

# Integrated Poverty Reduction and Women's Empowerment Programme

## Final Evaluation Western Province, Zambia 2012-2015 Irish Aid Programme Evaluation

### Evaluation team

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### Programme Scores against DAC criteria

Criteria	Score (Highly satisfactory 4, Satisfactory 3, Acceptable but with some major reservations 2, Unsatisfactory 1)
Relevance	3
Efficiency	2
Effectiveness	4
Impact	3
Sustainability	3



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## List of Acronyms and Abbreviations

ACSAA	African Climate Smart Agriculture Alliance
ADC	Area Development Committee
AIDS	Acquired Immunodeficiency Syndrome
CA	Conservation Agriculture
CRM	Complaints Response Mechanism
DAC	Development Assistance Committee
DATF	District Aids Task Force
CDF	Community Development Facilitator
CRM	Complaints Response Mechanism
DDG	Digital Data Gathering
DDMC	District Disaster Management Committee
DFA	District Farmer's Association
DPC	District Programme Coordinator
DRR	Disaster Risk Reduction
FA	Farmer's Association
FEW	Field Extension Workers
FGD	Focus Group Discussion
FHH	Female-headed Household
FISP	Farm Input Support Programme
GBV	Gender Based Violence
GDP	Gross Domestic Product
HAP	Humanitarian Accountability Partnership
HCUEP	How Concern Understands Extreme Poverty
HDI	Human Development Index
HDDS	Household Dietary Diversity Score
HIV	Human Immunodeficiency Virus
IGA	Income Generating Activities
IPRWEP	Integrated Poverty Reduction and Women Empowerment Programme
KDFA	Kaoma district Farmers Association
KII	Key Informant Interview
LCF	Lead Context Farmer
MAL	Ministry of Agriculture and Livestock
MCDMCH	Ministry of Community Development Mother and Child Health
MDFA	Mongu district Farmers Association
M&E	Monitoring and Evaluation
MHH	Male-headed Households
NGO	Non-governmental Organisation
PSO	Programme Support Officer
RAIN	Realign Agriculture to Improve Nutrition
RBM	Results Based Management
SDACSS	Senanga District Agriculture and Commercial Show Society
SDMC	Sub-district Disaster Management Committee
SNDP	Sixth National Development Plan
SO	Strategic Objective
SUN	Scaling up Nutrition
VCT	Voluntarily Counselling and Testing
YWA	Young Women in Action
YWCA	Young Women Christian Association

## Executive Summary

Zambia is a large landlocked country in southern Africa that belongs to the group of middle income countries ranking 141 out of 187<sup>1</sup>(2014) and its GDP is expected to further grow. However despite this, the country and the economy are still very much based on agriculture where the majority of people are employed. The World Bank estimates that 60% of the population live below the national poverty line (2010). Poverty is particularly common in rural areas. In Western Province agriculture is the main stay of over 94% of the population. Agricultural production is well below potential as it is affected by fragile agro ecological conditions, changing climate and poor soil fertility. About 80% of the total population in the province are poor<sup>2</sup> while 64% are extremely poor.<sup>3</sup> The extremely poor are predominantly female-headed households.

Concern has been implementing the Integrated Poverty Reduction and Women Empowerment Programme (IPRWEPE) in three districts of Western Province since 2012. Recently the government redefined some of the districts resulting in IPRWEPE now being implemented in 12 wards in five districts in Western Province (Mongu, Limulunga, Senanga, Kaoma and Luampa). The programme aims to reach out to 12,000 direct beneficiaries between 2012 and 2015. The initial registration resulted in 5,092 direct beneficiaries and after a verification process in early 2015 there are now 3,620 households in the programme out of which 76% are female headed. The programme goal of IPRWEPE is to improve the wellbeing of extreme poor households with focus on female headed households in five districts of Western Province through increased asset base and return to assets, improved equality and reduced risk and vulnerability. The programme intends to demonstrate improvements by increasing the asset base; improving food security and nutrition; empowering women; building capacity of government, partner and Concern staff and by increasing the capacity of communities and district structures to manage hazards.

IPRWEPE was initially designed to be fully implemented by local partner organisations - the Senanga District Agricultural and Commercial Show Society (SDACSS), the Mongu District Farmers Association (MDFA) and the Kaoma District Farmers Association (KDFA). For 2014 two additional partners came on board to boost the gender and women's empowerment components of IPRWEPE, the Young Women in Action (YWA) and the Young Women Christian Association Senanga (YWCA).

