accountability Framework.
- The evaluation will cover both outcome and output results and management process results as well as their alignment with and contribution to national development priorities. The UNCT, host government and other UNSDPF stakeholders can learn from the process of documenting good practices and lessons learned which can then be shared with UNDCO and used for the benefit of other countries.
- The evaluation results will be used by the UN System in Zambia to improve and strengthen the programming and results at country level, specifically within the planning, decision- making, coordination and implementation of the upcoming UNSDCF. The findings of the final evaluation report will serve as good practice examples for enhancement of knowledge and overall management practices

[1] UN Zambia Humanitarian Response Plan 2019-2020

[2] CCA elaborated within the elaboration of the UNSDPF

[3] The Guiding Principles include: Leaving no one behind; Human Rights-Based Approach to Development; Gender equality and women's empowerment; Resilience, Sustainability; and Accountability.

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- To support greater accountability of the UNCT to UNSDPF stakeholders. By objectively verifying results achieved within the framework of the UNSDPF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNSDPF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The objectives of the evaluation are:

- *To assess the progress in achieving the UNSDPF 2016-2022 Outcomes and Outputs, on the basis of KPIs outlined in the recently adopted Addendum to the UNSDPF, through the following activities:*
- *To assess the efficiency and effectiveness of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned across the following areas:*
- *To gather evidence and lessons learnt based on the assessment of the current performance of Outcomes and Outputs that interalia, can be used to improve the planning and implementation of the upcoming UNSDCF.*

The scope covered by the evaluation includes:

The scope covered by the evaluation includes the critical appraisal of the elaboration of the CCA 2015 which constitutes the main analysis used for the UNSDPF, examining UNSDPF planning, coordination, implementation, monitoring and evaluation as well as programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNSDPF itself. The UNSDPF will be evaluated against the strategic intent laid out in the UNSDPF document and specifically its contribution to the national development results included in the UNSDPF results framework.

Regulatory framework: the evaluation will be undertaken independently, following the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct

After the finalization of the evaluation report: a formal management response to the Zambia – UNSDPF evaluation recommendations will be developed. The management response will indicate which recommendations are accepted, partially accepted or rejected by the UNCT, and the actions that will be taken, those accountable for these actions and the implementation timeframe. If recommendations are rejected, the management response will also provide justification / explanation on the rejection of these recommendations.

3. Duties and responsibilities

a. *To assess the progress in achieving the UNSDPF 2016-2022 Outcomes and Outputs, on the basis of KPIs outlined in the recently adopted Addendum to the UNSDPF, through the following activities:*

- Review the strategies and interventions used and the contributions towards national development priorities, as outlined in the 7NDP and the COVID-19 Multi-sectoral Contingency Plan, through the UNSDPF results, as outlined in the Addendum
- Assess effectiveness of Gender Mainstreaming, Human Rights Based Approaches, Results Based Management and Environmental Sustainability in UNSDPF implementation, including support to the recommendations of Universal Periodic Review for the Zambia;
- Gauge the added value of UNSDPF for cooperation among individual UN agencies;
- Assess the extent to which the UNSDPF was able to create national ownership in the UNSDPF process
- Assess the contributions towards Sustainable Development Goals (SDGs); and
- Elaborate on the factors that have affected the UN's contribution (the challenges, potential solutions, good practices and analysis of potential persisting issues or management inefficiencies);

b. To assess the efficiency and effectiveness of the UNSDPF planning, programming and implementation processes, highlighting achievements, major challenges and lessons learned across the following areas:

- Management Arrangements;
- Operational Support;
- Partnerships/Collaboration;
- Communications, media outreach and advocacy;
- M&E tools and practices;
- Funding/Resource Mobilization; and
- Assumptions for change, potential risk, and risk mitigation measures (factor impact of covid- 19 as an emergent risk)

c. To gather evidence and lessons learnt based on the assessment of the current performance of Outcomes and Outputs that interalia, can be used to improve the planning and implementation of the upcoming UNSDCF.

- Provide a set of actionable recommendations based on credible findings, to be used for organizational learning,
- Identify lessons learned and good practices that will inform the new Cooperation Framework cycle 2023-2027, bearing in mind the new guidance for development of UN Sustainable Development Cooperation Framework in line with the ongoing UN Reforms.

4. Approach and strategy

The UNSDPF Evaluation is the last step of the UNSDPF cycle that was conceptualized at the beginning of the 2016-2022 programme cycle. It is an external, participatory, and iterative learning exercise to be undertaken by an independent consultant. This evaluation will take place

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from March to May 2021 for a maximum of 50 working days.

It takes place in the penultimate year (2021) of the UNSDPF cycle and builds on UNSDPF annual reviews, the mid-term review conducted in July 2018 as well as major studies and evaluations conducted by UN agencies[4], funds and programmes between 2016 and 2021. As the ability to assess achievement of the UNSDPF outcomes will to a large extent depend on the completeness and quality of reviews and evaluations of the individual agency country programmes, it is important that individual agency reviews and evaluations address the contribution of their interventions to UNSDPF outcomes.

The UNSDPF Evaluation is commissioned and managed by the UN Resident Coordinator's Office under the leadership of the UN Country Team, and technical guidance of the Programme Management Team (PMT) and the Data and Monitoring & Evaluation working group. The evaluation will be conducted in an inclusive manner and promote national ownership through meaningful engagement of relevant national partners throughout the evaluation process. Evaluation design, procurement and processes should build on and strengthen national evaluation capacities. To the greatest extent possible, the Government and implementing partners' participation and input in this exercise is vital. The UNSDPF

[4] Please refer to Annex 1

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Evaluation involves stakeholders such as the UN staff, implementing partners in the Government as well as Civil Society Organizations (CSOs) and development partners. Stakeholder participation is essential and should be sought from the beginning of the process through a series of meetings and consultations and possibly through the organization of an UNSDPF Steering Committee Meeting convened at the end of the UNSDPF Evaluation process. The purpose of the UNSDPF Steering Committee meeting is to validate and refine findings, conclusions and recommendations of the evaluation.

5. Evaluation criteria and Methodology

In terms of evaluation criteria, the evaluation will follow the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct. Under each criterion, the evaluation will answer a number of evaluation questions, which will be developed further by the evaluation consultant. The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria:

- **Relevance**: The extent to which the objectives of UNSDPF are consistent with country needs, national priorities, the country's international and regional commitments, including on human rights (Core human rights treaties, including ICCPR, ICESCR, ICERD, CEDAW, CPRD, CRC, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.
- **Effectiveness**: The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNSDPF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
- **Efficiency**: The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
- **Sustainability**: The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.

In terms of methodology, the UNSDPF Evaluation consultant shall define the specific evaluation strategies, data collection methods and required evaluation tools based on the UNSDG guidance on monitoring and evaluation. An Evaluation Plan will be developed accordingly. The evaluation will follow the UN Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct, taking into account:

- **Data collection** – the UNSDPF Evaluation will use a multiple method approach, which could include the following: desk reviews of reference materials (including major studies and evaluations conducted by UN agencies, funds and programmes between 2016 and 2021 as well as other academic and private research studies), interviews with relevant/key stakeholders (i.e. Government entities, CSOs, private sector partners, development partners). The evaluation will emphasize the importance of disaggregated data collection and analysis by sex and other characteristics e.g. poor/ vulnerable, migrants, refugees, youth, disability etc.
- **Stakeholder participation** – the UNSDPF Evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders in all phases of the evaluation.
- **Validation** – findings will be supported with evidence. Triangulation will be used to ensure that the information and data collected are valid. A report will be prepared including identified

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Constraints, lessons learned and challenges in relation to the priority interventions as well as specific recommendations made both to the UNCT and to individual agencies.

6. Timeline and Expected Deliverables

Timing	Description	Responsible
Phase 1 – Inception & Data Collection		
1st – 10 May 2021	• Start of the consultant's assignment • Compilation of reference materials necessary for desk review • Finalization of evaluation questions, methodology & drafting of the Inception Report including evaluation work plan • Develop and make PowerPoint presentation of inception report to UNCT and relevant groups • Desk review	• RCO, UNDP • RCO, UN agencies (through PMT – Data and M&E) • Consultant, UNCT, UN agencies (through PMT – Data and M&E), RCO, UNEG, PSG (of UNSDG) • Consultant • Consultant
Phase 2 – Undertaking the Evaluation		
10 May – 30 June 2021	• Participatory data gathering through stakeholder meetings, interviews, surveys • Data analysis • Drafting and presenting of the First Interim report & PowerPoint presentation of the report to UNCT/PMT • Review of the interim report by key stakeholders • Incorporating the stakeholder feedback	• Consultant, UNCT, UN agencies (through PMT – Data and M&E, RG and all theme groups), RCO • Consultant • Consultant • Government, CSOs, UNCT, RCO, UN agencies, PSG (of UNSDG) • Consultant
Phase 3 – Reporting & Dissemination		
30 June – 25 July 2021	• Drafting and presenting of Second (and final) draft report & related PowerPoint presentation to UNCT/PMT • Dissemination of the evaluation findings and recommendations • Validation Meeting of UNSDPF Steering Committee • Final report • Dissemination of the UNSDPF final evaluation report	• Consultant • Consultant, RCO, UN Agencies • UNCT, Government, CSOs, UN agencies, RCO • Consultant • RCO

The UNSDPF Evaluation consultant is expected to produce the following deliverables:

- Output 1: Inception Report & PowerPoint Presentation, including evaluation work plan – this defines the specific evaluation design, tools and procedures, specific dates for key tasks, activities and deliverables; the Inception Report briefly describes the consultant's understanding of the issues under review including a review framework and detailed work plan. It refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology and the evaluation matrix;
- Output 2: First Interim Report & PowerPoint Presentation & Stakeholder meetings;
- Output 3: Validation Meeting, Final Report & PowerPoint Presentation, and an Evaluation brief.

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7. Reporting Arrangements and Payment Structure

The consultant will contractually report to the Resident Coordinator. All costs directly related to this contract will be covered through the UN Resident Coordinator Office. The assignment will be a combination of home-based and field (to the extent possible) work. An evaluation management arrangements will be put in place, consisting of an Evaluation Management Group: and the Evaluation Steering Committee:

- ***Evaluation Management Group:*** constituted by RCO staff, 2 PMT members and three monitoring and evaluations officers staff from selected UN agencies and a representative from the national counterparts. The responsibilities of the EMG are to review and comments on the draft Terms of Reference (TOR), lead the hiring of the evaluation consultant, supervise and guide the evaluation team in each step of the evaluation process; review, provide substantive comments and approve the inception report, including the work plan, analytical framework and methodology; review and provide substantive feedback to the draft and final evaluation reports.
- ***Evaluation Reference group***: constituted by the UN agencies Evaluation staff. This group will assist in providing key information needed for the evaluation and will ensure the technical quality assurance of the process.
- ***DCO/UNEG***: constituted by DCO and UNEG to ensure the quality assurance of the process.

In addition to that, the RCO will reach out to DCO and UNEG (in the sub region) or continuous quality assurance of the process.

All installments will be processed subject to UNCT – through the Evaluation Steering Committee – 's assessment of the basic requirements of completeness and quality of content in line with the Terms of Reference. The Consultants' payment shall be made in four instalments of:

Deliverables	Percentage of full contract amount
Contract signature and submission of inception report approved by UNCT	10%
Upon Acceptance of Inception Report & PowerPoint Presentation after its presentation to UNCT & key stakeholders	25%
Submission of an approved First Interim Report and related PowerPoint Presentation	25%
Upon Acceptance of Final Report and related PowerPoint Presentation after incorporation of all stakeholder feedback and undertaking the validation meeting	40%

8. Competencies

The consultants should possess the following competencies:

i. Corporate Competencies

Demonstrates integrity by modeling the UN's values and ethical standards; Sensitivity to cultural, gender, religion, race, nationality and age differences. Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment; ability to exercise sound political judgment;

ii. Functional Competencies

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- Outstanding communication (spoken and written) skills, including the ability to write reports, conduct consultations and interviews and to articulate ideas in a clear and concise style;
- Good knowledge of the UN system, UN Development System Reform and the new Cooperation Framework Internal Guidelines;
- Technical competence in undertaking complex analysis which involve use of mixed methods;
- Familiarity with statistical data and knowledge of human rights and gender equality approaches;
- Accountability – Takes ownership of all responsibilities and delivers outputs in accordance with agreed time, cost and quality standards.
- Ability to handle a large volume of work under time constraints;
- Ability to share knowledge and experience and provide helpful UNSDPF feedback and advice.

9. Required Qualifications, Skills and Experience

Education:

- Advanced university degree (Masters and equivalent) in development studies, development evaluation, economics, international relations, or related field; PhD is considered an asset.

Skills and experience:

- 10 years of relevant professional experience is highly desirable, including previous substantive involvement in experience in design, monitoring, evaluation/review of development projects and/or outcome levels of programme implementation in related fields with international organizations, preferably in Delivering as One (DaO) countries.
- Excellent knowledge of the UN system and the UN common country programming processes;
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human right- based approaches to programming; gender considerations; environmental sustainability.
- Knowledge and experience in Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches;
- Previous experience in UNSDPF or related evaluation process and practical experience in the Southern Africa region and/or knowledge of the development issues in these countries is an asset;
- Excellent report writing skills, as well as communication and interviewing skills
- Consultant should not have engaged in the design or implementation of the UNSDPF 2016- 2022 or UN agencies' programmes in Zambia. Complete impartiality vis-à-vis UN agencies' work in Zambia is a must.

Language

- Excellent written and spoken English.

10. Application procedures and documents to submit

Interested individual consultants should submit the following documents:

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- Personal CV or P11, indicating all past experience from similar consultancies/processes, as well as the contact details (email and telephone number) and at least two professional references.
- Brief description of why the individual considers herself/himself as the most suitable for the assignment and a methodology on how s/he will approach and complete the assignment.
- Financial offer containing a lump sum in USD for the deliverable specified in the TOR, and including a breakdown into number of anticipated working days, consultancy fee per day and costs for travel and any other expected expenditures.

11. Evaluation Criteria of Offer

The contracts will be awarded to the consultants whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

- Technical Criteria weight: 70%
- Financial Criteria weight: 30%

Only the applicants who obtain at least 70 points from the technical evaluation will be selected for the financial evaluation. For the final decision, the technical evaluation will be weighed at 70% and the financial evaluation at 30%.

Criteria	Points
Advanced university degree (Masters and equivalent) in development studies, economics, international relations, or related field; PhD is considered an asset	15
Minimum 10 years of professional experience of conducting programme evaluation / review of programmes and/or outcome levels with international organizations, preferably a UNSDPF evaluation in the Southern Africa and knowledge of issues in the Region	25
5 years cumulatively of substantial professional application of human rights, gender equality, environmental sustainability, results-based management, and capacity development in an evaluation procedure	25
Experience in data collection and analysis; participatory approaches	15
Quality of the applicant's technical offer: taking into account of the evaluation criteria , with detailed approach and methodology	10
Knowledge of UN system and UN common country programming processes	5
Fluency in spoken and written English	5

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Annex 2: The stakeholders map

Donors	Implementing Agencies	Other partners	Beneficiaries
Pillar 1/Result Groups 1: Economic Diversification and Job Creation			
Strategic Plan outcome: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas.			
Outputs: 1.1: Climate smart agriculture technologies practices developed and disseminated; 1.2.Access to agricultural finance and insurance services increased; 1.3: Agribusiness services provision and small-scale farmers entrepreneurial capacity strengthened: 1.4: Trade facilitation and human mobility instruments for small scale traders are designed and effectively implemented; 1.5: Efficient border management for improved mobility and trade facilitation; 1.6: Policy, legal and regulatory capacities in the sector to support, formulate and promote gender inclusive ASMEs along the development Minerals Value Chain is strengthened; 1.7: Value Chain in gemstone and industrial minerals strengthened through improved capacity to conduct market analysis and investment promotion; 1.8: Investments in renewable and alternative energy increased; 1.9: Safeguarding the environment for efficient sustainable economic diversifcation.			
Projects: National Climate Change Capacity Building Programme; Strengthening Management Effectiveness and Generating Multiple Environmental Benefits; Promoting Community Based Climate Resilient Forest Regeneration; Strengthening climate information and early warning systems in Zambia for climate resilient development and adaptation to climate change; Strengthening climate resilience of agricultural livelihoods in agro-ecological zones I & II Growing Inclusive Business; Innovate for Inclusive Growth Project; Africa Minigrids; China-Zambia South South Cooperation on Renewable Energy; Medical Waste Management; Waste Management and Youth; Skills Development for the Renewable Sector (SkiDRES) – supported mapping of the renewable energy and energy efficiency sub-sectors, and a gender-sensitive skills needs anticipation survey based on the needs and projections of actors engaged in RE/EE; pilot training programmes in renewable energy (RE) and energy efficiency (EE) technologies for power technicians.			
	UNECA, FAO, IFAD, WFP, UNDP, IOM, ILO, UNICEF, UNCDF, FAO, UNIDO	Ministry of Green Economy and Environment Cotton Association of Zambia Zambia National Forest Commodities Association; Ministry of Agriculture, Ministry of Commerce, Trade and Industry, UNIDO, AfDB, European Commission, World Bank, Ministry of Labour and Social Security, Ministry of Technology, Ministry of Finance, Ministry of Finance	Producer Groups, Famers and local communities, Smallholder farmers; Fish farmers, Livestock farmers, Government and private sectors including MSME, Investment Promotion institutions, Investors, Training Institutuions, Workers and Employers Organisations, Private Sectors Workers, Employers and Private Sector in Zambia and SADC, Government planners, civil servants at national and subnational levels, academia, CSOs

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Pillar 2/Result Group 2: Poverty and Vunerability Reduction			
Outcome: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are devent and promote sustainable livelihoods			
Output: 2.1: Improved coordination, coverage and targeting of social protection programmes; 2.2: Reduced HIV/AIDS prevalence			
Projects Home Grown School Meals Programme; Social Cash Transfer, MIS Development, The Our Rights, Our Lives, Our Future (03 Zambia), Maternal Health Thematic Fund, Global Programme fo Ending Child Marriage, Prevent Gender-based Violence and provide post-gender-Based Violence support to survivors; 2gether for SRH, UN Joint Programme on Social Cohesions			
	WFP, ILO, UNFPA, IFAD, FAO, IOM, UNAIDS, UNDP, UNHCR, WHO, UNESCO	MCDSS, Ministries of Heakth, Agriculturre, Community Development, National Food and Nutrition Commission, YWCA, Regional Support for Psychosocial Support, Restless Development, SAfAIDS, PPAZ, UNICEF	Small-holders farmers, School learners, Social Cash Trasfer Beneficiaries, Learners in School, Adolescents and Young People, Teachers, Parents and Guardiansx, Community members Women of reproductive age group including adolescent girls, Vulnerable
Pillar 3 / Result Group 3: Reduced Development Inequalities			
Strategic outcome: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods			
Output: 3.1: Government of Zambia has an enabling policy environment for the prevention and protection of vulnerable persons from exploitation including through human trafficking; 3.2: Enhanced national capacity to prevent and respond to human trafficking; 3.3: Informal settlements in urban and peri-urban areas formalised and upgraded; 3.4: Gender responsive planning, budgeting and implementation increased; 3.5: Negative cultural and social norms practices reduced; 3.6: Zambia has updated multi-dimensional proverty results; 3.7: Number of vulnerable pupils accessing secondary bursaries increased; 3.8: Enhanced technical capacities of women and vulnerable groups for economic empowerment and greater inclusion in industrial sector.			
- Projects: Promotion of Women's and Children's Rights; GRZ-UN Joint Programme on Gender Based Violence; GRZ-UN Joint Programme on Gender Based Violence Phase II; GRZ-UNJP on GBV II (Anti-Gender Based Violence project) – supported economic empowerment of GBV survivors with business management skills; Social Protection – Supported the development of the Integrated Framework for Basic Social Protection Programmes; Supported refugees in Maheba and Mayukwayukwa with Business Management skills and start up capital; Development of a communication strategy on Human trafficking and mixed migration for the purpose of informing awareness raising and inform programing -2017 - Development of the guideline on best interest for vulnerable child migrants in Zambia and accompanied by a training protocol to standardize the process of determining the best interest of a child -2020 - Refurbishment and handover of two shelters in Sesheke and Chipata to be used for VOTs, 2019 and 2020 - Development of a curriculum on mixed migration and human trafficking for vulnerable child migrants in Zambia -2020 Development of draft National Human Trafficking and Smuggling of Migrants Policy's (currently pending approval by the Government). 2021; Implementation of Social Cohesion activities in Mayukwayukwa and Meheba (Durable Solutions); Implementation of Social Cohesion activities in Mayukwayukwa and Meheba (Community Stabilization); Strengthening Comprehensive Sexuality Education (CSE) in school settings in Zambia; Our Rights; Our Lives; Our Future (O3) Zambia Project; Building Disaster Resilience Capacity in Lusaka city, Zambia; Sustainable Resettlement- plot demarcation, feeder roads and demo houses; Sustainable Resettlement- plot demarcation, feeder roads and demo houses; Sustainable Resettlement- plot demarcation, eco-friendly housing; Support to Land Reforms Initiatives in Zambia-Phase 1; Support to Land Reforms Initiatives in Zambia- Phase 1&2; Disseminated the findings of the compliance			

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assessment on the implementation of the recommended comprehensive package of HIV services in 10 high volume prisons in Zambia.			
	UNFPA, UNHABITAT, WFP, UNOCD, UNAIDS, UNDP, IOMT, UNESCO, FAO, UNICEF, UNHCR, UNIDO		
Pillar 4/ Result Group 4: Enhanced Human Development			
Strategic outcome: 1.1: By 2021, government and partners deliver inclusive and integrated social services; 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services.			
Output: 4.1: By 2021, mothers and new-borns in Zambia have increased access to high impact interventions efore, during pregnancy, delivery and after delivery for preventing maternal and new-born deaths.: 4.2: By 2021, the children in Zambia have access to sensitive child survival primary health care services with focus on the hardest to reach and marginalised communities; 4.3: By 2021, adolescents in Zambia have increased access to adolescent friendly integrated health information and services that promote human rights and gender equality; 4.4: By 2021, the health sector in Zambia has enhanced capacity to design, implement, coordinated and scaled up malnutrition specific interventions for women, adolescents and children at all levels.; 4.5: By 2021, Zambia has improved access to SRH and GBV services. 4.6: By 2021, targeted communities benefit from increased food security and access to nutrition products through strengthened private sector value chains for nutritious food. 4.7: By 2021, targeted communities including pregnant and lactating women and caregivers of children, and adolescents access knowledge and adopt practices that will improve nutritional status and reduce malnutrition.			
Projects: Zambian Industrial Training Academy, Promoting the production and consumptions of nutritious foods, Scaling Up Nutrition, Private Sector engagement in fight against malnutrition, Hydroponics, Health Diets Campaign			
	WHO, WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILOC, UNFPA, UNHCR	Ministry of Technology and Science; Northern Technical College, Ministry of Health, Embassy of Women, Volvo, DFID, JICA, USAID	Youths and other vulnerable groups, Women and vulnerable children, Entire Population Youths, Adolescents, People living with HIV/AIDS, All age groups, School going children.
Pillar 5 / Research Group 5: Creating a conducive governance environment for a diversified and inclusive economy			
Outcomes:3.1:By 2021, government and partners deliver inclusive and integrated social services; 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services. 3. Inclusive democratic and system of governance 4. Improved service delivery 5. Improved rule of law, human rights and constitutionalism. Prosecution system strengthened			
Outputs: 5.1: Labour Policy and Legislative framework reformed 5.2: National data and information systems enhanced 5.3: Migration laws, policy reforms and diaspora engagement for national development 5.4: Mechanisms in place for legal identity for all and an integrated system of civil registration from birth to death.			
Projects:			
Financial Mentorship District Health Offices Zambia			
Support to the Coordination of 7NDP Pillar 5			
Zambia Technical Facility for Strategic Response to Government of Zambia			
GRZ-UN Joint Programme on Gender Based Violence Phase I			
GRZ-UN Joint Programme on Gender Based Violence Phase II			
Strengthening National Capacities for Planning			

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Strengthening National Capacities for Policy Formulation			
Support to Human Rights Promotion of Social Dialogue in the labour market by facilitating Tripartite Consultative Labour Council meetings. **Contributing to increased availability of disaggregated migration data (SDG 17.18)** - Undertook the Migration-Related Data Assessment for the development of Migration Profile for Zambia, 2017. - Developed and published a National Migration Profile for Zambia, 2019. Small Scale Cross Border Traders Initiative - Increased small scale cross border trade flows in the region through working to mainstream human mobility in trade interventions. IOM focused particularly on appraising and developing trade facilitation instruments, fighting corruption, bribery and harassment, and working to strengthen trade associations Promoting a Regional Corridor Approach to Integrated/Coordinated Border Management - Produced a regional study on the interrelationship between trade facilitation and human mobility - Worked to establish, develop and support cross border meetings at target borders Automated the Mchinji border between Zambia and Malawi, a border on the important Nacala trade corridor that was previously paper-based Conducted assessment on NMRs Conducted an assessment of Compliance by the ZCS to the Nelson Mandela Rules. Conducted a sensitization meeting for members of the Zambia Correctional Service command (HQ, Regional Commanders, Chaplains and Officers in Charge) on the Nelson Mandela Rules, Draft ZCS Bill, ZCS Health Strategic Plan, the Zambia Prisons Health Systems Strengthening Framework, the Comprehensive Package of HIV Services in prison settings and mental health in prisons. Legislative drafting work session for drafters - Review of TIP Amendment Bill, and development of draft SOM Bill validation of TIP Amendment Bill			
	WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR	Ministry of Justice, Electoral Commission of Zambia, Zambia Police Service, Ministry of Home Affairs, National Assembly, Civil Society, Human Rights Commission, Ministry of Justice, Zambia Police Service, Population and Development Department; Zambia Statistics Agency.	Unregistered Citizens, Refugees, Asylum Seekers and Stateless persons. All citizens.

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Annex 3: Consulted Documents

	Documents Reviewed
1	Addendum Zambia-United Nations Sustainable Development Partnership Framework 2016-2021 ("the Partnership Framework").
2	End of Programme Evaluation Report December 2015-March 2019
3	European Union. (2012). Mid-term Evaluation of the Millennium Development Goal Initiative Accelerating progress towards maternal, neonatal and child morbidity and mortality reduction in Zambia (MDGi Programme).
4	Evaluation of Addressing Decent Work Deficits in the Tobacco Sector of Zambian and Tanzania Project (DWiT) Project
5	Government Annual Progress Reports on the 7NDP (2017, 2018, 2019 & 2020)
6	GRZ and UN-Zambia. Mid-Term Review of the Zambia–United Nations Sustainable Development Partnership Framework (2016-2021).
7	IFAD-Zambia. (November, 2020). Mid-term Review. Enhanced Smallholder Livestock Investment Programme.
8	ILO. (August- September, 2020). Final Evaluation. Evaluation of Addressing Decent Work Deficits in the Tobacco Sector of Zambian and Tanzania Project (DWiT) Project. United Republic of Tanzania and Zambia.
9	ILO. (July-August, 2020). Final Evaluation. Skills Development for the Renewable Energy Sector (SkiDRES) Public-Private Development Partnership.
10	Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020)
11	Mid-Term Review Final Report: Promoting Climate-Resilient, Community-Based Regeneration of Indigenous Forests in Zambia's Central Province Project, 2018
12	Ministry of National Development Planning, Zambia. (October, 2020). Mid-Term Review of The Seventh National Development Plan (7NDP: 2017-2021). Lusaka, Zambia.
13	Revised Sixth National Development Plan (R-SNDP 2013-2016) Volume I & II
14	Seventh National Development Plan (7NDP 2017-2021) Volume I & II
15	Sixth (Revised) National Development Plan Final Evaluation Report, 2018
16	Strengthening coherence between social protection and productive interventions: The case of Zambia report
17	UN Partnership Framework 2019 Annual Report printed
18	UNDP. (December, 2020). Terminal Evaluation Report. Reducing UPOPS and Mercury releases from the Health Sector in Africa (GEF ID: 4611; UNDP ID: 4865).
19	UNDP. (March, 2018). Mid-term review. Reducing UPOPs and Mercury Releases from the Health Sector in Africa. (UNDP PIMS ID 4865 GEF ID 4611). Republic of Ghana, Republic of Madagascar, United Republic of Tanzania & Republic of Zambia.
20	UNDP. (October, 2017). Midterm Review Report. Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around the Greater Kafue National Park and West Lunga National Park in Zambia (PIMS 4625).

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21	UNFPA Zambia CO - 8th Country Programme (2016 – 2020)
22	UNFPA. (2018). Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020).
23	UNICEF Country programme document Zambia, 2015
24	UNICEF. (July, 2017). Impact Evaluation of the Sanitation and Hygiene Program in Zambia. Final Report.
25	UNICEF. (November, 2019). End of programme evaluation. Government of the Republic of Zambia - United Nations joint programme on social protection. United Nations Zambia.
26	UNICEF. (October 2019). Evaluation of UNICEF Zambia's Capacity Development Interventions 2016–2018.
27	United Nations Population Fund Country programme document for Zambia, 2015
28	UN-Zambia_RC-UNCT-Annual-Report_FINAL-PSEA
29	Vision 2030 for Zambia
30	WFP. (July, 2018). Mid Term Evaluation of Zambia country programme 200891 2016-2020. Final Evaluation Report. WFP Zambia.
31	Zambia Enhanced Smallholder Livestock Investment Programme Mid-term Review, 2020
32	Zambia Sustainable Development Goals Voluntary National Review, 2020
33	Zambia-United Nations Sustainable Development Partnership Framework 2016-2021

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Annex 4: Evaluation Tools
1 Questionnaire for agencies

Questions to UN agencies programme leads
Relevance: The extent to which your respective sections of UNSDPF are consistent with country needs, national priorities, the country's international commitments, including human rights.

Which outcomes and objectives of UNSDPF fall under your area of responsibility?
What do you think about the formulation of UNSDPF outcomes? Are they clear enough and easy to operationalize?
Did you develop theories of change/logical frameworks for your areas of UNSDPF outcomes, SDGs and the human rights commitments of ZAMBIA?
Are the indicators in the UNSDPF specific enough to guide your programming and progress assessments?
Does the UNSDPF correctly identify the vulnerable groups? Does it correctly identify and address the factors leading to their vulnerabilities? Would you add/change vulnerable groups?
How do you measure the extent of your area's contribution towards achieving specific UNSDPF objectives?

Effectiveness: The extent to which your area has contributed to, or is likely to contribute to, the outcomes defined in the UNSDPF.
Did you achieve some unintended results?

How are you progressing towards the attainment of the established outcomes and targets as set out in the UNSDPF results matrix?
What is the contribution of other stakeholders towards UNSDPF outcomes in your area of focus? How did you collaborate with other UN agencies and stakeholders?
To what extent did your interventions reach the vulnerable groups? What is the effectiveness of interventions targeting vulnerable groups?
What are the main factors that contributed to realization or non-realization of the UNSDPF outcomes?
To what extent have human rights principles and gender equality been effectively streamlined in your work?
Did you identify risks at the UNSDPF planning stage? Did these risks materialize?
What unintended results – positive or negative – were achieved in your area of focus?

Efficiency. The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).

The extent have the UNSDPF outcomes in your area of focus been achieved with the planned amount of resources and maintenance of minimum transaction costs (funds, expertise, time, administrative costs, etc.)?
Did you prioritize some targets through UNSDPF implementation in your area of focus? Did you revise your priorities?
If you partnered with other UN agencies and stakeholders, did it help to improve efficiency? Please provide evidence substantiating your points.
Did you manage to mobilize internal and donors' resources as planned in the UNSDPF?
What were the factors that contributed to progress or delay in the timeline of your planned implementation and the attainment of results?

Sustainability: The extent to which the benefits from a development intervention are likely to continue after the current UNSDPF is completed.

What are the main development changes achieved in your area of expertise that are likely to last? What are the key factors ensuring sustainability?
Did you use any strategies to ensure sustainability? Did they work?
How was the capacity of national partners strengthened as a result of your area interventions?

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To what extent did your interventions achieve institutional changes (e.g., policy and legislation change) to promote development, that benefits all, especially the vulnerable groups and advance human rights and gender equality?

Impact: High level overview of the overall UNSDPF contributions to making strategic changes in ZAMBIA, focused on achieving SDGs and the realization of human rights, including for the most vulnerable groups.

What were the most significant changes in the well-being of citizens of ZAMBIA (individuals, households and communities) that could be attributed to your work in your areas of the UNSDPF?
To what extent are the observed social, economic and environmental changes resulting from your interventions rather than other factors, especially other international aid modalities, donors, and Government programmes and/or policies?
What was the impact of your interventions on the most vulnerable groups?

2. Questionnaire for national partners

Relevance
How were you (your agency / organization) involved in the UNSDPF preparation process? Briefly describe whether this was a personal participation (contribution) of representatives in the development of priorities and indicators, or did you act in a different capacity?
What do you think of the UNSDPF development process: what has been done well and what can be improved?
UNSDPF has included four main priority areas of assistance. Is it possible to say that the priority areas of assistance correspond to the fundamental documents of national planning and development, such as the Program for the Socio-Economic Development of the Republic of ZAMBIA for 2016–2020, NSDS-2030, and other state programmes?
How complete is the UNSDPF in complementing national documents? Is there duplication? How comparable were the magnitude of the problems addressed by the UNSDPF to the measures envisaged to solve them?
Did the activities of the UN system contribute to solving the problems of national development? Which ones specifically (for each department / organization it is necessary to prepare a list of results from the matrix for the conversation)?
Have the original UNSDPF indicators remained relevant in its implementation? How were they revised? How were civil society and representatives of vulnerable groups involved in this work? Have civilians and vulnerable groups initiated their revision? Can we talk about their passivity in these matters?
What are the competitive advantages of the UN system in comparison with other organizations? For example, the provision of independent international expertise, coordination of donor activities at the national and global levels, a different UN thematic mandate?

Effectiveness/Efficiency
All of the projects or programmes proposed by the UN system for consideration and implementation contain a set of indicators, ideally linked to UNSDPF indicators. Are these indicators monitored at the level of your department/ministry? Is such data collected at Government level?
How do you think the contribution of UN system towards UNSDPF can be measured? Is it possible to say that the achievement of UNSDPF targets is a cumulative effect of the implementation of various projects of the UN system as an effective complement to national efforts in this direction? Could the results be achieved without the participation of the UN? Why?
The implementation of the UNSDPF is linked to project activities. Each project is a set of activities that go through various stages of approval, both at the political level through the approval of projects by the Government, and at the operational level, through the development and signing of project documents and annual plans for their implementation. Has the UN managed to ensure the efficient distribution and use of resources? How can the allocation and use of resources be improved?
Did the UN system have the necessary institutional capacity, experience and flexibility to implement activities towards achieving UNSDPF targets in your field of activity?

Sustainability
Have UN activities helped strengthen the human and institutional capacities of national partners?
What has the UN system done to increase the sustainability of its activities? Did you manage to improve stability?

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What can be done to increase the sustainability of the UN system?

Looking ahead: strategic recommendations

Looking ahead, what can the UN system do to achieve Government priorities in achieving the SDGs?

What domestic, regional and international factors can affect progress towards the achievement of the SDGs and the implementation of Government priorities?

Which vulnerable groups should be in the focus of the UN system?

How would you like the UN system to support you? What areas and forms of support should be given priority (for example, programme implementation, training, support in the development of policies and legislation)?

What areas and forms of support should be given priority (for example, programme implementation, training, support in the development of policies and legislation)?

MANAGEMENT OF THE ZAMBIA UNSDPF

Relevance:

1. What are the national needs and priorities in GRZ that the UNSDPF set out to address?
2. How were these needs and priorities identified?
3. Are there any changes in national needs and global priorities along the line of the implementation? How did RCO respond to these changes?

Effectiveness.

1. To what extent has it achieved its expected outcomes?
2. What internal factors have affected the success or otherwise of the UNSDPF 2016-22?
3. What external factors have also affected the UNSDPF implementation?

Efficiency

4. How are the resources for the implementation of the UNSDPF managed?
5. Explain how the key management mechanisms operate and how they have contributed to the UNSDPF outputs and outcomes?
6. Overall, do you think the resources [human, financial and logistics] available to you are being efficiently used? [Explain]
7. What is the contribution of the Government of Zambia in the management of the UNSDPF 2016-2022?

Sustainability

8. What are the chances that the various interventions will continue beyond the current level of funding?
9. Are there future plans to strengthen the Partnership Framework?

Results-Based Management

10. Explain how UNSDPF implementation is monitored and evaluated?
11. How are the issues of human right and gender equality treated in the Framework?

Challenges

12. What are the specific challenges you have encountered in the management of the UNSDPF 2016-2022?

Lessons Learnt

13. Outline any useful lessons learnt in this UNSDPF implementation.
14. Outline any best practice identified in the course of the implementation of the UNSDPF?