The food security component is key in IPRWEPE and is focusing on supporting agricultural production, productivity and crop diversity by distributing vegetable seeds, field crop vines, farming tools like treadle pumps and a comprehensive training package that covers farming techniques, nutrition, gender, HIV/Aids, leadership and business skills. Farmer groups were formed with approximately 20 members each led by a group leader supported by a field extension worker (FEW<sup>4</sup>). The agriculture training is targeting the farmers in the groups but for the other topics a social behaviour change approach is used that also targets the wider community through for example the commemoration of special days e.g. World Aids Day; a radio programme on gender and gender based violence and

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<sup>1</sup> UNDP (2014) Human Development Report 2014 Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience

<sup>2</sup> Central Statistical Office Living Conditions Monitoring Survey 2010

<sup>3</sup> The definition of moderate and extreme poverty in Zambia is defined by CSO as: "the (in) ability to cover the food basket (threshold extreme poverty) and basic needs basket (moderate poverty)". Cited in Scoping Study of NGOs, Donors, and GRZ streams In Luapula, Northern, Muchinga, Eastern and North Western province, Zambia

<sup>4</sup> Currently with the change of the implementation modality from partner to direct implementation the role of the FEW now changed to lead farmers

HIV/Aids awareness activities in schools and at village level. The programme also works with key stakeholders such as the community leaders and district level representatives of the government and civil society organisations to improve policy making processes and practices and to advocate for the interests of the extreme poor at national level. The programme also includes work aiming to reduce the risk of disasters and communities' vulnerability to future shocks by supporting the creation and training of District Disaster Management Committees (DDMCs) and Satellite Disaster Management Committees (SDMCs).

The purpose of the evaluation is to assess to what degree IPRWEP contributed to the achievement of sustainable improvements in the lives of extremely poor people in the targeted districts. The objective is to assess if the programme has targeted the extreme poor and vulnerable effectively as per Concerns understanding of extreme poverty; to assess the degree to which the programme outcomes have been achieved as indicated in the results framework and to validate the achievements made as stated by programme data. The final evaluation was conducted between the 3<sup>rd</sup> and the 16<sup>th</sup> of October 2015 and is mainly based on findings from focus group discussions (FGD), key informant interviews (KII), and the data collected during baseline, endline and the annual progress review exercises. This evaluation follows the development assistance committee (DAC) evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. For each of these criteria the evaluators scored the performance using a scale of one to four (1= unsatisfactory, 4= highly satisfactory).

Out of the 17 programme targets five were achieved which means that all annual and the end line targets were met. For eight targets progress was made but the target is not yet fully achieved or the achievements were not consistently for every year (partially achieved). The progress for three indicators is off track (not achieved) and for one there is not sufficient data available to make a judgement. The performance is best for the micro level and around indicators that addressed assets and return from assets. Also quite well did the programme at meso level while the macro level target was not achieved. Indicators addressing inequalities and risk and vulnerability are partially addressed.

Relevance (score: 3): The components and the approach used under IPRWEP are perfectly aligned with the country strategic plan and with national interests. District government representatives and staff members of SDACSS expressed consent with the targeting criteria IPRWEP was clearly designed with the findings from the contextual analysis in mind targeting the extreme poor (mainly women and single headed households) in Western Province. However the main drivers of female poverty such as early marriage are not coming out strongly enough. The chosen package of interventions responded very well to the needs and expectations of the targeted population. Beneficiaries expressed high satisfaction not only with the type of seeds and farming inputs they received but also acknowledged the combination with the many trainings that clearly go beyond farming. There is some concern that Concern and partners treated the beneficiary group as a homogenous one not factoring in that even though they all belong to the extreme poor some might require special support.

At meso level the programme worked together with the relevant district government departments and all government representatives talked to acknowledge the good relationship with Concern. While there was no direct interaction with the beneficiaries during the programme planning phase, except when doing the contextual analysis, during the implementation phase the contact was very intense and this resulted in a good relationship between Concern, partners and beneficiaries. Beneficiaries feel well informed and know about the various channels in case they want to raise a complaint. All beneficiaries, community volunteers, partner, government and Concern staff received HIV/ Aids trainings resulting in increased level of awareness.

However the high HIV/ Aids prevalence in the area might require more than a mainstreaming approach.

There was a lot of capacity building done particularly at the beginning of the project. Concern, partner and government staffs were trained among other topics in conservation agriculture (CA), nutrition, gender and HIV/ Aids. Concern staff are satisfied with the quality of the trainings but they have some doubt over the outcome of the capacity building activities done for government and partner staff mainly due to the high staff turnover, the still high demands and compared to this the limited resources available.

Efficiency (score: 2): The total programme budget (2012-2015) is 5,809,823€ with 54% funded by Irish Aid. There was a cut in the IPRWEP budget in 2014 and as a result of this it was decided to not increase the beneficiary numbers and instead to ensure the best support is given to the already enrolled beneficiaries. This resulted in much less beneficiaries than the 12,000 originally planned for. The programme made good use of already available training and behaviour change communication materials. The cascading down approach used for the many trainings was also very efficient. While a lot of training sessions focus on agriculture, for the other topics such as gender, nutrition, HIV/ Aids, leadership and business skills only a couple of hours were allocated each. All the more the levels of awareness, knowledge and sometimes even behaviour change achieved is remarkable. Unfortunately there is little documentation available so that it is difficult to know what made the trainings so successful. Beneficiaries are happy with the type and quality of seeds and tools provided but some are less satisfied with the quantities received. A general complaint raised in all FGDs was the late distribution of seeds and the reduced yields as a result of this.

The programme benefited a lot from the requirement of having a baseline and an endline survey conducted. There are also regular review meetings sometimes with participation of partners and annual progress assessments. There is sufficient evidence that findings were used to further improve the programme. Unfortunately there is a gap in documenting programme data for the early years but with the introduction of the IPRWEP database and the beneficiary verification exercise this has improved.

Relatively early into the implementation phase the team experienced quite some challenges working with MDFA and KDFA. The community level activities were carried out satisfactorily but financial reporting did not meet Concern's standards. Concern decided to continue with the partnership and to invest into more partner staff trainings and technical support but unfortunately this did not result in the improvements hoped for so that both partnership agreements were terminated. The partnership with SDACSS works well until now.

Effectiveness (score: 4): The programme clearly improved the asset base and the return from assets. Households are now having a higher household asset index score, and an increased the number of livelihood options. There is also a positive change in the level of nutrition knowledge among beneficiaries even if not all targets were achieved. Despite the negative impact of the 2014 drought and the increase in households experiencing a hunger gap of five or more months, households are now consuming a more diverse diet than at baseline. The programme also improved the wellbeing of the extreme poor through improved equality. There are quite some remarkable changes among men and community leaders how women are perceived. As a result of this there are now more women being actively involved in community and area committees even though the targets were not all met. The risk and vulnerabilities the extreme poor have were also positively influenced; for example the programme managed to increase awareness around HIV/ Aids with more men and women now knowing their status and having increased knowledge on the transmission of the disease. Concern invested a lot of work in the formation and training of DDMCs and SDMCs and the development of disaster preparedness plans. Unfortunately the government dissolved all DDMCs and SDMCs as part of the restructuring of districts and is now in the process of re-establishing the committees. However, the image farmers have about the SDMCs improved even though the drought had some

negative impact on this in 2014. The endline survey also found out that there are now more pro-poor government policies in place but unfortunately the programme did not manage to influence policy makers at macro level as intended.

There is no doubt that the activities under IPRWEP brought change and that beneficiaries are now less vulnerable but unfortunately there is no theory of change and not enough documentation so that it is not possible to know what exactly brought the change.

Impact (score: 3): There is very little evidence yet that the change seen is going beyond what was intended by the programme. Some beneficiaries started sharing their knowledge with others; there seem stronger bonds between some group members and a general belief in the ability to change one's life. While the qualitative data shows equal benefits for men and women, the qualitative data indicates that men gained more from the programme activities.

Sustainability (score: 3): Beneficiaries agree that the programme helped them in improving their lives and that they will continue growing with the farming inputs and trainings they received. Majority of the programme benefits are based on seeds and water availability. While there is less dependency from external support because of the organic farming techniques that were taught, farmers rely on seed distributions or purchase because they cannot generate own seeds from the improved varieties. The quality of tools is good but the evaluators found little knowledge among beneficiaries on how to repair and where to get the spare parts from in case the pumps or sprayers break. The high yields farmers achieve have resulted in a new challenge – there is an urgent need to better link them with markets so that they can generate income in the future. The programme started assisting farmer groups with their registration so that they can access government subsidised farming inputs in future making them independent from ongoing Concern support. A big weakness is the absence of an exit strategy. This was realised by the IPRWEP team and there are some first steps already implemented (e.g. registration of farmer groups) and there are plans already in place to focus on this further in 2016.

The evaluation team comes to the conclusion that IPRWEP is a good example of an integrated programme addressing poverty and inequality. The programme is targeting the extreme poor in marginalised districts with a comprehensive package of interventions that are nicely interlinked and responding well to the needs of the extreme poor. There is a clear change in gender roles with men helping with household chores and women more involved in decision making. There are also a growing number of women actively engaging in community and area level meetings. That both women and men feel they gained from the empowerment of women in the communities is a remarkable outcome of the programme. Mainstreaming HIV/Aids was successful. Qualitative data shows changes around HIV/ Aids. At meso level capacity building was largely successful; more partner, government and Concern staff is trained on farming techniques including CA but also other topics such as nutrition, gender and HIV/Aids. The achievements at macro level are weak compared to the micro and meso level. The advocacy strategy is now in place and will help a lot when identifying the advocacy activities for Western Province for 2016 and beyond.