Recommendations

15. How can the UNCT assist in the development of GRZ priorities in the next Coordination Framework?

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Annex 5: Evaluation Matrix for Zambia-UNSDPF 2016-2021)

EQ1: Relevance: **1.To what extent were the objectives of UNSDPF consistent with country needs, national priorities, country's international and regional commitments** **2. To what extent did the implementation of the UNSDPF adjust to emerging issues faced by the country during the implementation including the occurrence of droughts, floods and Covid-19?**			
Assumptions to be assessed	**Indicators**	**Sources of information**	**Methods and tools for the data collection**
Needs of Zambian population (diverse populations including marginalized and vulnerable populations) were identified and taken into account in Zambia-UNSDPF	• Mechanism or process employed to systematically identify needs of targeted populations • Involvement of targeted populations in expressing their own needs and appropriate responses that meet their needs • Extent to which interventions were consistent with needs of targeted populations	• Programme documents – Annual work plans • Surveys and assessment reports • Key informant feedback	• Key informant interviews • Focus group discussions • In-depth documents review • Desk reviews
Z-UNSDPF was adapted to or aligned to national development strategies and policies	• Programme outputs are consistent to or support implementation of national policies and strategies • CP interventions were discussed and agreed with national partners (Ministries and CSOs).	• UNSDPF and JWPS • National Development Plan and strategies for • Reports, minutes of meetings with partners • Interviews with key informants	• In-depth documents review • Key informant interviews • Desk review
UNSDPF outcomes and outputs as well as interventions are consistent with SDGs, ICPD POA and new way of working	• UNSDPF strategies and interventions support or contribute to achievement of specific SDGs • Z-UNSDPF mode of engagement is consistent with business model relevant to Zambia as a MIC.	• UNSDPF and JWPS • SDGs documents • Key informant interviews	• In-depth documents review • Key informant interviews • Desk reviews
	•	•	•
Responses (KII, IDI, FGD, DESK REVIEW)	• Many respondents understood that the partnership framework supports the country in national development issues and also strengthens the SDGs as outlined by the UN. And that the UNSDPF conforms to particularly strengthening health and wellbeing as outlined in the SDGs. Further, the Z-UNSDPF was conceived as a partnership framework more like a vehicle that was used for engagement for partnership and support between the UN and Government. The Z-UNSDPF looks at how it comes up with an operation framework/mechanism upon which a particular country may be assisted to address issues of poverty alleviation and help those sidelined or marginalized in a particular economy and probably in line with the development goals (SDGs). • A few other respondents were not too familiar with the content of the Z-UNSDPF • Z-UNSDPF is relevant especially on the part of the HIV response through working with UNAIDS. • Z-UNSDPF was used to strengthen the HIV response programming based on addressing some the gaps that were identified, and some of the gaps, after developing the National Aids Strategic Framework from 2017 to 2021. It was used to mobilize resources within the UN agencies (e.g. resources from UNAIDS, UNICEF, UNODC, UNDP).		

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	• Through the Z-UNSDPF, the UN supports various Government agency operations/programmes. For instance, UNFPA supported activities of the National Census 2020 although the final census was not undertaken to date. Also, the support from the UN agencies ensured that there were proper, well-coordinated activities towards surveillance of disease occurrences as well as preparedness against disease outbreaks and pandemics. Health security (protecting the borders against diseases) of the country is an important aspect that the Z-UNSDPF promoted • The Z-UNSDPF promoted an approach of implementing development in a unified and integrated manner through focused outcome planning and budgeting. UN agencies used the UNSDPF to synergize and pool resources together towards supporting a common development agenda for Zambia (e.g. WHO, UNICEF, UNDP, IOM, UNAIDS, FAO, UNODC supported the health programmes and outcomes as articulated in the UNSDPF). • Z-UNSDPF has led to enhanced technical and material support for the UN agencies, for instance, UNICEF supports vaccination activities. • WHO has really helped in terms of disease surveillance? In 2016 and 2017, mother to child HIV infection was very high, and with the support from the UN agencies, there has been a improvement. When a pregnant woman living with HIV, when giving birth we had a situation where the transmission of HIV to the child was very high. It was somewhere around 5 per cent, but now it is somewhere around 3.7 percent. So, UNICEF has really provided support to make sure there was a reduction in the transmission and this has been possible by interfacing with different health care workers, providing evidence, supporting studies, to make sure that the use of evidence done. • UNAIDS has also supported a number of initiatives. For example, through NAC, they have been supporting the Spectrum Estimates; also in the inclusion of certain indicators, for example, before 2016, there was no indicator which was specifically measuring new HIV infections. UNAIDS came in through NAC and supported NAC to now start modeling results around new infections. • The relevance of the Z-UNSDPF can also be appreciated if you look at the reduced HIV prevalence. In 2002, our HIV Prevalence was somewhere around 15.6%, in 2007 it reduced to somewhere around 14.3%, when the next ZDHS was conducted in 2013, 2014 it came down to about 12. In the 2018 ZDHS shows us that the HIV prevalence is at 11.1%. But when you go into segregation, 14.2% are women and 7.5% are men, signifying that HIV prevalence shows a female face. Thus, through the UN agencies, each one of them is playing a role. • However, HIV prevalence among different groups shows some varying trends, for example inmates, HIV prevalence is 27.4%, which is very high. So, that is where the UNODC comes in. UNODC has been supporting a study, a study just finished to determine the HIV prevalence in correctional facilities. But they have also supported other studies, on people who inject drugs, these are people who are currently transmitting the virus and the like. So, they are really contributing. And also, when you look at some of the capacity issues as a country, we still need to build capacities of health care workers and many who are on the front line especially in the HIV response. The UN has been providing that kind of support. • WHO has really been supporting Government effort to improve on diseases surveillance. Issues of Cholera and Ebola at some point, that kind of surveillance. And that is being provided by WHO through the Zambia National Public Health Institute. So, when I say they significantly contributed, records are there to show that the UN has really played a significant role. And you know the beauty about UN support? It does not come with restrictive conditions, no strings attached. And results are there to be seen in terms of the impact and the like.

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	• But the relevance of the Z-UNSDPF still requires strengthening especially towards reducing the HIV Incidence (in terms of new infections), HIV new infections in 2016 we reported 20, 000 and currently in 2020 we reported 69, 000. It is further shocking that close to 70% of these infections are taking place amongst young people, especially adolescent girls and young women. These are the ones that are transmitting. Some of them they have never seen a person living with HIV like, a person with AIDS. ….and you ask them, they tell you, "when I just get AIDS, I will start taking my drugs." So, they do not, and this is where, and the challenge is that huge investments are going in this, you know, to design intervention for them, but they are not yielding results. And when you do an analysis of the ZDHS, you know, they are showing that there is very little that is being done in terms of reducing new infections. We have done well as a country in terms of enrolling people in ART and the like, but are not closing the tap in reducing incidences. • **Relevance:** IFAD we have been doing some projects together we just ended the S3P project which was running in the northern part of Zambia, Luapula, Northern province and Muchinga, a project focused in the seed component and we have also been participating in the ISAP project which is also funded by IFAD so I think those are the two major projects that we have been participating on as you may be aware the S3P project now is ended a year ago • More UN support will be needed towards vision 2030 and also to meet the goals of the Ministry of Agriculture to ensure food security of the country as well as diversifying the economy in this case focusing more on agriculture away from mining. • Through the UN work in Zambia (IFAD project), the country focused on improving productivity of crops in more sustainable manner, doing very well with regards to maize seed production and even maize production itself. Now is to see how we could diversify the crop portfolio beyond the maize. Maize is well catered for by the seed sector where as these other crops mostly legumes and tuber crops have had challenges in as far as seed is concerned. So, in S3P project we focused on systems that were aimed at making available certified seed crops like legume crops like groundnuts, beans, cowpeas and also other crops like rice and also cassava. • UN supports the Development Minerals Project, a project that is developed with the objective of improving the profile and management of mineral commodities that we call DEVELOPMENT MINERALS. The development minerals are commodities semi-precious gemstones are industrial minerals and these are commodities that are mined and processed largely by people in poor communities or people we call the Artisanal and small scale miners. So the project itself has potential to or has pre-implications on contributing to alleviating poverty because of a group of people that were focusing on by enabling them to improve their incomes as well as increase their employment levels. • Z-UNSDPF has been relevant to supplement Government effort as articulated in both the UNSDPF and 7NDP (pillar which supports employment and economic diversification through a diversified mining industry, export oriented mining industry). More need to diversify from copper to look at other commodities such as granite, field spar, aggregate, graphite, sand mining, and gypsum etc. So you see already that we are linked to the 7NDP because we are diversifying within the mining industry away from copper through support from the UN (Ministry of Mines). • **Relevance** of the Z-UNSDPF is also towards some element in the 7NDP of support to small scale mining; (with UN support) have been building capacity in small scale mining through provision of technical skills and business development skills and also supporting formalization of small scale miners. This is a direct link to the 7NDP objectives: supporting small scale miners through formalization. The project also is related to improving access to geological information. Project supported the development of a geo data base that improves access to geological information for the small scale miners as well as to the investing public.

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	• Relevance acknowledged through support for vulnerable groups from a lot of UN agencies (UNDP, UNICEF and UNFPA). ILO for instance support women empowerment activities but they go through MCDSS. IOM as well supporting the issues of shelter for GBV survivors but all this is going through MCDSS because we are implementing a joint program on GBV. UNDP also supports system building and strengthening GBV and gender equity and equality. UNICEF has to do with issues with child marriage and teenage pregnancies together with UNFPA and strategies and plans around the same areas. • Collaboration with UN agencies has assisted to achieve ministerial/government outcomes in the 7NDP and Vision 2030: As UNICEF until 2015, we had no strategy on ending child marriage in Zambia and but the strategy and its implementation plan was developed in 2016 as the national plan of action that has guided for the last 4-5 years on how to address issues of child marriage. • Ministry of Mines has trained 3,000 small scale miners (artisanal and small scale miners) trained in skills and business development skills. This has been done through cooperatives and each cooperative has many other members or people employed. So the number of cooperatives that have been formalized stand around 30. • **Job creation:** I will also talk about contribution to employment, I think through the project, we have had additional jobs created at some cooperatives as well as at some small scale mining companies that have graduated from small to medium scale companies. I will give an example of a quarry in Kazungula that moved from about ten workers to its peak, it reached to about 300 workers although the numbers now are a little bit small. I will also give another example of a cooperative in Chipata whose membership in that cooperative was twenty five through the project of small grant program and business development skills training. The number of people benefitting from the cooperatives reached 250 so that is another jump and also through a programs of improving geo data at certain sites. We have a mine in Lundazi whose numbers were at ten but staff increased to seventy. These are examples that are talking towards improving employment levels • The relevance of the Z-UNSDPF was also achieved through some harmonization of UN and Government performance indicators. For instance, when preparing for the 2018 ZDHS and when preparing for any survey or census, ZAMSTATS call upon partners during preparatory stages to participate in questionnaire formulation and they contribute questions that meet their information needs. In 2017 when preparing for the ZDHS, UNFPA asked to add some questions on Fistula. • In addition, Census is a very comprehensive consultative process. We (ZAMSTATS) call all the partners including public and private as well as donors, UN system, etc. Questionnaires are circulated and some comments are received on what people wanted to add and one specific institution that is usually involved from the UN system is UNICEF which has interest in some questions on participatory education, enrollments, etc. However, we (Zamstats) had to reach a compromise even when stakeholders want something since census is usually difficult because a lot of people want a lot of questions added. Thus, a compromise it reached within but otherwise, additional indicators are included which the UN system requires in all the surveys and it is the same as for the COVID survey which has a module for the living conditions which is actually the biggest part. • Each of the Census that is conducted has got some standard questions which are already aligned to internal programs such as the 7NDP, Vision 2030 and global objectives (SDGs). When we do the study point actually where we see that the international standard questions cannot provide us with data that is where we now start from, we look at what type of questions we need to add to enable us get indicators to. So, we ensure that we align the questions to provide indicators for the various programs for the country and other interest groups (Zamstats).

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	• **Data disaggregation:** For most of the indicator information, data is disaggregated according to sex and geographic location. However, the challenge is with data/information utilisation.
	
	• **M&E support system**: The World Bank is currently supporting Gender to develop an M&E framework and its management information system—a GBVMIS. This is because a gender based violence data currently sits in various sectors for example at victim support unit, Judiciary, health, we have the general GBV data, so we are trying to come up with a system that we call a GBVMIS a central depository for GBV data.
	
	• The endterm noted that to a very large extent, the Partnership Framework programme delivery is on track to meet the set targets for 2021. An analysis of the results for the five Result Groups indicated impressive outcome results, with room for improvement for some areas including participation of women in elected positions and access to justice through reducing case backlog.
	
	• All participants representing CPs indicated that monitoring was done at organizational level and data was collected at program or project level. They all mentioned that the activities of the UN system contributed to solving development challenges at the national level in the following ways:
	  • The project to enhance secure land tenure and property rights in customary settings helped bridge the gap between statutory and customary land tenure administration.
	  • For instance, the project in Chamuka chiefdom has benefited 1, 708 families, empowering them with secure land tenure in a less expensive, quicker, more participatory and accountable process. The intervention was critical in shaping the formation of the new National Lands policy which provides for a framework for the documentation of customary land to enhance land and property rights.
	  • Zambia has been grappling to provide decent accommodation for refugees with the support of UN, 20 refugee families were settled in Mayukwayukwa and Meheba refugee camps with decent housing in keeping with the principle of a person's right to shelter.
	  • The project also involved skills development in housing construction to build capacity of the refugees and people from surrounding communities.
	  • UN-Habitat and PPHPZ partnered to construct a 1.5km drainage system in the settlement of the city of Lusaka which has been struggling with the problem of flooding in many parts especially in Kanyama compound one of the worst affected. This project provided an avenue for harnessing skills from the community and utilize them to champion their own development.
	  • Through the support of UN, Ministry of Works and Supply is realizing the development objectives through property maintenance, providing transport, maintaining facilities and reducing inequalities in the districts so that capacity is built at local level.
	  • On reducing poverty, Works and Supply has been providing for infrastructure, pontoon services, facilitation of movement of people, agriculture inputs by way of lifting people from poverty.
	  • In terms of Human development, Works and Supply has been assisting school children whose schools are across the river through pontoon services to cross over to school, and also for health workers, provision of human development
	  • The program activities that were identified in the partnership framework, were implemented jointly between the UN system and government through respective line ministries and government agencies. For example, UNICEF was implementing activities under the partnership framework to enhance the welfare of children, and also working with government agencies such as the ministry of health as well as other government agencies responsible for child health and welfare including the ministry of general education.

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	• The Agriculture Policy has been aligned with the United Nations Development Agenda 2030 and strategies as in the 7th National Development Plan. • Ministry of Chiefs was involved in the programme of ending child marriage and ministry of health on family planning uptake, pills, condoms, and also assessing young people going to health facility to seek care. • In terms of scaling up nutrition project, UN worked with existing government structures like the SUN Project- scaling up nutrition working with the District Nutrition Coordinating Councils (DNCCs) up to ward level. • of education, it spills over even to other community members and this impact is going to contribute eventually to national development it won't happen within one year that the project is around, it won't happen within two years that the project is around but as we reach the goal of 2030 by the time it will be 2030 there will be a significant change because of the ripple effect when communities have knowledge, this knowledge is being transferred and eventually when you have children whose nutrition is managed, those children will pay attention in class and there will be improved educational outcomes those children will complete their education because their parents are informed and they are also equipped with information and knowledge and that will contribute to the development of the country because they will have decent income from the trainings that they would have received from agriculture and then they would contribute to the economy in that sense and the children will be educated and they will contribute to the economy but this is not something that can happen within one year, two years that the project is there it will happen eventually possibly about five years and it will be a sign that's why we look at outcomes it will be a sign that the objectives of the government to be at a specific place and achieve first human development and then economic development will be there by 2030 I think it starts from a small cell for sure then it will grow to other communities. • The UNICEF nutrition programme has been very effective in reducing the stress burden of ailing children as mothers testified that their children had improved hence they could now do other chores instead of just nursing their children. • The UNCHR empowerment programme for the refugees has been very beneficial like: • Tailoring program • Graduation approach to empower refugees with money to start business, after graduation from certain skills acquired • Sausage making, chicken rearing, tailoring. According to the beneficiaries, they testified that these programs were vital because refugees don't quality for empowerment funds. • Ministry of Education managed to implement the revised curriculum programme and developed textbooks on comprehensive sexuality education due to the support from UNESCO • Some beneficiaries explained that they benefitted through the UNESCO trainings on the integration of sexuality education in the main stream, other CPs managed to Meet all 50 chiefs in Eastern Province over comprehensive sexuality education and also in Northwestern province • The Z-UNSDPF is well-aligned with national development goals and objectives on the five results groups of (i)Economic Diversification and Job creation, (ii). Reduced Poverty and Vulnerability, (iii). Reduced Developmental Inequalities, (iv). Enhanced Human Development and (v). Governance and Human Rights. The UNSDPF is coherent with 7NDP strategies, but there has been only minimal attention to gender equality, as evidenced by the lack of women in decision making positions and parliament. The UNSDPF objectives were well aligned with national priorities of the 7NDP Strategic Plan, vision 2030 and SDGs. • The UNSDPF designed to contribute to achieving several Country Programme Outcomes as defined in the 7NDP Strategic Plan. The Partnerships was established with government ministries, civil society institutions and private sector entities. • Some Implementing Partners from both government ministries and private sectors including CSO noted that the relevance of the UNSDPF was highly dependent on the availability of resources for its implementation. Most of the respondents did not participate in the

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	UNSDPF preparation process of developing priorities and indicators. Almost all confirmed that their institutions were working with UN Agencies and being supported in various programmes that were aligned with the Z-UNSDPF. For instance the various institutions interviewed stated some of the activities they were implementing aligned with the UNSDPF as listed below: o Designed and implemented programs to promote secure land tenure, promoting access to decent and affordable shelter for refugees and addressing floods in slum settlements through the construction of a drainage in Kanyama. These aspects respond to poverty & vulnerability reduction, reducing developmental inequalities and enhancing human development,: o Launch of Economic Recovery Plan o Participation in the implementation of COVID 19 response Plan by providing transport through pontoon services o Providing facilitation of supply of COVID 19 response and maintenance of vehicles o Maintenance of health facilities being used for COVID 19 services o Economic Recovery Plan like evaluation of property transfer tax for ZRA o Contributing towards economic diversification and job creation, reducing developmental inequalities, and enhancing good governance environment o Social protection towards reducing challenges faced by girls and women on Gender based violence linked to sexual reproductive health o Awareness raising of SDGs to CSOs o Monitoring GRZ performance and social accountability o Implementing food distribution on behalf of UNHCR, o Managing warehouses from the Canaan transit center in Nchelenge. o Managing the Canaan, transit centre to provide the refugees with food. o Implementation of food distribution, warehouse management and transit center management. o Coordinated projects under the emergency humanitarian's affairs looking at food security, water and sanitation intended to improve the access of water for refuges and quality of education and access to education during COVID and early childhood education ECD. o Implementing the scale up nutrition project in an emergency set up for those that have been affected by drought in North-Western province.

EQ2. Effectiveness: To what extent did the UNCT contributed to or is likely to contribute to the outcomes defined in the UNSDPF? How the unintended results\, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed?

Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
Planned outputs were achieved and contributed to outcome results in UNSDPF	• Evidence of achievement of Agency-specific CP output targets • Utilization of the outputs of the Agency-specific CP to contribute to outcome results	• CP Results Framework with clear targets • Annual reports (SI Reports) • JWPS • Monitoring reports • Reports of evaluations of components of SRHR and ASRH	• In-depth documents review • Key informant interviews • Focus group discussions • Document Reviews

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		• Key informant interviews (RCO staff and implementing partners • Beneficiaries	
Gender and human rights-based approaches were explicitly integrated into the UNSDPF	• Evidence of systematic gender analysis to inform the design of the UNSDPF • Evidence of consideration of gender dynamics in the design and implementation of interventions by UNFPA and implementing partners • Capacity development in gender integration into programming • Evidence of gender lens applied in monitoring, data disaggregation and data use • Evidence of human rights-based approaches applied in programming for CP (Human rights barriers identified and addressed)	• CP document, Results framework, • Programme and project reports • Key informant interviews with RCO staff, Implementing partners • Key informant interviews with other UN Agencies	• In-depth documents review • Key informant interviews • Focus group discussions • Document Reviews
Responses/Data collected	The endterm noted that to a very large extent, the Partnership Framework programme delivery is on track to meet the set targets for 2021. An analysis of the results for the five Result Groups indicated impressive outcome results, with room for improvement for some areas including participation of women in elected positions and access to justice through reducing case backlog. All participants representing CPs indicated that monitoring was done at organizational level and data was collected at program or project level. They all mentioned that the activities of the UN system contributed to solving development challenges at the national level in the following ways: • The project to enhance secure land tenure and property rights in customary settings helped bridge the gap between statutory and customary land tenure administration. • For instance, the project in Chamuka chiefdom has benefited 1, 708 families, empowering them with secure land tenure in a less expensive, quicker, more participatory and accountable process. The intervention was critical in shaping the formation of the new National Lands policy which provides for a framework for the documentation of customary land to enhance land and property rights. • Zambia has been grappling to provide decent accommodation for refugees with the support of UN, 20 refugee families were settled in Mayukwayukwa and Meheba refugee camps with decent housing in keeping with the principle of a person's right to shelter. • The project also involved skills development in housing construction to build capacity of the refugees and people from surrounding communities. • UN-Habitat and PPHPZ partnered to construct a 1.5km drainage system in the settlement of the city of Lusaka which has been struggling with the problem of flooding in many parts especially in Kanyama compound one of the worst affected. This project provided an avenue for harnessing skills from the community and utilize them to champion their own development. • Through the support of UN, Ministry of Works and Supply is realizing the development objectives through property maintenance, providing transport, maintaining facilities and reducing inequalities in the districts so that capacity is built at local level. • On reducing poverty, Works and Supply has been providing for infrastructure, pontoon services, facilitation of movement of people, agriculture inputs by way of lifting people from poverty. • In terms of Human development, Works and Supply has been assisting school children whose schools are across the river through pontoon services to cross over to school, and also for health workers, provision of human development		

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	• The program activities that were identified in the partnership framework, were implemented jointly between the UN system and government through respective line ministries and government agencies. For example, UNICEF was implementing activities under the partnership framework to enhance the welfare of children, and also working with government agencies such as the ministry of health as well as other government agencies responsible for child health and welfare including the ministry of general education. • The Agriculture Policy has been aligned with the United Nations Development Agenda 2030 and strategies as in the 7th National Development Plan. • Ministry of Chiefs was involved in the programme of ending child marriage and ministry of health on family planning uptake, pills, condoms, and also assessing young people going to health facility to seek care. • In terms of scaling up nutrition project, UN worked with existing government structures like the SUN Project- scaling up nutrition working with the District Nutrition Coordinating Councils (DNCCs) up to ward level. • of education, it spills over even to other community members and this impact is going to contribute eventually to national development it won't happen within one year that the project is around, it won't happen within two years that the project is around but as we reach the goal of 2030 by the time it will be 2030 there will be a significant change because of the ripple effect when communities have knowledge, this knowledge is being transferred and eventually when you have children whose nutrition is managed, those children will pay attention in class and there will be improved educational outcomes those children will complete their education because their parents are informed and they are also equipped with information and knowledge and that will contribute to the development of the country because they will have decent income from the trainings that they would have received from agriculture and then they would contribute to the economy in that sense and the children will be educated and they will contribute to the economy but this is not something that can happen within one year, two years that the project is there it will happen eventually possibly about five years and it will be a sign that's why we look at outcomes it will be a sign that the objectives of the government to be at a specific place and achieve first human development and then economic development will be there by 2030 I think it starts from a small cell for sure then it will grow to other communities. • The UNICEF nutrition programme has been very effective in reducing the stress burden of ailing children as mothers testified that their children had improved hence they could now do other chores instead of just nursing their children. • The UNCHR empowerment programme for the refugees has been very beneficial like: • Tailoring program • Graduation approach to empower refugees with money to start business, after graduation from certain skills acquired • Sausage making, chicken rearing, tailoring. According to the beneficiaries, they testified that these programs were vital because refugees don't quality for empowerment funds. • Ministry of Education managed to implement the revised curriculum programme and developed textbooks on comprehensive sexuality education due to the support from UNESCO • Some beneficiaries explained that they benefitted through the UNESCO trainings on the integration of sexuality education in the main stream, other CPs managed to Meet all 50 chiefs in Eastern Province over comprehensive sexuality education and also in Northwestern province

EQ3. Efficiency: To what extent were results achieved with the appropriate amount of resources, set of appropriate policies, procedures and tools to pursue the achievement of the outcomes defined in the country programme, and maintenance of minimum transaction cost (funds, expertise, time, administrative costs etc.)?			
Assumptions to be assessed	**Indicators**	**Sources of information**	**Methods and tools for the data collection**

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UNSDPF implementers received resources as planned, to expected level, on time and in a consistent manner	• Funds were disbursed on time and of expected amount to implementing partners • Funding level was adequate to enable IPs undertaken planned activities	• JWPS and Annual progress reports and implementing partners' reports • Key informant interviews (RCO staff and implementing partners	• In-depth documents review • Key informant interviews • Document reviews; Field Reports; Evaluation Reports
All UNCT agencies had adequate human resources capacity to implement Agency-specific interventions	• RCO staffing level matched the competency and workload for UNSDPF outputs and outcomes • Mechanisms were put in place to address emerging capacity gaps • Extent to which TA was used to deliver the UNSDPF outcomes • Implementing partners HR capacity matched the competencies and number required to deliver CP supported interventions	• AWP and progress and project reports • IP Micro-assessment reports • Key informant interviews with RCO staff and Implementing Partners	• In-depth documents review • Key informant interviews • Document Reviews • Evaluation Reports
UNCT Policies, procedures and tools contributed to achievement of UNSDPF results	• Types of policies, procedures and tools established by UNCT • Extent to which these policies, procedures and tools were used and to what effect	• Key informant interviews with RCO staff and implementing partners • Documents of policies, procedures and tools	• In-depth documents review • Key informant interviews
Responses/Data collected	• All UN agencies implemented programmes and activities that contributed to the objectives of the Z-UNSDPF. E.g. UNFPA provided initial funding for the startup activities for 2020 Census preparation. UNICEF also supported the birth registration programme the production of vital statistics reports based on data from the national registration board. So, we (Zamstats) started producing the vital statistics report, the first one is for 2016 were almost up to date we usually produce after a year, so, the subsequent year of the event when we produce. So, we started with the 2016 in 2017 and we are now almost concluding the 2019 so that we start the 2020 vital statistics report. • Other than that, we have also had other programs supported by the same UN system, the other one has just been concluded. The first part has been concluded which is the COVID survey. UN agencies also provide nonfinancial support, for example they provide Government with technical support. Also some support come in form of consultancy services (e.g. on the 2020 Census). Some specialized in GIS, some specialized in Census methodology. Right now, we actually have consultant from Malawi to assist us with the methodology and also have one from UNZA to assist us with the GIS but we have had also in the past few years we were working with consultants who were engaged by the UN on the Census Program. • Other than the consultancy, we have also been receiving support on capacity building where by some staffs are sent to for example outside the country to some workshops outside the country to learn about preparation on census. We have had some people sent to other countries to just get up with what is happening in terms of preparations for the census, capacity building programs on IT, on dissemination and all that has been provided. • Also material support from the UN system (UNICEF gave Zamstats some laptops in support of the Census utilized for the clearing of the mapping data). We did the listing in 2019 and ending last year. So, they assisted us because actually the Government funding towards the		

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	Census has not been very good. Others are bicycles, vests and aprons for field work during Census. So, we are actually also receiving a lot of support in terms of materials. • Most of the activities we/ZNHI do ensure that Zambia has a safe environment for health security. To ensure that there is health security we have a situation where we present disease outbreaks, we detect diseases early and we respond quickly when there is an alert or outbreak. Because of that therefore, we ensure that the situation does not go beyond what would lead to catastrophic effects that might at the end of the day disadvantage and hence have huge impacts on socio-economic activities. • **A project under UNAIDS:**…this project has been implemented in two phases; the first phase I may not remember the exact amount of money in the first phase but the budget in the first phase was $1 million but the actual disbursement was more than $1 million and I think it reached about $1.2 million then in the second phase the budget has been $600,000 but as in the first phase there is always this additional resource mobilization that would generate additional top ups to what you have you have budgeted. So although, the budget is $600,000 dollars in the first phase we anticipate for $750,000 due to additional resource mobilized • **Government Funding erratic and inadequate**: **—** E.g. Government commitment towards undertaking the 2020 Census was weak and never honored the budget allocation. Till the exercise has finally been put off. Worsened by COVID pandemic. • Budget for 2021 actually is K86.6 million. • The distribution and utilization of resources has to a greater extent been efficient. However, improvements can be made particularly on the lag in time between signing off project documents and receipt of funds. This tends to affect the implementation plans especially for the projects concerned. • In all the three projects that PPHPZ partnered with UN-Habitat, we received adequate technical and professional support, which contributed to the successful completion of project activities. • The government on its part provided leadership and political will by creating a conducive environment for other stakeholders like PPHPZ to effectively participate in the implementation of the partnership framework. As part of the partnership framework, government had commitments towards successful implementation of the framework. For example, one of those commitments would be to allow UN agencies for example, to bring in materials and equipment duty free as part of the supplication. So, when the partnership framework is being implemented it is not being implemented in isolation from the government programs. That is why there was harmonization that was done or alignment to make sure that government priorities are in line with what has been identified by the UN system through the partnership framework. And if you recall. The partnership framework was drawn from the Sustainable Development Goals agenda, to which the Zambian government was a party to. Zambian government agreed to the Sustainable Development Goals to be achieved by 2030. And by ageing to that, the government was supposed to internalize those goals and programs to achieve those goals within national programs. So that synergy was done even when the partnership framework was being developed. • UNICEF and UNDP have supported the UNSDPF through the provision of legal identity to people who don't have. UNDP for NRCs and UNICEF for birth registration. Also UNFPA on marriage registration. • Every money is towards the right cause • Account for resources, upon satisfactory report then funding is done with regular audits • Through the UNSDPF organizations such as YMCA have managed to carry out a documentary at community level to see that resources have yielded positive causes and taken to the intended beneficiaries • Yes efficiently because within the time line, short coming is that information or updates is not as forthcoming as we would expect.

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	• One way is that UNDP can also begin to support CSO, build their own capacity and engage in their capacity not just through CSPR • UNDP can start to Compliment efforts by CSO supported by UN system • UNDP can also begin addressing the aspect of civil space by supporting CSO, to build their capacity and engage in sustained partnership not just through CSPR • Yes, capacity and expertise but flexibility not as expected because sometimes CSOs initiated some activities within the framework but they were not adequately supported. • Because am not in GRZ, from our observations, they created the necessary environment for the partnership to strive, also commutated Human Resource and Creation of National Development Planning Ministry was a landmark in enhancing their implementation of this partnership on Sustainable Developments within the UN vehicle. • UN has a standard in terms of food basket to be given to an individual especially refugees. However, the basket isn't adequate in the sense that when the food basket is given to an individual, it cannot sustain for a number of days which are standard days which UN has put in place Government plays an important role like in Mantapala there is the commissioner of refugees like all the activities before they are implemented they have to go through the office and they are part of the implementation.

EQ4. Sustainability: To what extent the benefits from a development intervention have continued or are likely to continue, after it has been completed?

Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
IPs and beneficiaries capacities built with support of UNSDPF contribute to sustainability of outcomes/ benefits	• Evidence of capacity built among IPs and beneficiaries • Extent to which capacities developed will ensure durable effects of UNSDPF	• JWPS and programme and project reports • Key informant interviews with RCO staff, Implementing Partners, and other key stakeholders • Focus group discussions with beneficiaries	• In-depth documents review • Key informant interviews • Focus group discussions
Types of mechanisms put in place by RCO to ensure durable effects of the UNSDPF	• Evidence of mechanisms (policies, strategies, infrastructure, networks etc.) established by the CP	• JWPS and programme and project reports • Key informant interviews with RCO staff, Implementing Partners, and other key stakeholders • Focus group discussions with beneficiaries	• In-depth documents review • Key informant interviews • Focus group discussions
Responses/Data collected	• The sustainability potential is still very strong I should say because so far, I have not seen any hitches I should say the work coordination is there so, I see a future in the collaboration between the institutions. • **Financial sustainability bleak:** I would say it would be difficult if the UN would pull out, it is the nature of African countries, let me not say it is Zambia alone. I have seen a lot of programs die/close when donors pull out from the time I joined. I think I have seen some programs where the donors are leaving and government promises to say we can take up if the donors pulled out and the moment the		

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	donors pull out you can see that the program does not go anywhere. I know there are some programs which government can slowly handle. But some of the programs really, I will be lying if I were to say if the UN pulled out, we can stand on our own, no, it is far from it, I think we still need the UN to assist. • Any support that comes through its existence, until at a point when the ZNPHI will be strong enough to maintain strong levels of sustainability. However, because we have so many partners, we have partners that are committing to ensuring that the ZNPHI is functioning, my understanding, again to this is that the partners we have entails that even if some of the partners were to scale down, our changes of being sustainable or the institute of sustainable is higher because then will be a lot of other partners to take up those responsibilities that the other partners were bringing in to ensure there is this strong institute which stands, the pressures and be resilient to be able to implement its mandate. • So that is how I would answer that, of course sustainability very assured through government commitment and ensuring that it is encored in a piece of legislation. Sustainability very assured through the partners that are available. However, the partnerships very important to continue especially in the formative stages such that if some were to scale down, there may be challenges but with the many partners that we have, we hope that other partners would be able to take up the areas that other partners would have scaled down. • **HIV/AIDS on sustainability:** It is a big disaster and something has to be done. Because by the end of the year/2021, we are likely to have about 1.2 million people living with HIV. You know the reason why, because we change our policies to test and treat. So, if I test positive today, whether I am okay or not, I have to be enrolled on ART. So, what that means is that even people that are okay, they are taking the ARVs. Now the challenge which comes is, you know you have a response which is externally over 80% externally supported. It is like in a home where your survival is dependent on your neighbor, so, when the neighbor tells you to dance, you start dancing. • Because the moment you refuse to dance you will not be given the food that you need. And that is the situation we find ourselves in. So, I wouldn't be comfortable to say to say that the response is sustainable, it is not sustainable. When you look at the contribution that comes say, even within the budget, within the national budget, it is very minimal. For the health sector we are supposed to have. Say a 15% budget allocation, we have never had that. The closest we went was in 13% or so, I think that was 2012. Since then, we have never gone above 10%. So, I wouldn't say this is sustainable. • **Minimal chance of sustainability** because already this is one of the sectors (gender) receiving a minimal allocation when it comes to the national budget support towards programs of GBV and the bigger part that the ministry programs undertakes comes through these funding and support that we are discussing. • The three projects in Chamuka, Lusaka and Mayukwayukwa and Meheba have strengthened human and intuitional capacity of PPHPZ and community structures that were instrumental in the implementation of the projects. For instance, in Chamuka, local community members were trained in basic computer and GIS skills and establish a well-equipped community resource centre for local stewards to be collecting and processing data. In Kanyama and Meheba as well as the Mayukwayukwa, community members were equally empowered with skills which can sustain them and their participation in community development. Similarly, a variety of capacity development programs were organized through the UN system to support PPHPZ staff attached to projects to acquire necessary skills. • In our case, the UN has relied on a bottom-up development model which leverages community knowledge and skills to ensure sustainability and stability in the implementation of projects. This model has promoted inclusive and equitable social development • In the current format, the interventions are sustainable as they focus on the full participation of beneficiaries.

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	• There's need for more capacity building programs for both partners and communities where the interventions are intended for. This will help to scale up programs and projects. Some beneficiaries felt that currently Zambia was going through a fiscal period hence, It was not advisable for the UN system to stop supporting because some activities can suffer and now that Zambia was preparing for the 8th NDP more support from the UN, is needed • Of course, most of these are programs that have been identified as priorities by government, but by the fact that they have been identified as priorities by government, that does not mean that government has all the resources required to implement those programs. And I think hence the partnership framework, with the UN and also the partnership agreement with other cooperating partners. So, if UN was to pull out from one of these programs, I think many of them, implementation and attendant of some of the goals would definitely be affected. The scale, and even maybe the scope of some of these programs would be affected dues to the reduction in resources that can be mobilized by the UN. So, in a nut shell, the UN systems I think have been complementing effectively to government implantation of these programs. And therefore, reduction of, or removal of the partnerships of the UN would definitely impact on the implementation of the program. It is definitely and objective of government in the long run to fully finance and to fully implement these programs, but at this stage especially given the fiscal situation that the country has undergone in the recent past, this partnership has to continue in order to sustain the very critical program that has been agreed to. • Well! I think the sustainability of most of these programs is dependent on the governments' ability to mobilize resources especially domestic finances to finance these programs that has been the biggest challenge. So, if government can create a resource base, domestic resource base, to be able to mobilize sufficient resources to finance these programs, then that would lead to sustainability. I think what is clear is that these programs have been identified as priority programs by government and jointly with the UN system. But when you look at the resource requirement, even what the UN is able to bring on board, even under the partnership framework is not adequate to fully implement a lot of these programs in all parts of the country. So, long term sustainability is definitely dependent on governments' ability to mobilize resources own its own, either by increasing the tax base, or by finding other non-tax-based means of raising revenue in order to finance these programs • No we wouldn't both as CSO and in our view even government cannot. Definitely even government • We cannot tell for now the position of the pandemic so for the next two or three years issues of sustainability have been affected. • Constant review of sustainability plan, strategies of close out should be hosted so that there is a gradual handover to assess achievement on this partnership, UN should build resilience through strengthening capacity of CSOs to have multiple streams of income so that they don't depend too much on UN • It is really emphasizing the need to work through existing structures and working through government. They have always encouraged that, but of course that is how we all work. But I know they have always encouraged that to make sure we are working using government structures, and always making sure that government is informed. Take for instance the education project, water and sanitation project, nutrition project, they have always been a requirement that you work existing structures within government up to district level and making sure they are also informed, and part and parcel of the planning. And I know we recently had other planning meeting with the National Food Nutrition Commission (NFNC), making sure their plans are harmonized up to district level. I think that is commendable, that is sustainability in itself. Because thereafter is like creating a motion in terms of working through government and government also being used to working in such a manner, that even when the project lives, they are already aware, they have been equipped. They are already aware in terms of how a system should be. In terms of planning first, implementation, • Yes but with limited freedom • They don't because they are in conflict with the immigrations. We are not free to work or practice the skills • UNCHR does not care about the freedom of the refugees

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	• Children who finish school cannot work so sustainability is not there • Help is not enough like • Yes, yes. Some things we couldn't do once we do come in support. So some of them like providing different services, , in these health facilities, these are some of the things we probably couldn't do without the support, because when it comes to capacity building, because at least we've managed to turn about 50 views, especially when we're hit by COVID is a time where a many youths in these facilities were reached through, we through social media platforms, like radio stations, like we use the TV stations, at least these platforms were used to factor we reach out to many adolescents that we wanted to use, and also in 20 or 30 years. It's something that we couldn't do on our own. But with the help of a UN agency, we're able to train those youths were attending to these adolescents on a daily basis, checking up on them, ensuring that all the follow ups are met, and those who need to return back to their facility, we try to create a linkage between the the organization and the facilities. So which was really, really helUNSDPFul through the support of the USM. Thank you. • . Working with the network to conduct some capacity plays in SRH. So getting the history of national carriers on two occasions, we've tried and in fact, the whole country in the northern region is just some tools we were able to draw every day. From the sound of the the support to receive enabled us to empower the communities in terms of skills, knowledge, around programmable data, Solid Edge issues, which they take down to communication. The other one we're working, working with humans is the city's response, strengthen soccer, soccer symptoms, now. We have worked with them to develop an action plan, the first production plan, which he mentioned, with all the budget, the city, we are now extends the same sentence to both parties any feelings. So in terms of the first sentences, we have benefited. My response can be two folds…..yes the college hub is able to integrate the training of comprehensive sexuality education, however the inservice teachers have not been trained hence if no support such a group will be left out The relationships with traditional leaders that has been forged, revelling of resources is a must…a bit. We have this component of sensitization among the adult involving mind change which needs to continue, and we can only achieve this once its self-sustaining e.g teenage pregnancies, sexuality education. Hence more support is still needed. There is still so much needed to implement CSE as change of mind set takes long, but we have not reached the corners of the country hence support is still needed. Inservice teachers who are older have not been trained in CSE and this group is the larger population, so we still needs so much support

EQ5. : Coordination: To what extent the planning and coordination of the UNSDPF – through the Results Groups with the RCO support – contributed efficiently to a coherent implementation of the UNSDPF and the achievements of the UNSDPF outputs and outcomes?

Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
UNCT was actively involved in coordination structures for all programmes within the UNSDPF	• Evidence of RCO membership and participation in UNSDPF related coordination structures • Evidence of collaboration and joint programming with other UN Agencies in the Result Groups	• Documents – minutes of coordination structures • Key informant interviews with RCO staff and other UN agencies	• In-depth documents review • Key informant interviews • Evaluation Reports
Responses/Data collected			
	• We've never been asked by government to report with regards to the agencies if we, if the grant finder asks for a report we will work together to work on a report which we'll send to the finding agency. In in (not clear) yes, we have done so but not to government, no, we've never been asked to send a report to government. (Bongo-Hive)		

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	• So what we do is we have a system called the NACMIS so mostly what we do within NACMIS is to collect non clinical data so when you look at the system we are actually updating it its now pulling data from for example the HMIS so it has a dash board which pulls data from the HMIS education management system of ministry of education and the like ZAMSTATS where there is data on for example GBV and the like so we link these things but on top of that as a coordinating entity is that we coordinate strategic information technical working group now this is a technical working group composed of M& E experts from government, donor community and even stakeholders that are coming from the community. So the way the NACMIS works is that the data is collected at subnational level (the district level at district level we will work with the district heads coordinating advisers who are placed by the local authority so they collect this data from community organizations and they feed this data into the system and there is a process of validation before you are able to see it. So I am able to see that this is what we are doing here and how are we doing for example in terms of indicators condoms, how are we doing in terms of IEC distribution all those kind of things and that's how the system works so interms of visualization when you go into the system it will tell you the national data it will give you the prevalence interms of how are we fairing interms of the prevalence within the system. • **System is open to the public.** Okay great without any special credentials required? … yes its under construction now there is a consultant working on it but it is an open system--- if you have data collection tools you collect data, fill in the data and upload the data that's the process. And we are hoping that the process of updating this management system should be concluding by the end of the month right now it was being shared with stakeholders last week actually just to look at the indicators we brought in ministry of health, ZAMSTATS, medical stores and others just to see to propose some of the indicators they would want to see because not all the indicators are traced for example, when you go in the HMIS for the ministry of health and you want to check for example how many condoms were distributed last year, you will not get that number because condom distribution mainly is done at MCH and is mainly distributed for family planning so if your question is how condoms are being distributed for HIV prevention, it's very difficult for you to do that because that system doesn't measure those indicators the only measure that HMIS measures is the indicator on family planning so if its for family planning hen its okay but if your interest is HIV prevention, you will have it difficult because you will be reporting numbers that are not realistic. • We still run parallel indicators with regards to the projects, IFAD versus the government. It suffices to mention that ideally the projects are expected to work within the framework of the ministry. So, the ministry has got an M&E system which is all encompassing to an extent that even these projects can actually fit in very well with regard to indicators and other M&E issues that may arise, we have a comprehensive M&E system under the ministry which ideally takes care of the interventions that actually happen within the ministry. But there are many times where a different program would feel that the M&E in ministry is not sufficient to adequately connect or monitor certain programs, so, there is still need for us to harmonize between our partners and the ministry M&E system(SEED CONTROL)
Cross-Cutting	• So even the planning, when you look at the numbers enrolled on ART is indicating more women than men. Intervention, you see more women than men. Now we have specific interventions on adolescent girls and young women because they are five times likely to be infected with HIV positive compared to their male counterparts. There are interventions designed for women. But I must make mention that they are not yielding the results at all. And that is where, I think innovation is supposed to be enhanced, otherwise we risk having a population that has HIV but surviving. And the question that comes is, what does that have, you know what is the bearing on the social economic development of the country. Do, those are the issues that we do not in most cases try to look at and link things up. Because you have a sick population that has a bearing on the social economic development of the country (NAC)

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	• Yeah, beginning with climate change, diversifying the crop itself is a major issue to adapt to climate change. In this case we are looking at having a wider range of crops which can actually adapt to different environments. So, we are using this initiative, you know, of having more crops as way of adapting to climate change. So, no know activities this is a bigger agenda, and that is were we are saying, you know, let us expand beyond maize. Where amin fails, there will be a crop that will survive. Millet for example, sorghum or legumes themselves which are resilient to certain climatic factors (SEED CONTROL). • Then with regard to gender, I know that we have not done much but it is something we need to focus ourselves in terms of how do we bring a better balance in as far as gender targeting is concerned. So, in our activities we do focus on how we can actually look around gender, gender issues. For example, in Cassava where we to process Cassava or where there is need for some labor, we will be looking at what kind of, you know, small implements, could be gender, I mean that could actually be used by both gender without discriminating, something that can help even our women folks, to adapt very easily even to all these reproductive resources that we are availing to them. So, like I said earlier on, we have not done much but is something that is in our planning of activities, to make sure that we try as much as possible to integrate gender issues in implementation of our activities. • But also, maybe just before I leave this, other than gender, we are also looking at the issue of making sure that youths are so much part of this the activities we are doing. We do also target the youths, very important and critical component. • The aspect of gender we do, in all the activities that we do all the outreach activities and training activities we ensure there is increased women participation. This is driven by data that was generated within the project whereby snap survey revealed that at some sites there were 43% of women who were actually involved in earning income from participating in artisanal mining so we ensured that there is an aspect of gender inclusion implementation such that when we started implementing the second phase of that was in 2020, there was a deliberate effort to increase women participation as well as to provide support to women led organizations and women led businesses in terms of training which deliberately targets women organization institutions and women led companies through the provision and small grants in the program. MINES • There is also an important aspect of inclusion whereby you raise aspects of people living with disabilities but you would understand that most of the players in stakeholders are those actively involved in the extraction of commodities but nonetheless we tried to reach out to players or to stakeholders involved in developing minerals not just at extraction site but across the value chain of mining. Having said that at the extraction site because of the nature if the business but it is physical on what this aspect of the type of people that are involved in the business sector must be basically be physically fit people and by that you find our catchment is that kind of people. • So I would also assume that issues of human rights promotion in the mining sector actually are very much emphasized in your programing and implementation. For example, where there are issues to do with child labor that one is a no go area for us we don't want to implement programs in that because there is human rights abuse and we try to work to provide background support to ensure that such things do not come up. Similarly, we won't work in areas of discrimination, abuse of labor and in areas where workers are not well taken care of and no adequate personal protective equipment for use during their work. • **Environmental sustainability:** how do you go around them because I know mining has to do with physical exploitation of the land resources themselves or even underground resources. So how do you go round issues of environmental or of the environment? • One of our outputs under the project is to build capacity in artisanal and small scale miners to better manage the environment to provide social and environmental safeguard to the environment and I guess that background we undertake capacity building programs in the environment and developing products that would help the artisanal and small scale miners to use as reference of work in their day to day mining businesses. Parallel to that we support the government to undertake environmental inspection on artisanal and small scale mines as well as environmental monitoring. This being done as a way of improving compliance as well as to safeguard the environment against damage. So a lot of awareness programs have been developed for the artisanal and small scale miners.

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	• I think at a level where many are not appreciating or understanding the importance of gender equality in the development process. They don't understand we cannot achieve sustainable development with gender equality such that some people think its something you can easily do away with. I think the levels and understanding about gender still has a gap including gender mainstreaming are still low on the public (**GENDER)** • The partnership framework provided a mechanism for the full participation of various groups in society by emphasizing on inclusion and equality in the design, implementation, monitoring and evaluation of interventions. This can be seen from all the pillars in the UNSDPF as they are designed to not to leave anyone behind which is a hallmark statement for the sustainable development goals. • The partnership framework provided a mechanism for systematic collection of all key data at various levels from the bottom-up through the use of a variety of data collection methods that are inclusive • Pillar two of the UNSDPF placed strong emphasis on promoting environmentally sustainable and inclusive social and economic development. The framework proffered a narrative of promoting investments in the green economy and effectively addressing issues that contribute to environmental damage such as unsustainable land use and management, alternative energy sources etc • The partnership framework utilized the results-based management quiet effectively but there were gaps mainly emanating from either non-availability of all required data at the point of need or other operational challenges. However, this did not greatly affect the intentions of the UNSDPF • In each pillar, even in poverty reduction, gender was coming out, it had to be incorporated, the issue of HIV, the issue of disability and also the issue of climate change in all the pillars are the cross-cutting issues. All those were incorporated. I think the alignment process between, that was conducted by government and the UN system was very elaborate to ensuring that the cross-cutting issues where addressed. • Environment—safe spaces • Use of tablets to communicate -cut down on use of paper and fuel • Advocacy-at different levels from chiefs, parents and community had to advocate a buy in especiall for those uncomfortable with sexual issues with girl child • HIV mainstreaming-did a lot on information and brought the health services closer to the girls and access the testing service • Mainstreaming of Gender….we deliberately added more number of girls who were vulnerable • As long as it is one sided any program cant progress but we deliberately include nore vulnerable but for peer educators we had equal number of boys and girls • But affirmative action was taken when it came to support • We were given support to start a project on animation, but after submission it was realized that the animation portrayed a man, hence we were asked to redo • Cooperating cross cutting issues are always emphasised, as programs on Gender based Violence have been part of the things we are implementing • Strengthening HIV • Human rights violation are issues we cooperate in our work • We target male and females and invitation for traditional leaders we emphasise on them sending female representatives • HIV/AIDS is mainstreamed as well as COVID • There has been deliberate effort during the material production to consider diverse disability and gender issues in the preparations

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	• I think almost in every work we do with UNESCO issues of cross cutting is ably tackled including distances and terrain of the place
Challenges	
	• **COVID-19:** That was a universal challenge. So, challenges we do have programs that were being funded before, but now the UN system can no longer fund. They are complaining that their funding has also reduced, I think that has been the biggest challenge. So yeah, the biggest challenge is that there has been reduction in the funding from the UN system. • Previously, when it was still CSO there was heavy reliance on funding from UNFPA for most of the activities but in later years we have seen that funding has been reduced because of that some of the activities are no longer being done. We had some capacity building workshops in the provinces where we would go and teach the planners how to utilize data, I think the last one should have been 2016. So, that was a very good program because people did not actually, you know, you take the reports, these descriptive reports to the provinces they would just end on shelves because people were not able to really utilize the data but when we were doing these trainings which were supported by UNFPA people could at least appreciate and were able to utilize the data after being trained because they I think they were not, even now we only trained in vey few provinces and very few people, but if we were to continue with such programs, that would be better. • So, mainly the funding that has been the bigger challenge because it has really reduced. So, where we could get so much, at times we would just get K150, 000 from what the institutions was used to way back because the UN system could even buy us Vehicles, we cannot do that anymore. • Some of the challenges are some agencies that were not supporting certain components for example the UNDP used to be a major supporter even more than the UNAIDS but I think support went down because I think the country office was not being supported at lest that is what I heard so you see it depends on the agency you go to some of them you say we have this requirement can you support they will tell you this is not the mandate we support and the like some of those really we had challenges with such kind of issues where some agencies were not able to support the activities that were not within their confines and the like. • I think one of the challenges rather than funding is the working in silos/fragmentation. Working in silos I think is a big challenge, for me what would be good is to make sure that we collaborate and coordinate effectively in as far as implementation of duties and programs are concerned. To me I think that is the biggest challenge. • Challenges basically is ownership the ministry can do more to own activities and they can also do more toward sustainability to do more than they are doing now. I think that's one area that I think is a challenge. The other challenge basically has been targeted groups themselves how to get them key sectors that would move them from where they are and earn more money or improve on the income levels. That is a bigger challenge because this project or this sector in terms of support is not looked at as compared to others when in actual sense the majority of the people that are involved in the mining are doing it as a poverty driven activity. There are very few that are doing it as a business and if you have a big group of people that are doing it like that, they should not be left behind wearing the hut of miners whereby lets assume they are making money and small scale miners actually can contribute to improve employment levels because the resources are there but its just a way we are going to go about to ensure the potential is harnessed thank you. • The levels of budgetary allocation are still low to gender programming. I think the partnership framework was very clear in terms of how gender mainstreaming is going to be enhanced and I think that the recommendation will be that we continue with the same method, just a little bit of twicking but otherwise it was good enough even by the way if informed the 7th NDP. Gender did quite well in

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	the 7th NDP, and we had a lot of support from UNPD to ensure that gender was mainstream. We had indicators also that gender is disaggregated. We need to continue with the same momentum • Inadequate resources to fully realize the intentions of the UNSDPF • The UNSDPF was not very well explained and understood by many grassroot communities. • There were delays in implementation of programs or projects • Our partners have each reporting system leading to multiplicity of reports leading to high transaction of costs • Capacity development in order to effectively implement UN programs • Increased resource allocation so that interventions can reach scale • COVID situation led to more girls becoming pregnant • Distances—could not reach certain places due to distance • Shifting from one on one to digital Migration to technology • When withdrawing girls from child marriages, but resources to take them back to school, we had no alternative as we did not prepare for it • To make the girls to be self-reliant • Some who were withdrawn from marriage but dropped off and returned to their marriage • The donor funding was shrank • Not much of CSO participation • Community based organization was not enough • CSO wasn't as active as expected • Access to finances for implementation was limited • The hostility by the government as a build up during the elections made it difficult for the CSO to execute their mandate • The language barrier which we had most refuges speak Swahili, French looking at Zambia we have English as the official language, Bemba not most of the refugees speak Bemba because most of them speak Swahili, French and Lingala so I think that was the main challenge the other challenge was the cultural differences. • We have different cultures and even amongst themselves, they have different cultures I think that was another challenge. • The cultural differences, language and also illiterate levels most of them are not educated at all so those were the challenges we faced and still facing • If they use the government ministries, programmes do not trickle down to CSOs, hence need to identify the federations • Lack of sensitization by government ministries • Most CSOs complained of not being involved in the implementation so most CSOs did not contribute towards the UNSDPF • Children born in Zambia though grown up cannot be allowed to get IDs or work in Zamia though having lived there all lives in Zambia those who finish school are abandoned because UN does not help to have them incorporated in the host community • No health care for refugees including pregnant mothers attending ANC • COVID 19 interruption of programs • Lack of the community to adhere to taking preventive measure like testing and vaccination • Issues of lack of resources to implement all programs • Many Pilot programs especially in Lusaka have never been scaled up • Lack of continuity of programs when new office bearer

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	• Bureaucracy within the UN system delays resources and funding. At the time the teachers are free funds are not yet released by the time funds are released, almost the time when its third term • During implementation and roll out of CSE among the fellow teachers, it has been a challenge to account for funds or track teachers that have been trained. • in grade 5 learning information that can be too much for a particular child • Period of training especially for mind set of five days has been a challenge • The term Sexuality education has been misconstrued leading to many people failing to appreciate the program
Lessons learnt	• **O**ne thing that I noticed, the lessons I learnt is that at times government may get funding from outside and then the superiors think that, no fail following what was agreed then they start suggesting that maybe we use the funds in this way and I think that we have learnt that with the UN system, you have to stick to what the program stipulated to work to the plan. If you have the work plan, you have to stick to it. And if there are any changes, you have to write to the UN system to request that you need to utilize the funds in this manner because at times we get so much funds without informing or writing back to finance to say we are utilizing these funds in this way. So, at times we were caught up because of having done that, so that was the lesson to me. what else? I think that I learnt in terms of how to manage the UN funds and sticking to what was agreed upon. The other thing I learnt is how data can actually be used to formulate policies. You know there is so much data that lays with the statistical office which actually does not reach the users. So, there was a time that we had capacity building workshop on small area estimation even though the days were not really much for people to but I think it was jst about 3 days but still from what we produced there, it was so much helUNSDPFul that you could see that you can so so much with the data we already have. I think we are limiting ourselves in terms of analysis but through the UN system I think our minds have been opened to say you can actually do so much with what you already have, because what we normally do at times is that you publish and then you forget. Forgetting that there is so much still remaining to do with the data that you have so actually one of those things I still would want to lobby that such king of capacity building should continue in future. • It is important for us to continue with communication between the institute and the whole UN system particularly those who are in line with the mandate of the ZNPHI to ensure that we use our comparative advantage to be able to achieve and attain the goals and targets that we have set up in the partnership framework. It is also important that the UN system is able to understand the roles of ZNPHI vis-à-vis its relationship with other government agencies as well as with ministries, particularly the Ministry of Health, ministry responsible for Livestock, ministry responsible for planning in a one health approach as well as other services that are important such as environmental services also to use the comparative advantage of the UN system that cuts cross sectors and uses and improves the activities of the ZNPHI as an institute that is mandated to provide health care security to the country. So, it is in that line that we can enhance and improve or communication system. Point communication is a two way system even us as an institute we need to be transparent and show our work and be able to discuss and share our work with the partners we are working with, then are the challenges that we are having, this is the progress we are making, this is what we have achieved and so on and so forth because you spoke of something that we need to work on as being able to provide annual reports like what we have done, what we have been able to achieve and the challenges that we have been faced with and we need to improve and share that with partners so that we can get that needed input in covering the gaps that may be identified • so you got the agencies working on these things, you got the agencies that just tell you okay great this is something we want you to do and if you don't want to do I, you can deliver the work. And then we've even had agencies that want to partner with and in the true sense they say can we join you in designing what the solution is and can we join you in implementing what the solution and they give,