Even though the programme budget was very tight, the documentation of outputs patchy for the early years and training plans not available, the actual changes seen at micro (community) level and to lesser degree at meso (district) level are impressive. It seems that the type, quantity and quality of farming inputs provided and the intensity, mix and quality of trainings seemed right. With the research heavy RAIN programme in Central Province and all the attention it is given the evaluators wonder to what extent this impacted on the performance of IPRWEP. Technical support provided was clearly diverted for the benefit of RAIN. While it was the right decision to not further increase the number of beneficiaries, the very positive programme outcome is limited due to the relatively small number of beneficiaries reached. The lack of an exit strategy is evident and it will be essential for the sustainability of the programme to intensify the work on this in 2016.



In case Concern Zambia considers expanding the programme beyond 2016 it is recommended to have a higher proportion of beneficiaries in Senanga and to better factor in that the extreme poor are not a homogenous group and require sometimes different support. The programme could be stronger on addressing the root causes of why there are so many female headed households and why they are particularly vulnerable. In addition it would be good to address the issue of dependency. Furthermore there is a need to deliver seeds more timely. A kind of bottleneck analysis with a tight action plan could help. IPRWEP is a good example of an integrated programme and while it is not possible to include everything it would be good to look into how the extreme poor could be better linked to markets and how HIV/ Aids could be further strengthened by adding a HIV/Aids programme component. Another additional aspect that might be good looking into is the introduction of a natural resource management component focusing on measures to maintain the current water table, which is the backbone to all agriculture activities in the area. To be able to standardise and replicate the successful trainings there is a need to develop a set of manuals that are tailored to the various levels of trainings and to have training plans for the various topics so that the trainings are provided systematically and building onto each other. With the support of a partnership specialist there is a need for a critical reflection on the partnership approach used for IPRWEP and maybe for Concern Zambia in general so that there is learning generated from the largely failed partnership approach and a way forward defined. The IPRWEP database is a useful tool and it is important to continue entering programme information. Concern Worldwide would benefit from having a generic template similar to the IPRWEP one that is then rolled out as a mandatory tool across all countries and programmes. At macro level definitely more support is needed when defining activities and indicators so that targets relate more to what Concern can realistically achieve.

# 1. Introduction and Programme Overview

## *Country Context*

Zambia is a large landlocked country in southern Africa with a population of 15.72 million people (2014). While in 2010<sup>5</sup>, Zambia belonged to the group of low income countries, ranking 150 out of 169 countries on the global Human Development Index (HDI), in 2014 Zambia has made it back into the category of middle income countries ranking 141 out of 187<sup>6</sup>. According to the World Bank<sup>7</sup> Zambia's annual gross development product (GDP) growth for the next two to three years is expected to be around 5% to 6% and it is likely that Zambia will continue climbing up on the HDI ranks. The country has an abundance of water resources, forests, mineral wealth and land. However despite this, the country and the economy are still very much based on agriculture. Agriculture employs over 70% of the working population. The World Bank estimates that 60% of the population live below the national poverty line (2010). Poverty is particularly common in rural areas where 78% of the population are considered poor.

Western Province is of strategic importance to the Concern Zambia programme due to its high levels of poverty and low presence of other development actors. The population of Western Province is approx. 902,974<sup>8</sup>. The province is dominated by the Barotse Floodplain of the Zambezi River, which is inundated from December to June. The seasonal flooding is very important to agriculture in the province, providing natural irrigation for the grasslands and bringing water to the settlements along the edges of the plain. Away from the Zambezi sand dunes, dry grassland plains and forest cover the land. Agriculture is the main stay of over 94% of the population in the province and there are few work opportunities outside agriculture. Agricultural production is well below potential as it is affected by fragile agro ecological conditions, changing climate, poor soil fertility, lack of animal draught power, and labour to intensify land cultivation. About 80% of the total population in the province are poor<sup>9</sup> while 64% are extremely poor.<sup>10</sup> The extremely poor are predominantly female-headed households (FHH), followed by the elderly, people living with the human immunodeficiency virus (HIV) and the acquired immunodeficiency syndrome (AIDS) and child-headed households. According to Concern's context analysis carried out in 2012<sup>11</sup> gender inequality is one of the primary factors that causes and maintains poverty amongst women. One quarter of women in Western Province have no formal education, around half of the women cannot decide on their own when it comes to major and daily purchases, when to visit own family and relatives and make decisions in regard to own health. Even though they traditionally bear the majority of the tasks related to running households including farming, they are given little resources.

Many of the province's health and nutrition indicators are worse than for Zambia as a country. For example the HIV/Aids prevalence in the province is with 15% slightly higher than the national average (14.3%); more children are underweight (16.2% vs 14.8%), and maternal malnutrition (body mass index <18) in Western Province is with 20% the highest in the country (10.3%)<sup>12</sup>.

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<sup>5</sup> [http://hdr.undp.org/sites/default/files/reports/270/hdr\\_2010\\_en\\_complete\\_reprint.pdf](http://hdr.undp.org/sites/default/files/reports/270/hdr_2010_en_complete_reprint.pdf)

<sup>6</sup> UNDP (2014) Human Development Report 2014 Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience

<sup>7</sup> <http://data.worldbank.org/country/zambia>

<sup>8</sup> Central Statistical Office Zambia, 2010

<sup>9</sup> Central Statistical Office Living Conditions Monitoring Survey 2010

<sup>10</sup> The definition of moderate and extreme poverty in Zambia is defined by CSO as: "the (in) ability to cover the food basket (threshold extreme poverty) and basic needs basket (moderate poverty)". Cited in Scoping Study of NGOs, Donors, and GRZ streams In Luapula, Northern, Muchinga, Eastern and North Western province, Zambia

<sup>11</sup> Concern worldwide Context Analysis and Programme Options for Western Province, Zambia, 2012

<sup>12</sup> Zambia DHS 2012

### **Programme Overview**

Concern has been implementing the Integrated Poverty Reduction and Women Empowerment Programme (IPRWEPE) in three districts of Western Province (Senanga, Kaoma, and Mongu) since 2012. Recently the government redefined some of the districts resulting in IPRWEPE now being implemented in 12 wards in five districts in Western Province (Mongu, Limulunga, Senanga, Kaoma and Luampa). The programme aimed to reach out to 12,000 direct beneficiaries over the four year project period using a phased approach starting with 4,500 households in year one and another 7,500 households in year two. The initial registration resulted in 5,092 direct beneficiaries. After a verification process in early 2015 there are currently 3,620 households in the programme out of which 76% are female-headed.

<b>District</b>	<b>Initial No</b>	<b>Verified (2015)</b>	<b>Reasons</b>
Kaoma	1,692	1,013	<ul style="list-style-type: none"><li>• Voluntarily drop out of programme</li><li>• Marriage resulting to moving house to a village outside the programme area</li><li>• Migration in search for work</li><li>• Death</li></ul>
Mongu	1,740	1,285	
Senanga	1,660	1,322	
<b>TOTAL</b>	<b>5,092</b>	<b>3620</b>	

**Table 1: Number of programme beneficiaries**

The programme goal of IPRWEPE is to improve the wellbeing of extreme poor households with focus on female headed households in five districts of Western Province through increased asset base and return to assets, improved equality and reduced risk and vulnerability. The programme intends to demonstrate improvements around the following seven outcomes:

1. Extreme poor households have increased their asset base and incomes by diversifying their livelihood options.
2. Increased capacity of government, the local governance structures and non-state actors on pro-poor programming and service delivery.
3. Improved food security and nutrition through intensifying agricultural production and increased consumption of diversified foods among extremely poor households, supported by national strategy.
4. Increased capacity of Concern and partner staff to facilitate and implement effective programmes for the poor especially women.
5. Women are empowered to have access to and control over resources within the household and in the wider community.
6. Increased participation of women in the community, area and district level coordination structures.
7. Increased capacity of communities, district structure (government, Barotse authorities and civil society organisations) to manage hazards.

IPRWEPE was initially designed to be fully implemented by local partner organisations - the Senanga District Agricultural and Commercial Show Society (SDACSS), the Mongu District Farmers Association (MDFA) and the Kaoma District Farmers Association (KDFA). Community Development Facilitators (CDFs) employed by the partner and responsible for the supervision of a fleet of Field Extension Workers (FEWs) were trained by Concern in agriculture, nutrition, gender, HIV/ Aids and leadership and business skills. The CDFs train FEWs and these are then responsible for the training, distribution of farming inputs and the supervision of three to five farmers groups each. Each FEW has a demonstration plot and teaches practically how to implement the new farming techniques and to lead by example. Each farmers group consists out of group leaders and approximately 20 farmers with 76% of them being women. Partner organisations also received training in administration, financial reporting, Concern's P4 policy and Humanitarian Accountability Partnership (HAP). The

partnership with MDFA and KDFA delivered mixed results with institutional challenges in particular. Both partnership agreements were terminated (Mongu 2014, Kaoma 2015) and Concern is now implementing directly in both districts. In 2014 two additional partners came on board for a couple of months to boost the gender and women's empowerment components of IPRWEP a) the Young Women in Action (YWA) and b) the Young Women Christian Association Senanga (YWCA).