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	and if they can offer advice they are there to offer advice so when we've run for example for you with UNCDF that is a partnership. We do the business modeling support, we do the technical assistance to the entrepreneurs but from an actual sector expertise, UNCDF is there to provide their expertise their advice to the entrepreneurs in that case. So you find that throughout the program as just as busy as we are they are also equally busy and they participate in the programs, they attend the classes, they offer their help, they offer answers so as much as they've managed to know us they also get to know the people from UNCDF. So these are the two models that we've seen and we, it depends on, it really does depend on what the age of the agency is and that we learnt from both of them but the letter we found helped us strengthen our capacity to then respond to more international opportunities to support entrepreneurs. • Planning together like for UNICEF what happened is that when they were planning they would invite us to say what is it that you would want to see us support so we would seat together and say we want you to support ABCD and the like they have been supporting mainly adolescent related interventions and they have done very well and they have added value as I am speaking now I can add the fact that within this time, UNICEF procured us a vehicle and we have some interns, these are young people living with HIV and UNICEF is providing support that was out of the collaboration and planning together and for me I think that's a huge lesson because we were able to identify the gap and UNICEF immediately were able to say here we can help. For UNAID huge lessons, similar lessons every year we would actually seat together and plan to say what are we going to do? For example, last week I was seating with UNAIDS to say what do we plan to implement in 2022 what are your activities we were able to submit and where they were not able to meet our budget requirements they were able to link us to other donors for example they were able to link us to CDC to support some of our interventions the reason is we were able to set together, plan and present what we intend to do in a particular fiscal year so I think those are some of the key lessons for me which I feel should actually be continued. • Working with the communities starting from the word go, inserting priorities, actually helps enhance ownership and sustainability of these programs. So, other than you taking design from the desk in Lusaka, you actually work together with the community to set priorities and goals, instead of doing the other way round. So, I think for us working with the IFAD programs, I think that has been a big lesson, we worked with the community to set priorities, ownership has been good and also sustainability is also foreseen such programs. So, I think that is one of the critical lessons we have learn • Coordination and cooperation among key stakeholders at all levels is key to achieving the agenda of UNSDPF. • Development inequalities can only be effectively addressed by fully taking into account cross-cutting issues and create a platform for the socially and economically disadvantaged groups to fully participate • Inclusive and equitable social and economic development model is instrumental in promoting the rights of all disadvantaged groups. • Capacity building for grassroot communities is key towards achieving sustainability. • When there are multiple players in the execution of programs, usually there is duplication of work and expensive • Learnt that we need to involve the traditional leaders at a much higher level as they have a bigger role to play. For them to take the sustainability role, involvement of chiefs at higher level is a must for programming • If you need a program to be sustainable, it should not be seen that the program is ours but involve the community, faith based organizations in the community, that is.by giving them the capacity using their influence • For sustainability its good to involve the local community from the initial stage • Preparing the community for adverse effects such as COVID 19, such as what happened when schools closed and an upswing of pregnancies among girls because we had not prepared them for adverse effects

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	• A lot of benefits especially to do with the tripartite arrangement of CSOs, also built ownership of framework, relationship working with government Improved • Unexpected results of partnerships with other UN Agencies • The continued partnership between UNDP and National Development Planning Unit within the government also proved to be a good practice • Aligning the 7NDP to the frame work was a best practise • The involvement of the community leaders where by you let the community own the activities to have that ownership for them to successfully implement the activities. We learnt that we have to let the people we are working with to successfully implement activities to ensure that beneficiaries own the programmes not like it's for UN but it's theirs that's the best lesson I have learned. • Also, always to insure that during the implementation of activities to put first the disabled and the elderly and balance gender. • Children who are sick if started on these supplements have healed fast. • Only a little number of refugees taken for training but they need to increase • No security outside the transit centres even with the skills acquired • Working within the existing structures has yielded some positive impacts • Pilot programs have helped to learn more on the project • Continuous process of the project helps to reach he intended purpose • Owning up of the project by the community is vital to let any program stay a test of time through ownership and integration in the system • COVID 19 • Exchange visits especially among rural participants will impact the program • High teenage pregnancies amongst the rural areas • Upswing of teenage pregnancies during the COVID 19 period • We need to work within the already existing structures in the community • Traditional leaders and church leaders should be brought on board to buy in the vision so that the program can be success in the community • Instead of using our own personnel, we get the personnel within the community • Coordination of program for enhanced delivery, through sharing of ideas within IPs • Importance of evidence in whatever we are planning eg if we are talking about teenage pregnancies, we need to have real data and submit to them for advocacy • When we do consultation, it is better to deal with officers at the ground than the officers at the national level • Need to have MoU with partners to understand what programmes they are involved in • To be careful especially do with CSE, as one size cannot fit all when it comes to sexuality education • We need to get more qualitative data inoder to get to understand their level
Recommendations	
	• UN system to continue supporting the activities that we do mostly which is number one: support towards data collecting programs, so, if that can be maintained or continued because for us this is like our main baby to collect data and also to be able to disseminate. So, if the support towards this can continue, we have so many programs that are not supported, if the UN system puts supports towards data collection activities, that would be good.

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	• There are some activities which we have been doing with the support from the UN system such as the in-depth analysis, and this is in line with what I was saying that we have so much data and yet we do not produce many reports from the data that we collect. So, for us to be able to do that, we need continuous support in terms of in-depth analysis so that we are able to produce re4ports on some of the data which is not published and this requires capacity building as well. On so many areas one of them which I should specifically mention is the small area estimation which we are still lagging behind, it was done within a short period of time. But if it can be done within a week or so, and if so, many people are trained, it would be very good for us to continue building capacity within the institution and outside the institution. So basically, those are the few that I can recommend. • There is an opportunity in this country not only with just works and (not clear) but also with regards to supporting innovative (not clear) or innovative startups and some of the challenges that innovative startups have access to capital, access to investment in the early stages but also just access to research finance especially if you're doing things in certain sectors education, health and others which require a significant amount of capital to be able to do their research and for them to build a prototype that can let them go into the market. I think this is something that we see that a number of agencies are willing to support and have studied and put up reports but I think that they need to consider that resourcing more research in terms of prototyping for startups in the forms of grant and equity free investments that will help them to do so. • Need for continued support that is predictable especially for the NAC which is coordinating the response we need more support going forward I think no one wants to support coordination because donors like things that at the end of the day they would demonstrate to say the number of people enrolled on ARTs, number of condoms distributed but they leave out coordination so I think my recommendation is that the different UN agencies they should continue supporting the NAC, they should continue supporting the HIV response because they add value to what is happening now and then we need to have a mechanism you see we have like for HIV donors I mean the US supported you have platforms where we meet and discuss these things quotably progress based on what has been achieved. For example, from the USG you have quarterly meetings to report on what is happening I think that is not the case for the UN I think it's something that I would recommend that they need to come back to us again to say in this quota this is what we have planned to support and these are the reasons. And these are the gaps we have identified ABCD going forward this is what we are going to do. • Future partnership frameworks should consider establishing a platform where different institutions and different organizations can come together on one platform, you know, ideas can merge, and to avoid this working in sailor. Like for example at the beginning I did indicate that yes, this partnership program of the UN has been mentioned through the INFAD program, INFAD is just one program. If there was a way in which all these programs cross would, you know, converge through a platform where you learn from each other, you discuss and partner, to me I think that is the way to go. Me I think we luck that platform • Enhance resource mobilization • Prioritize interventions that are easily scalable and sustainable • Capacity development in order to effectively implement UN programs • Increased resource allocation so that interventions can reach scale • Training (capacity building) • Program implementation • 1 plan, 1 M/E and 1 budget • They need to surrender their money to GRZ so we execute as one plan not as for UN • When we are monitoring we have joint monitoring instead of multilple

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	• Enhanced monitoring support • Implementation and development of policies, so we need to have clear direction of where we are heading • Execution of capacity building • Use of Smart materials in view of climate change especially for the engineers for Capacity Building • Capacity development in order to effectively implement UN programs • Increased resource allocation so that interventions can reach scale • Though the UNSDPF was for 5 years, however if we have to continue, looking at behaviour change, girls need long period • Length of the project • Sustainability and impact to be felt at least 8 years minimum of the project • If we start a project better we take the whole chiefdom than getting a bit from each chiefdom • Not just few wards ..experience has taught as to deal with whole chiefdom • We could not afford to give many gadgets to the young people though it being a pilot study • Children that we withdraw from child marriage, we need to have solutions than just withdrawing them for instance enterprenual skills, etc so that we sustain the withdrawal from the marriages • We would like to be assisted in Equipment, motor vehicles, • Further capacity building in different areas in improvement that is happening in the world • Mental health training • GRZ must have channel to involve CSOs or facility which enables them to easily interact with CSOs easily • They should strengthen institutions that will need accountability • Continue strengthening system in CSO e.g Financing, M&E • UNDP play a mediating role between GRZ and CSOs as a priority • UN is supposed to involve more of the government not sure if the UN is involving the government enough I think UN should involve the government enough because 1. The government knows exactly what needs to be achieved at the end of the day the UN also have the plans of what they want to be achieved at the end of the year so they should work hand in hand to ensure that the UN plans and the government plans should marry and work together as a team I think that should be the case. • Enhance the capacity building programmes • Proper documentation for children who are born in Zambia and ready to work • Meeting with host communities to harmonize the relationship • UN should train new office bearer to prevent such leaders from starting new programs and leaving the existing programs they found running stopped • Pilot programs should not be run for many years without assessing whether it should be scaled up or not • support comes and goes and sustaining this kind of support is very much key • Sensitization of condom campaign should be reemphasised • Capacity building of girls in the use of female condoms • Alcohol and Drug abuse of street kids need to be revamped and supported • Framework on CSE should be reviewed to accommodate issues on grade and age • Training of teachers in CSE should be lengthened. Five days is not enough • Strengthening the mentorship process

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	• Disbursement of funds for programs should be improved as it affects the implementation and success of the programmes • There is need to revise the tem Sexuality Education so as to let it be acceptable by the masses without questionable attitude

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Annex 6: List of People Interviewed

S/N	ORGANIZATION	CONTACT PERSON	DESIGNATION	EMAIL	MOBILE NO.
1	Ministry of Water Development, Sanitation and Environmental Protection.	Ulanda Nyirenda	Programmes Manager	ulandanyirenda@gmail.com	977 882751
2	Ministry of Housing and Infrastructure	Dr Richard Banda	Director	richardbanda@gmail.com	955760409
3	Zambia Federation of Association of women in Business	Ms Kawandami	CEO	kawandamin@yahoo.com	977751143
4	Ministry of Agriculture	Peter Zulu	Director	Peter.zulu@agriculture.gov.zm	0977 311961
5.	UNHCR	Patrick M. Kawuma	Programme Associate	Kawuma@unhcr.org	
6.	FAO	Mtendere Mphatsa	Programme Officer	Mtendere.Mphatso@fao.org	
7.	African Development Bank	Hawa Sekela		H.MSHAM@AFDB.ORG	
8.	UNICEF	Katlin Brasic	Chief Child Protection Officer		
9.	UNICEF	Monjur Hossain	Chief Health and HIV Officer		
10.	UNICEF	Claude Kasonka	Social Policy Specialist		
11.	UNICEF	Sidney Monze	Planning Officer		
12.	UNICEF	Brenda Kamballa	M&E Officer		
13.	UNICEF	Yaozhu Chu	Planning and Monitoring Specialist		
14.	UNICEF	Josephine Ippe	Chief Nutrition Officer		
15.	UNICEF	Hiddeko Miyagawa	Chief Education Officer		
16.	UNICEF	Gloria Nyam Gyang	OIC, WASH		
17.	ILO	Gerald Tembo	Professional Officer		
18.	UNFPA	Sibeso Muluma			
19	Department of National Registration, Passports and Citizenship	Peter Moyo	Director	pcmoyo2016@gmail.com	977921450
20	Action Africa Help	Jesica Mwale	Project Manager	jmwale@actionafricahelp.org	979703061
21	CSPRZambia	Edward Musosa	Programmes Manager	edward.musosa@csprzambia.org	977147452
22	*PPHPZ*	Melanie Chirwa	Programmes Coordinator	chirwamel@gmail.com	965511693

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23	World Vision	Mercy Chabu Ngoma	Programmes Coordinator	mercy_ngoma@wvi.org	966743635
24	YWCA	Ms. Mirriam Mwiinga	Programme Manager	mirriammmwiinga@yahoo.co.uk	975169396
25	Ministry of works and Supply	Mr Makasa Chifwembe	Acting Permanent Secretary	makasachimfwembe@yahoo.com or makasa.chifwembe@mws.gov.zm	977748584
26	Zambia National Public Health Institute	Dr Nathan Kapata	Director	nkapata@gmail.com	
27	Zambian Statistics Agency (ZAMSTAT)	Mr. Palver Mwiimbi		mpalver12000@yahoo.com	
28	Ministry of Gender	Mr. Phillip Chilambwe	Monitoring and Evaluation Officer		977465949
29	Save the Children	Mr. Elijah Nsonge	Project Officer	Elijah.Nsonge@savethechildren.org	0960 912662
30	BongoHive Innovation Hub	Mr. Simunza Muyangana		simunza@bongohive.co.zm	
31	Ministry of Mines and Natural Resources	Mr. Lyapa Manza	Project Coordinator		
32	National Aids Council	Dr. John Mwale	Director	jmwale2002@gmail.com	0977529105
33	Ministry of Mines	Ms. Audrey			
34	Alliance For Informal Economy Workers	Mr Lameck Kashiwa		kashiwalameck@gmail.com	
35	Zambia Disability, HIV/AIDS Human Rights Programme (ZAMHARDP)	Mr. Harvey Walaza Ngwale		harveyngwalew@gmail.com	
36	PPHPZ	Melanie Chirwa		chirwamel@gmail.com	
37	AIRTEL Zambia	Mwamba Chibuye		mwamba.chibuye@zm.airtel.com	
38	WFP	J. Lee	Deputy Country Director		
39	WFP	Herbert Matsikwa	Head of Programme		
40.	IOM	Knowledge	Programme Officer		
41	UNDP	Domingos Mazivila	Senior Economics Adviser		
42	UNDP	Gracious Divinda	M&E Officer		
43	Ministry of National Development Planning	Lee Chileshe	Ass Director, Development Planning, Social Sector Planning		
44	Ministry of Education	Brian Makufele	Principal University Education Officer		
45	UNHABITAT	Moonga Chilanga	Programme Coordinator		
46.	IFAD	Brian Kapotwe	Chief Programme Officer		

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47.	UNCDF	Brian Paul Katimbo	Economist		
48.	UNODC	Mpho Pitswane	Programme Associate		
49.	UNIDO	Tihana Kovac			
50	UNIDO	Maziko Phiri	Progamme Coordinator		
51	EU Mission	Arnand Borchand	Head of Mission		
52	ILO	Kakunda Kabwe	Beneficiary		0977861611
53	ILO	Serah Phiri	Beneficiary		0974738139
54	ILO	Eunice Mwenda	Beneficiary		0974901773
55.	ILO	Gladys Kasonde	Beneficiary		0978754883
56	ILO	Mikatazo Mwakatika	Beneficiary		0973030951
57	ILO	Grace Mulenga	Beneficiary		0978718832
58	ILO	Esther Kalukangu	Beneficiary		0776943048
59	ILO	Evelyn CHIBALE	Beneficiary		0974120115
60	ILO	Pride Namakobo	Beneficiary		0772700202
61	ILO	Ngosa I.M.Kaposa	Beneficiary		0973612384
62	UNHCR	Bernard Lukung	Beneficiary		0976707458
63	UNHCR	Franklint KASUBANDI	Beneficiary		0977142805
64	UNCHR	Fernand NTEZIYMANA	Beneficiary		0973085422
65	UNCHR	Lubemba MPIMBWE	Beneficiary		0975474317
66	UNCHR	Bahati Jack	Beneficiary		0978922370
67	UNCHR	Lukonji BONDO	Beneficiary		0971604281
68	UNCHR	Diola Hacimana	Beneficiary		0973233921
69	UNDP	Sandra Musonda	Beneficiary		0977104245
70	UNDP	Pauline Maundi	Beneficiary		0977849153
71	UNDP	Milanzi MOYO	Beneficiary		097229001
72	UNDP	Ella Kaliminawina	Beneficiary		0976800483
73	UNDP	Nyambe Mercy	Beneficiary		0974207421
74	UNDP	Victoria Masumbuku	Beneficiary		

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75	FAO	George Chiluba	Beneficiary		
76	FAO	Dorothy Kalumwa	Beneficiary		
77	FAO	Harrison Mwakalombe	Beneficiary		
78	FAO	Emely Banda	Beneficiary		
79	FAO	Loveness Katai	Beneficiary		
80	FAO	Euleria Zulu	Beneficiary		
81	FAO	Christopher Chishala	Beneficiary		
82	FAO	Richard Kamanga	Beneficiary		
83	FAO	Whiteson Kasuba	Beneficiary		
84	UNICEF	Thelma Nyirenda	Beneficiary		
85	UNICEF	Natasha Jere	Beneficiary		
86	UNICEF	Zindaba Phiri	Beneficiary		
87	UNICEF	Namuji Sifaya	Beneficiary		
88	UNICEF	Kapansi Zulu	Beneficiary		
89	UNICEF	ROINA MUKUWA	Beneficiary		
90	UNAIDS/NAC	Thomas Ntalasha	Beneficiary		
91	UNAIDS/NAC	Graham Mbewe	Beneficiary		
92	UNAIDS/NAC	Oswald Chisenga	Beneficiary		
93	UNAIDS/NAC	Florence Hamaliwa	Beneficiary		
94	UNAIDS/NAC	Louisa De Wet	Beneficiary		
95	UNAIDS/NAC	Mweete NGLAZI	Beneficiary		
96	UNAIDS/NAC	Enoch Ntoka	Beneficiary		
97	UNAIDS/NAC	Rita C. Kalamatiln	Beneficiary		
98	UNAIDS/NAC	Nyewani Soko	Beneficiary		
99	UNAIDS/NAC	William Sikazwe	Beneficiary		
100	UNAIDS/NAC	Simata Simataa	Beneficiary		
101	UNICEF	Nalukuwi A. Kundot	Beneficiary		
102	UNESCO	Shamfula Morgan	Beneficiary		

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103	UNESCO	Sibongile Ngoma	Beneficiary		
104	UNESCO	Agatha Shindende	Beneficiary		
105	UNESCO	Chilekwa Chisanga	Beneficiary		
106	UNESCO	Chituwa M. Salasini	Beneficiary		
107	UNESCO	Lovell Kapini	Beneficiary		
108	UNESCO	Susan Kamuti	Beneficiary		
109	UNESCO	Jack Chishala	Beneficiary		
110	UNESCO	Mirrian Mwiinga	Beneficiary		

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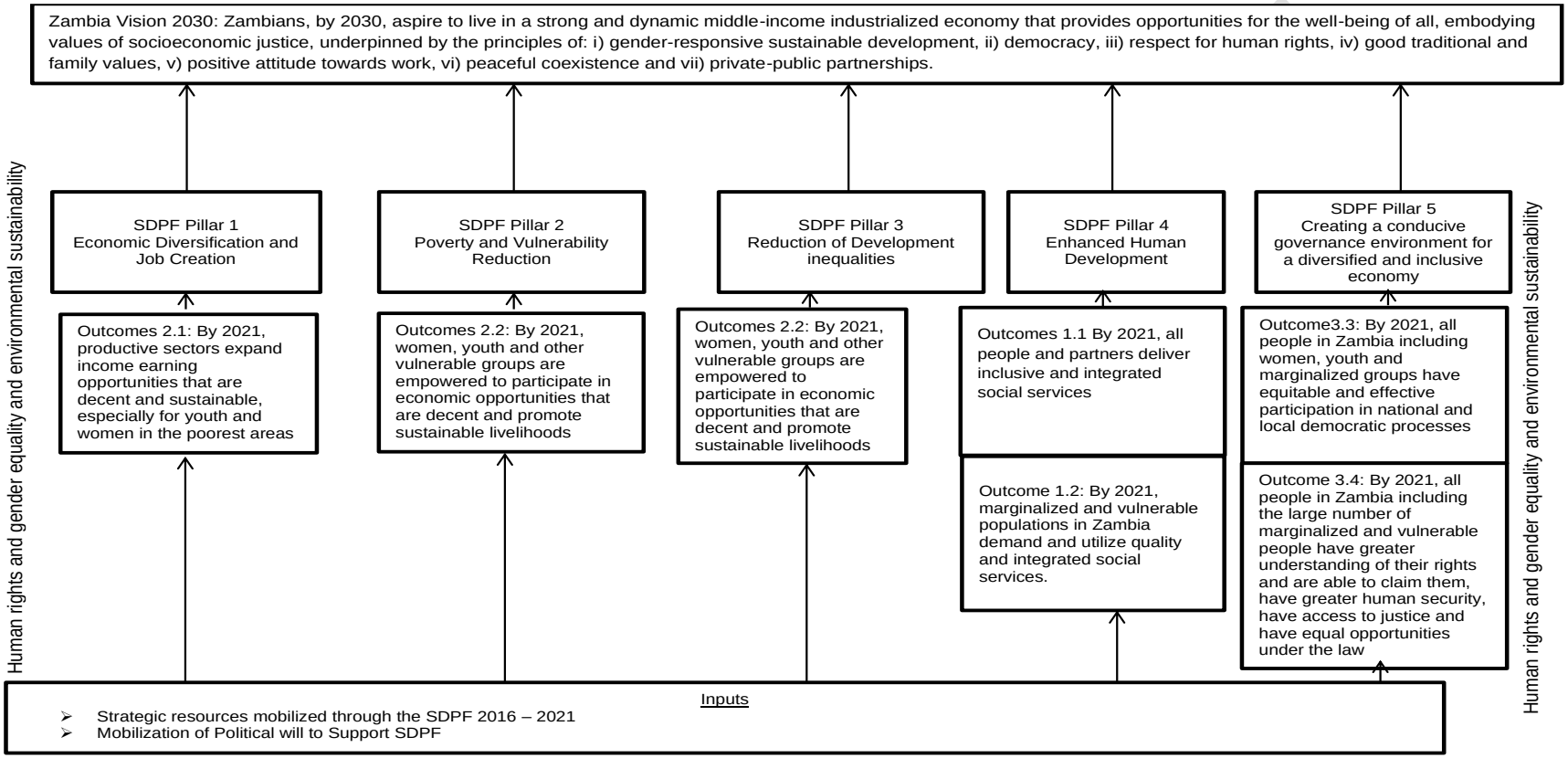
Annex 7: Reconstructed Theory of Change adopted in UNSDPF 2016-2022



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Annex 8: Zambia UNSDPF 2016-2022 Results Framework

UNSDPF Zambia 2016-2020
Results Framework

Results Group 1

7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 1.1: Climate smart agriculture technologies practices developed and disseminated							
1.1.1	Number of smart agriculture technologies developed and disaggregated by type	5	5	15	13	WFP, UNDP	**4 (WFP)** **9 (UNDP: Minimum tillage, crop rotation, cop diversification, crop residue retention, use of early maturing varieties, early planting , use of animal manure, use of drought tolerant crops, use of drought tolerant variaties.**
1.1.2	Number of farmers adopting resilient agricultural practices and alternative livelihoods	3442	5000	10500	**72,007**	WFP, UNDP, IFAD	**26,880 (WFP)** 6,638 (UNDP) 38,489 (IFAD)
1.1.3	Number of households practicing off season farming (irrigated)	357	500	1000	1,093	WFP, UNDP	**538 (WFP)** 555 (UNDP)
Output 1.2: Access to agricultural finance and insurance services increased							
1.2.1	Proportion of farmers accessing agriculture finance services disaggregated by sex, age, region and commodity.	15 535 (16%)	30000 (30%)	24165 (24%)	363,831	WFP, UNDP, IFAD	WFP: **24,232** **UNDP: 36,274** **IFAD: 303,325 (191,555 female and 111,770 male)**

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7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
1.2.2	Number of farmers accessing agricultural insurance services disaggregated sex	00	7821 (51% Female)	7821 (51% Female)	51,316	WFP, UNDP, IFAD	WFP: **7,821 (52% Female)** **UNDP: 38,495** (53%Female, (47% Male) IFAD: 5,000
Output 1.3: Agribusiness services provision and small-scale farmers entrepreneurial capacity strengthened							
1.3.1	Percentage of small-scale farmers' organizations supported with capacity building services	15, 835 (16%)	30000 (30%)	24165 (24%)	**48,613**	WFP, UNDP, IFAD	WFP: 48,083 UNDP: 96 IFAD: 434
1.3.2	Number of small-scale famer organizations engaged in bulking	15,835	12,000	10,000	7,038	WFP, UNDP, IFAD	WFP: **6,683** **UNDP: 328** **IFAD: 27**
1.3.3	Number of joint ventures between small-scale farmer organizations and commercial businesses	60	60	60	83	WFP, UNDP	WFP: 60 IFAD: 23
1.3.4	Number of smallholder farmers participating in diversified value chain	11,236	10000	17835	148,402	WFP	WFP: **10,083** **UNDP: 53,017** IFAD: 85,302
1.3.5	Proportion of small-scale farmers participating in capacity programmes disaggregated by sex, age, disability and region	10% (500)	10% (500)	20% (1000)	**93%**	WFP, UNDP, IFAD	WFP: 65% UNDP: 28% IFAD: 37,178
Output 1.4: Trade facilitation and human mobility instruments for small scale traders are designed and effectively implemented							
1.4.1	Border movement facilitation system developed and piloted at Kasumbalesa border post	0	0	1	1 The design of the electronic border pass to be piloted at Kasumbalesa border post is	IOM	An electronic border pass is a special border residency arrangement will facilitate border residents to regularly and easily cross the border within an agreed framework.

7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
					ongoing. Zambia and DRC have signed a bilateral cooperation agreement on modalities for the electronic border pass.		IOM just concluded facilitating a Bilateral meeting between Zambian and Congolese officials
Output 1.5: Efficient border management for improved mobility and trade facilitation							
1.5.1	Number of border specific trade facilitation action developed and operationalised	0	0	4	IOM supported the development of four border specific action plans for Kasumbalesa, Mwami – Mchinji, Chirundu and Nakonde – Tunduma border posts. The action plans prioritize	IOM	The action plans have been adopted by Zambia and the respective adjoining countries and specific priority interventions are being implemented.

7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
					interventions that need to be undertaken to facilitate human mobility and small-scale cross border trade.		
1.5.2	Number of cross border coordination forums and mechanisms developed	3	5	6	IOM has supported established and continued operations of the cross-border forums to enhance inter agency and inter state cooperation on integrated border management. The cross border forum mechanisms are operational at Chirundu	IOM	Management of international migration requires inter agency and inter state cooperation to strengthen improved coordination and collaboration.

7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
					OSBP, Mwami – Mchinji border crossing point, Katima Mulilo border crossing point.		
Output 1.6: Policy, legal and regulatory capacities in the sector to support, formulate and promote gender inclusive ASMEs along the development Minerals Value Chain is strengthened							
1.6.1	Number of new or improved policies, laws, standards, regulated to facilities, formulation of gender inclusive and business development of ASMES	0	2019	3			
1.6.2	Number of ASMEs that are formulised and or access extension services through programme	6	2019	1000 (m-500 F-500			
Output 1.7: Value chain in gemstone and industrial minerals strengthened through improved capacity to conduct market analysis and investment promotion							
1.7.1	Number of value chain (gemstone and industrial mineral)	5	2017	9	10	UNDP	
1.7.2	Number of companies adding value to development minerals	10	2017	12	25	UNDP	
Output 1.8: Investments in renewable and alternative energy increased							
1.8.1	Number of renewable and alternative energy projects implemented	0	1	1	1 Project (the Skills for Energy in Southern Africa – SESA) implemented	ILO	The project commenced in January and will be implemented up to June 2024. Inception Phase successfully completed in June 2021.
1.8.2	Number of training programmes in renewable energy and energy efficiency technologies	0	2	2	3 out of the 4 Training	ILO	Implementation of the training interventions requires partnerships

7NDP Pillar 1: Economic Diversification and Job Creation							
Result Group 1: Economic Diversification and Job Creation							
UN Participating Agencies: Lead: UNECA - Other UN Agencies IFAD, WFP; UNDP; IOM; ILO; UNICEF; UNCGF; FAO, UNIDO							
Outcome 2.1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable especially for youth and women in the poorest areas							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
					programmes developed have been delivered		with public and private sectors players including interagency coordination on environment in general and energy in particular.
Output 1.9: Safeguarding the environment for efficient sustainable economic diversification							
1.9.1	Percentage of hydrochlorofluorocarbons (HCFC) reduced	90.90 HCFC-22 Metric tonnes and 5.00 ODP tonnes	Reduce HCFC consumption by 35% of the baseline 3.25 ODP tonnes	3.25 ODP tonnes	0	UNIDO, UNEP	
1.9.2	Number of refrigeration and air-conditioning (RAC) technicians trained	60	100	100	0	UNIDO, UNEP	

Results Group 2

7NDP Pillar 2: Poverty and Vulnerability Reduction							
Result Group 2: Poverty and Vulnerability Reduction							
UN Participating Agencies: Lead: FAO - Other UN Agencies WFP; ILO, UNFPA, IFAD, IOM, UNAIDS, UNDP, UNHCR, UNICEF, WHO, UNESCO							
Outcome 2.2: By 2021 women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 2.1: Improved coordination, coverage and targeting of social protection programmes							
2.1.1	Proportion of persons with disability registered in disability management information system (%).	0	100	100	24,011 80%	ILO	DMIS has been decentralised but impact of covid-19 affected registration of persons with disabilities. target for 2020 was

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7NDP Pillar 2: Poverty and Vulnerability Reduction							
Result Group 2: Poverty and Vulnerability Reduction							
UN Participating Agencies: Lead: FAO - Other UN Agencies WFP; ILO, UNFPA, IFAD, IOM, UNAIDS, UNDP, UNHCR, UNICEF, WHO, UNESCO							
Outcome 2.2: By 2021 women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
							at 15,000. linkanage to other system such as ZIPIS must supported.
2.1.2	Number of districts providing single-window social protection services.	0	20	30	44	ILO	The Single Window Service Delivery has been scaled up to a total of 44 districts based on demand for its successful best practices documented from the 6 Champion Districts.
2.1.3	Percentage of poor individuals receiving benefits from social assistance transfer programmes.	17	65	70	923,759	UNICEF, ILO	PWAS, SCT, ECT We collect in numbers and not %
2.1.4	Number of basic social protection programmes with functioning complaints mechanisms.	0	6	7	1	UNICEF	We have a grievance and redress mechanism for SCT
2.1.5	Number of poor beneficiary farmers under the Food Security Pack (FSP).	40 000	160 000	180 000	16,053	IFAD	
2.1.6	Number of beneficiary farmers under FISP.	1562572	1000000	1000000	**980,000**	UNDP	
2.1.7	Proportion of schools with Home Grown School Meals (HGSM) programme (%).	15	60	75		WFP	
2.1.8	Number of persons in formal employment registered with social security schemes.	15	60	75		ILO	
Output 2.2: Reduced HIV/AIDS prevalence							
2.2.1	Percentage of people who know their HIV status by sex	55	85	90	88	UNAIDS, UNFPA, UNICEF, UNESCO, WHO, ILO	Check if it's 2020 or 2021 data
2.2.2	Percentage of people living with HIV (PLHIV) who are on ART (disaggregated by sex and age 0-14; 10-19; 15+)	70.6	78	80	78	UNAIDS	

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7NDP Pillar 2: Poverty and Vulnerability Reduction							
Result Group 2: Poverty and Vulnerability Reduction							
UN Participating Agencies: Lead: FAO - Other UN Agencies WFP; ILO, UNFPA, IFAD, IOM, UNAIDS, UNDP, UNHCR, UNICEF, WHO, UNESCO							
Outcome 2.2: By 2021 women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No.	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
2.2.3	Percentage of PLHIV who are virally suppressed by Age and sex	52	80	90	85	UNAIDS	
2.2.4	Percentage of adolescent girls and boys age 15-24 with comprehensive knowledge of HIV	40.6	90	95	90	UNAIDS	
2.2.5	Percentage of men and women with comprehensive knowledge of HIV	40	80	90	90	UNAIDS	
2.2.6	Number of KP groups policies to reduce barriers to access to access services	0	0	3	**2**	UNAIDS	

Results Group 3

7NDP Pillar 3: Reducing Development Inequalities							
Result Group G 3: Reducing Development Inequalities							
Lead: ILO - Other UN Agencies: UNFPA, UNHABITAT, WFP, UNOCD, UNAIDS, UNDP, IOM, UNESCO, FAO, UNICEF, UNHCR, UNIDO							
Outcome 2.2: Women, Youth and Other Vulnerable Groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 3.1: Government of Zambia has an enabling policy environment for the prevention and protection of vulnerable persons from exploitation, including through human trafficking							
3.1.1	Number of policies, laws, and strategies on the prevention and protection of vulnerable persons from exploitation including through human trafficking, amended or adopted.	2 (2016)	2	5			
3.1.2	Percentage of land titles owned by women	18%	5%	5%	5%	UNDP	
3.1.3	Proportion of customary land owned by women	0%	0%	0%	0%	UNDP	
Output 3.2: Enhanced national capacity to prevent and respond to human trafficking							
3.2.1	Number of government institutions capacitated on human trafficking and vulnerable migration protection	20	25	25			
3.2.2	Proportion of human trafficking cases prosecuted	50%	55%	70%			
3.2.3	Proportion of identified victims of trafficking and vulnerable migrants provided with protection services	xx	75%	90%			

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7NDP Pillar 3: Reducing Development Inequalities							
Result Group G 3: Reducing Development Inequalities							
Lead: ILO - Other UN Agencies: UNFPA, UNHABITAT, WFP, UNOCD, UNAIDS, UNDP, IOM, UNESCO, FAO, UNICEF, UNHCR, UNIDO							
Outcome 2.2: Women, Youth and Other Vulnerable Groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
3.2.4	Number of shelters offering protection to VOTs and vulnerable migrants.	5	8	10			
Output 3.3 Informal settlements in urban and peri-urban areas formalised and upgraded							
3.3.1	Number of informal settlements formalised per year	298	320	350	320	UNHABITAT	
3.3.2	Number of squatter settlements upgraded by urban/peri-urban	49	100	150	100	UNHABITAT	
3.3.3	Number of households in informal settlements with occupancy licenses per year	52 049	55 000	60 000	57983	UNHABITAT	
Output 3.4 Gender responsive planning, budgeting and implementation increased							
3.4.1	All technical staff of the UN trained in gender competencies	0	40%	70%	100%	RCO	A capacity building on gender has been organized for all UN staff
3.4.2	Development of addendum gender responsive indicator framework for all the result groups	0	Framework in place	Framework operational			
3.4.3	Number of ministries whose capacity on gender responsive programming is built	0	5	10	1	UNFPA, UNDP, ILO	MCDSS Staff at Dept of Community Development were trained and Plan for 2022
Output 3.5: Negative cultural and social norms practices reduced							
3.5.1	Prevalence of child marriages	31.4	16.4	11.4		UNICEF & UNFPA	Data not available DHS Indicators
3.5.2	Percentage of women 15-49 who were first married by age 18	29	0.5%	0.5%		UNDP, UNICEF, UNFPA, ILO, IOM	Data not available DHS Indicator
3.5.3	Incidents of GBV cases	25 121	27 000	29 000	29,640	UNDP, UNICEF, UNFPA, ILO, IOM,	UNDP: 26,370
Output 3.6: Zambia has updated multi-dimensional poverty results							
3.6.1	Multi-dimensional poverty report available	No	Yes	Available	Available	UNICEF	2018 Multi-dimensional poverty (MODA) based on the 2015 Living Condition

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7NDP Pillar 3: Reducing Development Inequalities							
Result Group G 3: Reducing Development Inequalities							
Lead: ILO - Other UN Agencies: UNFPA, UNHABITAT, WFP, UNOCD, UNAIDS, UNDP, IOM, UNESCO, FAO, UNICEF, UNHCR, UNIDO							
Outcome 2.2: Women, Youth and Other Vulnerable Groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
							Monitoring Survey (PCMS). The next MODA is expected in 2023
Output 3.7: Number of vulnerable pupils accessing secondary bursaries increased							
3.7.1	Number of vulnerable children accessing publicly available secondary school bursaries disaggregated by sex, disability and region	714813 F: 349835 M: 268835		830174 Tot F: 402310 M: 423310			
Output 3.8 Enhanced technical capacities of women and vulnerable groups for economic empowerment and greater inclusion in industrial sector							
3.8.1	Number of bursaries provided for vulnerable and underprivileged youth across Zambia to be enrolled in Zambian Industrial Training Academy (ZAMITA)	0	0	100	180	UNIDO	
3.8.2	Percentage of female students, students with disability and vulnerable youth participating in Zambian Industrial Training Academy (ZAMITA) training programme	0	0	30%	24%	UNIDO	

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Results Group 4

Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
HEALTH							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 4.1: Output 1: By 2021, mothers and new-borns in Zambia have increased access to high impact interventions before, during pregnancy, delivery and after delivery for preventing preventable maternal and new-born deaths							
4.1.1	Proportion of pregnant women attending 1st ANC visit within the first trimester	96%	99%	100%		WHO	
4.1.2	Number of syphilis screening coverage of 1st ANC clients (%)	44% (2013)	56.3% (2018)	100%		WHO	
4.1.3	Percentage of designated EmONC facilities that are fully functional (40% of EmONC equipment and supplies procured and distributed) # of facilities with functional comprehensive essential obstetric care per 500 000 population	18.4% 5% (2017) TBA	90% 15% TBA	100% 40% TBA	100%	UNICEF WHO	100% of the designated I BEmOC centres are fully functional
4.1.4	Proportion of %of women age 15-49 years who received postnatal check up in the first two days after birth)	63%	75%	80%	42%	UNICEF	
4.1.5	Proportion of new-borns receiving postnatal care within 48 hours of birth (% of births with a postnatal check in the first two days after giving birth)	63%	75%	80%	42%	UNICEF	
Output 4.2: By 2021, the children in Zambia have access to sensitive child survival primary health care services with focus on the hardest to reach and marginalized communities							
4.2.1	Proportion of children aged 6-59 months who received a dose of Vitamin A in the first and second round of the Child Health Week (Vitamin A supplementation coverage for children aged 6-59 months)	82%	84%	90%	96%	UNICEF	3,875,299 of the planned 4,000,000 in the first round received a dose of Vitamin A.