The **food security component** is key in IPRWEP and is focusing on supporting agricultural production, productivity and crop diversity. The main activities are implemented at community level. In total 255 farmer groups were formed (84 in Kaoma, 92 in Mongu and 79 in Senanga) with approximately 20 members each. The majority are female members belonging to the group of the extreme poor. Each individual beneficiary receives vegetable seeds (tomato, onion, rape, cabbage, carrot, okra, eggplant, cowpea, groundnut, beans, chilli, sun flower), and seeds/ vines for field crops (such as maize, sorghum, rice, amaranths, cassava and sweet potato). Each farming group also receives one treadle pump, one sprayer and some groups also got watering cans, hoes and ploughs. The below table lists the number of farmers reached with the seed distributions.

Vegetable Seeds	Year			Field Crops	Year		
	2012	2013	2014		2012	2013	2014
Carrot	31	157	1483	Maize	18	105	412
Cabbage	407	1670	1901	Rice	64	488	82
Impwa	35	258	963	Pearl millet (Mauza)	3	4	1
Rape	461	1814	2199	Cassava	62	193	353
Eggplant	25	213	852	Sorghum (Mabele)	18	81	1106
Okra	128	374	958	Groundnuts	226	1076	1665
Tomato	436	1817	2288	Bambara nuts (Lituu)	8	71	802
Chinese cabbage	205	964	1058	Beans	364	349	98
Onion	292	1406	1947	Soya beans	24	25	10
Spinach	21	145	803	Cowpeas	999	950	544
Amaranths	47	386	1160	Sweet potato vines	844	385	33
				Pumpkin	1607	866	512
				Sunflower	33	139	126

Table 2: Number of beneficiaries receiving vegetable and field crop seeds and vines

Beneficiaries also benefited from a comprehensive training package; they learnt the theory and practice of vegetable gardening and advanced farming techniques based on the conservation agriculture (CA) principles largely using already developed and frequently used training materials. The practical training is provided using the farmer field school approach managed by FEWs/LCFs using demonstration plots. In order to increase income and food security, the programme also provides business skills training and works on food processing and preservation. The below figure summarises the type of trainings beneficiaries received since joining the programme.

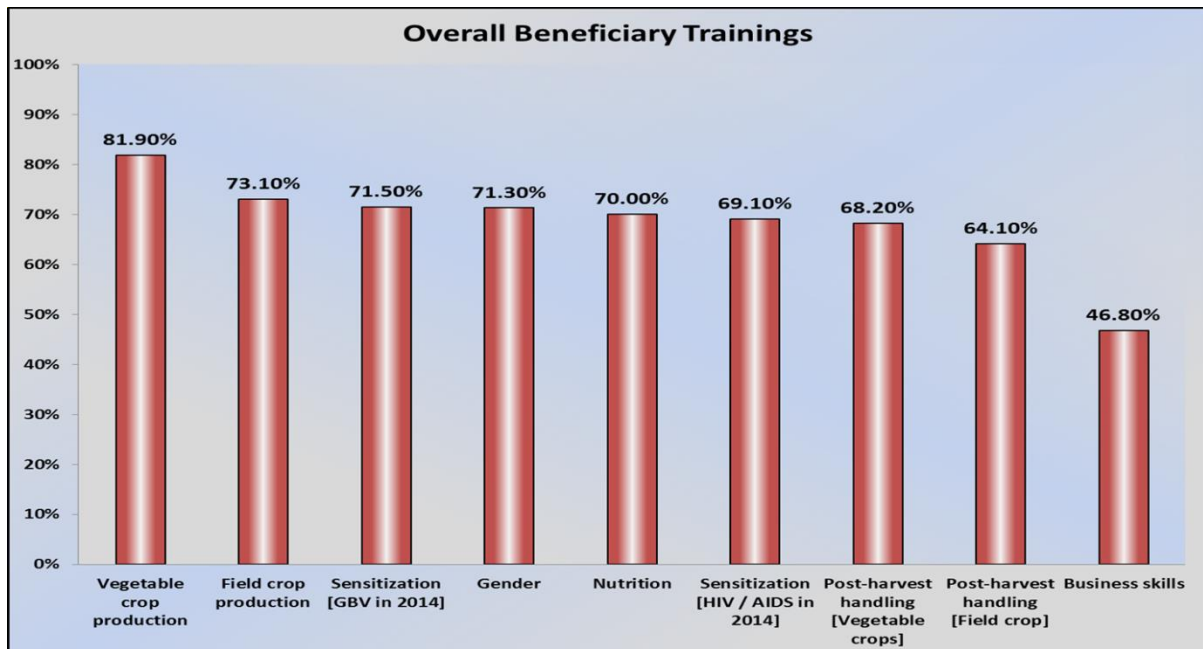


Figure 1: Trainings beneficiaries received (beneficiary verification survey, 2015)