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
HEALTH							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 4.3: By 2021 adolescent in Zambia have increased access to adolescent friendly integrated health information and services that promote human rights and gender equality.							
4.3.1	Proportion of health facilities with at least one health worker trained in Adolescent Sexual and Reproductive Health (ASRH)	88	96	100			
4.3.2	Proportion of adolescent birth rate per 1000)	141 (2013/14)	133 (2018)	133			
4.3.3	percentage of adolescents with comprehensive right knowledge of HIV prevention	Male-39 Female-42 Overall-39.5 (2013/14 ZDHS)	60(2018)	60			
4.3.4	contraceptive prevalence among adolescents	10.2 (2013/14)	38(2018)	38			
4.3.5	Proportion of health facilities providing integrated ASRH services (80% of health facilities with AYFHS by 2021)	0	25%	80%			
Output 4.4: By 2021, the health sector in Zambia has enhanced capacity to design, implement, coordinated and scaled up malnutrition specific interventions for women, adolescents and children at all levels							
4.4.1	Number of eligible districts implementing integrated school feeding programmes	32	48	48			
4.4.2	Proportion of Health Centres providing supplementary feeding services for moderate to acute malnutrition	0	40	40			
4.4.3	Proportion of pregnant women (14-45 years) receiving iron supplementation for 90 days	59	72	72			
4.4.4	Percentage of new-borns with weight below 2.5kgs low birth weight	9 (2017)	6%	5%(ZDHS)			
Output 4.5 By 2021 Zambia has improved access to SRH and GBV services							
4.5.1	Percentage of survivors (males and females) of sexual violence who received post exposure prophylaxis within 72 hours of sexual assault	43	55	58			

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
HEALTH							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
4.5.2	Percentage of women, 15-49, attending antenatal care (ANC) in the first trimester	24	40	50		WHO	
4.5.3	Percentage of women, 15-49, receiving postnatal checks in the first 2 days after giving birth	63	75	80		WHO	
4.5.4	Percentage of children receiving all basic immunizations by age 12 months (fully immunized)	89	93	95		WHO	
4.5.5	The quality assurance system for social work meets defined standards for normative framework, system of supervision and support, licensing/accreditation, and data collection systems	20%	40%	100%			
4.5.6	Percentage of Migrants, Inmates, People who Use/Inject Drugs, Sex Workers and Adolescents and Young People reached out with health information by age and sex	41.5	90	95			
4.5.7	Number of Migrants, Inmates, People who Use/Inject Drugs, Sex Workers and Adolescents and Young People accessing Family Planning services	70.6	78	80			
4.5.8	Number of individuals who received Family Planning at health facilities	70.6	78	80		WHO	

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
FOOD SECURITY AND NUTRITION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
Output 4.6: By 2021, targeted communities benefit from increased food security and access to nutrition products through strengthened private sector value chains for nutritious foods							
4.6.1	Number of private sector value chain actors supported by SBN to develop a new nutritious product or improve an existing product to make it nutritious	5	5	15	6	WFP	
4.6.2	Number of products supported for testing and certification mark (Good Food Logo)	27	27	50	**27**	WFP	
Output 4.7: By 2021, targeted communities, including pregnant and lactating women, and caregivers of children, and adolescents access knowledge and adopt practices that will improve nutritional status and reduce malnutrition							
4.7.1	Number of people reached through interpersonal SBCC approaches	15 000	15 000	17 835	**57,074**	WFP	
4.7.2	i.Number of community based SBCC events undertaken	12	12	36	**33**	WFP	
4.7.3	Number of community groups trained in nutrition	12	12	36	8,584	WFP, IFAD	WFP: 287 IFAD: 8,297

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
EDUCATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
Output 4.8: By 2021 boys and girls of school-going age demonstrate improved learning outcomes as a result of equitable and inclusive access to quality education.							
4.8.1	Availability of ECD Policy or implementation plan for scale up	No	In Progress	Yes	ECD Policy under development	UNICEF	
4.8.2	Number of children benefiting from early childhood education through alternative approaches (such as home-based provision of ECD, accelerated school readiness models, parent education, among others) with support from UN	5590 (2017)	8 500	10 000	29,969	UNICEF	
4.8.3	ECD facilitators who received in service training provided by UN	0	800	1800	1,853	UNICEF	
4.8.4	Number of primary school learners with access to innovative teaching methodologies at scale	46,800	210,000	210,000	250,409	UNICEF	
4.8.5	Number of schools that implement school-based management initiatives with UN support	Toolkit 1 20% Toolkit 2 0% Toolkit 3 0%	Toolkit 1 100% Toolkit 2 80% Toolkit 3 60%	Toolkit 1 100% Toolkit 2 80% Toolkit 3 60%	In progress	UNESCO	
4.8.6	National strategies address inequities in education resource allocation – score (1-4) see guidance	N/A	3.0	3.5	3.5	UNICEF	This is ongoing work. Foundational phase of the work is underway.
4.8.7	Policy and/or sector plans targeting out-of-school children in place	No Policy	Policy Approved	Policy Approved	Policy approved and under implementation	UNICEF	Implementation of the OOSC and girl's education is ongoing especially the alternative remote learning as part of the COVID-19 response including radio, TV,

FINAL ZAMBIA-UNSDPF EVALUATION REPORT

Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
EDUCATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
							written materials as self-study kits, and e-learning. In order to expand the reach more investment is required, especially in digital learning
4.8.8	Number of children who have participated in skills development programmes for learning, personal empowerment, active citizenship and/or employability through UN-supported programmes.	14,846 (2019)	20,000	25,000	23,428	UNICEF	16,215 girls 7,213 boys
4.8.9	Availability of strong evidence of successful and cost-effective innovations to improve access and learning for the most disadvantaged children - score (1-4), see guidance	2.0	3.0	3.5			
4.8.10	Number of learners with access to life skills based comprehensive sexuality education	1,265,165	1,765,165	2,265,165	On going	UNESCO	Target met as Life Skills based Comprehensive Sexuality Education (CSE) is being offered to all learners from grade 5-12
4.8.11	Number of school committees trained	N/A	350 Schools Including 2019	Sustain SLIPS in 350 schools			
4.8.12	Gender parity in schools	1 for Grade 1-7	1 for Garde 1-7	1.01 for Grade 1-7	0.99 in primary education; 0.84 in secondary education		
4.8.13	Number of Zambian students trained for the transport industry at Zambian Industrial Training Academy (ZAMITA), using the upgraded and new curriculum	0	0	150	217	UNIDO	

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
EDUCATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
4.8.14	Number of Zambian Industrial Training Academy (ZAMITA) competency-based curriculum developed	0	2	0	2	UNIDO	
Output 4.9: By 2021 substantially increase the supply of qualified teachers, including through national stakeholder cooperation for teacher education in the education sector							
4.9.1	National framework for standards of practice for the teaching profession in Zambia developed and operationalized in accordance with the implementation guidelines	0	0	1	Ongoing	UNESCO	Target met and the standards of practice were produced and launched, and operationalization is ongoing
4.9.2	Number of registered and practicing teachers trained on Standards of Practice for the Teaching Profession for improved teaching and learning in Zambia	0	308	1000	On going	UNESCO	Operationalization of the standards is ongoing this target should be revised down to 1,000. We don't anticipate to reaching 50,000 partly due to the limited resources/funds. However, we anticipate reaching/training many teachers in 2022 and beyond
4.9.3	Good quality CSE teaching and learning materials including ICT-based resources developed and disseminated	0	14	15	Completed	UNESCO	Target met and learning and teaching materials distributed to schools
4.9.4	Number of in service and preservice teacher trained, mentored and supervised to deliver CSE	41,328	60000	70000	On going	UNESCO	Target met and training of in-service teachers in on going through using colleges of education as hubs of teacher training.
4.9.5	National framework for Continuous Professional Development (CPD) and Social Dialogue for teachers in Zambia developed and rolled out in accordance with the with costed implementation plan	0	2	2	Ongoing	UNESCO	Partially achieved: National framework for CPD yet to be finalized

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
EDUCATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
							the National framework on social dialogue for teachers with its accompanying costed implementation has been finalized. The national CPD framework is yet to be finalized. Overall, operationalization of these national frameworks is expected to be undertaken in 2022 and beyond. The delay has been necessitated by the need to consult further with government/Min of Education
4.9.6	Proportion of registered and practicing teachers with credit evidence of having undergone hands on school based CPD trainings	0	0	1000		UNESCO	Partially achieved and ongoing
4.9.7	Number of NORTEC teachers provided with the technical and pedagogical skills necessary to deliver upgraded and new training curriculum (incl. e-Learning)	0	15	15			

Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
WATER AND SANITATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
Output 4.8: By 2021 boys and girls of school-going age demonstrate improved learning outcomes as a result of equitable and inclusive access to quality education.							

FINAL ZAMBIA-UNSDPF EVALUATION REPORT

Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
WATER AND SANITATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
4.10.1	Additional number of people who gained access to drinking water source	0	150,000	200,000	128,500	UNICEF	65,535 women and girls, and 62,965 men and boys.
4.10.2	National Water Quality monitoring action Plan (NWQMAP) is developed endorsed, and under implementation.	Not Available	Developed & Endorsed & piloted	NWQMP is under implementation	NWQMP is approved and under implementation.	UNICEF	The National Action Plan for improving drinking water quality monitoring and surveillance was approved. Process of editing and printing commenced. In the coming year, launching and dissemination of the documents will be done for scaled up implementation.
4.10.3	Number of people in humanitarian situation accessing sufficient quantity of water of appropriate quality for drinking, cooking, and personal hygiene	0	200,000	200,000	6,000,000	UNICEF	Approximately 3,060,000 women and girls and 2,940,000 men and boys.
4.10.4	National Water and Sanitation Policy is under implementation.	Policy document approved	Policy Launched & Under Implementation	Policy is under implementation	Policy is under implementation	UNICEF	Policy was printed/launched in 2020 and is under implementation
4.10.5	Number of people who gained access to basic sanitation services	0	200,000	200,000	98,552 people	UNICEF	48,290 males, 50,262 females
4.10.6	Number of villages certified free of open defecation	0	500	1,000	925	UNICEF	
4.10.7	National Plan for provision of WASH services in schools is developed and is under implementation	Draft National Plan for provision of WASH Services in	Plan finalized, endorsed and under	Plan is under implementation	Developed and under implementation	UNICEF	National WASH in Schools Strategy launched in 2021

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Pillar 4: Enhanced Human Development							
Lead: WHO - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Outcome 1.1: By 2021, government and partners deliver inclusive and integrated social services Outcome 1.2: By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrated social services							
WATER AND SANITATION							
No	Output indicator	Baseline	2020	2021 Target	Status 2021	Contributing agencies	Remarks
		schools available	implementation				
4.10.8	Additional number of schools, learning centres and early childhood development centres provided with basic WASH facilities, including MHM	0	35	30	179	UNICEF	179 schools and Early Childhood learning centres benefitted from provision of basic WASH facilities provided.
4.10.9	Additional number of health centres provided with basic WASH facilities	0 (2015)	40	50	75	UNICEF	75 health care facilities were provided with access to basic WASH services

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Results Group 5

7NDP Pillar 5: Creating a Conducive Governance Environment for a Diversified and Inclusive Economy							
Lead: UNDP - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Result group 5: Creating a conducive governance environment for a diversified and inclusive economy							
Outcome 3.1. The national statistical system generates and disseminates timely disaggregated data for evidence-based national development Outcome 3.2. National institutions at all levels target, manage, coordinate, and account for resources for equitable services and economic growth based on reliable data Outcome 3.3. Equitable and effective participation in national and local demographic processes Outcome 3.4. Greater understanding of their rights and are able to claim them - greater human security, access to justice, and equal opportunities under the law							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
Output 5.1 Labour policy and legislative framework reformed							
5.1.1	Labour Policy operationalised	0	0	1	1	ILO	7NDP
5.1.1	Labour legal framework operational	0	0	1	1	ILO	7NDP indicator
Output 5.2 National data and information systems enhanced							
5.2.1	Number of MPSAs integrated into the National Statistical System per year	0	0	10			7NDP indicator; UNPF
5.2.2	Number of Districts equipped with digital registration facilities connected to the INRIS for Civil Registration and Identity Management	0	10	25	Equipment procured for all districts (116). Installation to be finalized in 2022.	UNDP, UNICEF	Department of National Registration, Passports and Citizenship
Output 5.3 Migration laws, policy reforms and diaspora engagement for national development							
5.3.1	Migration legislative and policy framework reviewed and operational	0	0	1	2	IOM, UNHCR	Review of the diaspora policy legislative review undertaken and there is ongoing advocacy for operationalization of key recommendations (MoFIC) Refugee Policy developed and published
5.3.2	Zambia Diaspora Policy and Action Plan operational	0	1	1	1	IOM	Diaspora policy action plan was developed and is being operationalized. The GRZ is

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7NDP Pillar 5: Creating a Conducive Governance Environment for a Diversified and Inclusive Economy							
Lead: UNDP - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Result group 5: Creating a conducive governance environment for a diversified and inclusive economy							
Outcome 3.1. The national statistical system generates and disseminates timely disaggregated data for evidence-based national development Outcome 3.2. National institutions at all levels target, manage, coordinate, and account for resources for equitable services and economic growth based on reliable data Outcome 3.3. Equitable and effective participation in national and local demographic processes Outcome 3.4. Greater understanding of their rights and are able to claim them - greater human security, access to justice, and equal opportunities under the law							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
							undertaking ongoing diaspora engagements processes. Guidelines to help raise awareness on procedures for acquisition and renewal of national documents were developed, launched and are being widely disseminated through Zambia's missions abroad. (MoFIC) Review, validation and adoption of a national remittances study undertaken which outlines various actions, strategies and broad recommendations that Zambia needs to implement to increase the flow and formalization of diaspora remittances
Output 5.4 Mechanism in place for legal identity for all and an integrated system of civil registration from birth to death							
5.4.1	Percentage of children under 5 years of age whose births have been registered with a civil authority.	11%	14	20	16%	UNDP, UNICEF	DNRPC Baseline Survey. 2021 target was negatively impacted by Covid-19 from March 2020 as DNRPC

FINAL ZAMBIA-UNSDPF EVALUATION

7NDP Pillar 5: Creating a Conducive Governance Environment for a Diversified and Inclusive Economy							
Lead: UNDP - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Result group 5: Creating a conducive governance environment for a diversified and inclusive economy							
Outcome 3.1. The national statistical system generates and disseminates timely disaggregated data for evidence-based national development Outcome 3.2. National institutions at all levels target, manage, coordinate, and account for resources for equitable services and economic growth based on reliable data Outcome 3.3. Equitable and effective participation in national and local demographic processes Outcome 3.4. Greater understanding of their rights and are able to claim them - greater human security, access to justice, and equal opportunities under the law							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
							restricted the number of clients to only 50/day.
5.4.2	Number of people issued with legal identity document through an integrated civil registration and identity management system (in pilot areas of Zambia)	Integrated system in place	0	4 million	600 enrolled in the system (new ID not issued pending installation of infrastructure and training	UNDP	DNRPC
5.4.3	Number of provinces with decentralized birth registration printing facilities	6	10	10	10	UNICEF	All provincial capitals now have birth certification centre
Output 5.5: Electoral processes and systems strengthened							
5.5.1	Number of eligible voters registered by province, sex, age, persons with disabilities	6,698,372	6,698,372	700,000	7,023,49	UNDP	7NDP indicator (Total number of registered voters in 2021 - ECZ)
5.5.2	Proportion of women elected as councillors (District councils, city councils and municipal councils)	9%	9%	30%	8.7%	UNDP	ECZ
5.5.3	Voter turnout in general elections	56.45%	56.45%	59.45%	70.61%	UNDP	ECZ (2021)
Output 5.6: Human rights systems and structures strengthened							
5.6.1	Number of reports submitted to International and Regional Human Rights mechanisms	0	0	3	1	UNDP, UNICEF, UNFPA	ICCPR (MOJ)
Output 5.7: Scale-up public service reforms							
5.7.1	Number of public institutions with Service Delivery Charter	7	7	24			7NDP
Output 5.8: Prevention and Protection for victims of trafficking							

FINAL ZAMBIA-UNDPF EVALUATION

7NDP Pillar 5: Creating a Conducive Governance Environment for a Diversified and Inclusive Economy							
Lead: UNDP - Other UN Agencies: WFP, UNAIDS, IOM, IFAD, FAO, UNESCO, UNODC, UNICEF, ILO, UNFPA, UNHCR							
Result group 5: Creating a conducive governance environment for a diversified and inclusive economy							
Outcome 3.1. The national statistical system generates and disseminates timely disaggregated data for evidence-based national development Outcome 3.2. National institutions at all levels target, manage, coordinate, and account for resources for equitable services and economic growth based on reliable data Outcome 3.3. Equitable and effective participation in national and local demographic processes Outcome 3.4. Greater understanding of their rights and are able to claim them - greater human security, access to justice, and equal opportunities under the law							
No	**Output indicator**	**Baseline**	**2020**	**2021 Target**	**Status 2021**	**Contributing agencies**	**Remarks**
5.8.1	Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation	93	2016	91		IOM	SDG indicator 16.2.2
Output 5.9 Access to justice enhanced							
5.9.1	Number of Fast Track Courts operational	6	6		10		7NDP indicator
5.9.2	Action plan on UPR formulated	0	0	0	1	UNFPA	7NDP indicator
5.9.3	Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months.		Baseline to be conducted in 2020			UNFPA	SDG indicator 16.1.3 Data needs to be collected and analysed
5.9.4	Percentage of total cases reported that are investigated and concluded		26%	75%	3300 reported	UNDP, UNICEF, UNFPA, IOM, ILO	7NDP indicator

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