Achieving **nutrition security** is another objective of IPRWEP. This is addressed through creating awareness amongst beneficiaries on importance of good nutrition using a behaviour change communication strategy. While primarily targeted at programme beneficiaries (men and women), information is also intended to reach the wider community to help in dispelling some of the traditional or customary beliefs associated with eating certain types of food. Emphasis is put on the promotion of adequate child feeding practices and knowledge around food groups that provide adequate nutritional requirements for pregnant women, children and women in general and people living with HIV and AIDS. Participatory cooking sessions are conducted to practically illustrate new food preparation and preservation techniques. The recipes promoted were developed under Concern’s Realign Agriculture to Improve Nutrition (RAIN) programme in Mumbwa.

Intense **gender** work is done with the direct programme beneficiaries but also the wider community: several radio programmes were aired focusing on gender, Gender Based Violence (GBV) and the Anti GBV Policy; 5000 copies of an especially developed booklet on GBV in local language were disseminated; thematic days such as the women’s day and the “16 days of gender activism” were celebrated; posters promoted on the importance for men and women to share responsibilities and key community and district level stakeholders were sensitized on gender roles. As equality is a relatively new area for Concern in Zambia, targets defined at the beginning were rather ambitious and needed to be revised so that first increased level of awareness is achieved before aiming to see actual changes in practices. Thus more sensitization and advocacy work with community leaders was done, linkages to relevant government departments, institutions, civil society organisations (CSOs) and traditional structures that promote women’s participation in decision making were strengthened, and Concern conducted trainings and workshops with key stakeholders to discuss GBV and disseminate the Anti-GBV Act.

In total 76% of the farmer group members are women and this in itself ensures that most of the benefits accrue to women beneficiaries. However critical to the success of IPRWEP is the targeting of both men and women, youth and the elderly, community and district level key actors so that there is a mutual understanding of the benefits of having women playing a stronger role at household and community level. In order to improve women’s participation in development, the programme is increasing awareness, provides leadership skills such as assertiveness for women and actively promotes women in leadership roles e.g. through the selection of female LCFs in charge of the

management of the farmer field schools. While the majority of FEWs are male the programme tries to increase the number of female FEWs gradually.

Under IPRWEP **HIV and AIDS** are mainstreamed targeting individuals, communities and service providers. The programme disseminates prevention messages, advocates for antiretroviral treatment (ART) and voluntarily counselling and testing (VCT) service delivery, commemorates thematic days such as the World Aids Day and the VCT Day; works with schools to reach out to youth in particular, links with key actors at district and provincial level such as the District Aids Task Force (DATF) and the Ministry of Community Development Mother and Child Health (MCDMCH) and HIV and Aids trainings are provided to all programme stakeholders starting from the targeted farmers, LCFs, FEWs, partner, government and Concern staff.

Concern Worldwide developed the 'graduation model' in other countries and piloted the same approach in Mongu district under the **social protection component** of IPRWEP. Instead of the initially planned 900 households 105 beneficiaries were selected in 2012 and supported until 2015 with a) consumption support for one year to meet basic needs and to start thinking about increasing economic activities beyond day to day survival, b) entrepreneurship skills training and regular coaching helping beneficiaries to develop and implement their individual business development plan, c) promoting savings and facilitate linkages with microfinance institutions to ensure beneficiaries are equipped to help themselves graduate out of poverty, and d) asset transfer as a direct start-up support for the newly created micro businesses ensuring sustainable self-employment.

The programme aims to **reduce the risk to disasters and the vulnerability of communities to future shocks**. There has been a strong collaboration with the government in forming and strengthening District Disaster Management Committees (DDMCs) and the Satellite Disaster Management Committees (SDMCs) and assisting them in the development and the revision of district disaster preparedness and response plans. One activity under the developed preparedness and response plan is the clearing of the canals which is supported by Concern annually. A facilitator's guide to train SDMCs was developed by Concern in collaboration with the University of Mulungushi and this guide has been adopted by the government for further SDMC trainings in other districts. With the creation of new districts the capacity building of DDMCs and SDMCs faces huge challenges; the government has dissolved all the DDMCs and SDMCs and is now in the process of forming new committees in all five programme districts.

IPRWEP is also working on **improving policy making processes and practices**. The focus here lies on the strengthening of existing government systems and linking the extreme poor with services provided. Numerous government staff and representatives from the traditional authorities at the various levels (from camp up to province) participated in trainings and sensitization workshops where community members discuss with ward councillors developmental issues such as infrastructure needs (roads, clinics etc.) and the lack of teachers in rural schools. In Mongu alone where there was a strong collaboration with key government departments over 447 males and 998 females plus community leaders have been sensitized on key government policies. Positive changes in attitudes towards women's rights and gender equality seen among local leaders are attributed to these activities.

**Advocacy** around improving policy making processes and practices to make them work for the extreme poor was part of IPRWEP. For example Concern is supporting farmers groups to get officially registered and with this link the groups with FISP. This is a government support programme under the Ministry of Agriculture and Livestock (MAL) targeting smallholder farmers who are organised in cooperatives or other farmers groups with subsidized farming inputs with the aim to increase food

production and thus reduce poverty. For Concern the group registration is part of the IPRWEP exit strategy through which it can be ensured that the farmers targeted by IPRWEP have not only grown out of extreme poverty but have access to subsidized farming inputs beyond the programme period. Concern also supported district sector offices focusing on social cash transfer and the anti-gender-based violence acts across all districts. It was estimated that these meso level interventions have helped to improve services and information for a combined population of 495,381 people.

There is now a Concern Zambia advocacy strategy clearly defining the advocacy and capacity building targets to bring on board other actors, particularly the government, to take part in addressing the multidimensional nature of poverty. This strategy reflects the commitment in the Country Strategic Plan to “ensure there are clear objectives and plans so that advocacy can support defined changes in policies and practices to benefit extremely poor people”. Concern is well recognised at national level and through its membership in the African Climate Smart Agriculture Alliance (ACSAA) and the CSO Scaling-up Nutrition (SUN) Alliance well positioned to influence at national level.

## 2. Methodology and Limitations

The purpose of the evaluation is to assess to what degree IPRWEP contributed to the achievement of sustainable improvements in the lives of extremely poor people in the targeted districts (Senanga, Kaoma, Mongu, Luampa, and Limulunga) in Western Province of Zambia through improving their asset base and addressing the key causes and maintainers of extreme poverty, namely inequality, risk and vulnerability. The objective of the evaluation is to assess if the programme has targeted the extreme poor and vulnerable effectively as per Concerns understanding of extreme poverty; to assess the degree to which the programme outcomes have been achieved as indicated in the results framework and to validate the achievements made as stated by programme data. The final evaluation was conducted between the 3<sup>rd</sup> and the 16<sup>th</sup> of October 2015 and is mainly based on findings from nine focus group discussions (FGD) (6 with women, 3 with men) conducted in six project villages with in total 86 (49 female/ 37 male) participants, in maximum 15 per group (see annex 7 for a complete list). Villages and FGD participants were randomly selected by the evaluators; for the FGDs with women a female translator and a male for the FGD with the men assisted with translating into local languages. The translators were not affiliated to the programme. The FGDs were guided by a list of questions (annex 5) but also included a participatory exercise allowing all participants to contribute regardless of their acceptance in the group or their literacy skills. For this the evaluators asked participants to indicate using leaves how happy they were with the a) farming inputs and b) the trainings they received as part of the programme. The votes were then used for a more detailed discussion around what worked well and what could be done better. FGD findings were triangulated through key informant



Picture 1: Technique used to assess beneficiary satisfaction with programme inputs and trainings received

interviews (KII) at community level (community leaders (2), LCFs (5), gender focal person (1), health facility in-charge (1) and a head teacher (1)); at district level (government representatives of the Departments for Community Development, MCDMCH, MAL , Social Welfare, the District

Commissioner in Senanga and the DATF in Mongu) and through meetings with implementing partners (MDFA, SDACSS) and various Concern programme staff in Mongu, Senanga, Kaoma and Lusaka. Every day the evaluator team compiled and discussed interview findings and revised the evaluation method accordingly. A clear answer pattern evolved after a couple of interviews and it was decided that there is no need to meet with government representatives and programme partners in each of the districts; the FGDs in Senanga were cut short by one village.

This evaluation follows the development assistance committee (DAC) evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability; under each criterion the evaluators were expected to respond to a number of questions as outlined in the evaluator's terms of reference (see annex 8) and to score the programme's performance using a scale of 1 to 4 (highly satisfactory = 4; satisfactory = 3; acceptable but with some major reservations = 2; unsatisfactory = 1). The performance was assessed by comparing the changes in indicators as outlined in the revised results framework (annex 2) using baseline and end line survey results and linking these with the qualitative data collected during the evaluation.

In preparation for this evaluation key programme documents were made available by the IPRWEP team including the baseline and end-line survey reports, the contextual analysis, the programme proposal and various review reports. A list of all viewed reference materials is available in annex 9.

On arrival in country the evaluators met with the country director and the director for programmes in Lusaka to agree on the TOR and the final travel itinerary. In Mongu a one day meeting with programme staff from Kaoma and Mongu took place; the team gave a programme overview, a spider web diagram (picture 3) was produced indicating the teams perception on programme achievements, a time line of the key programme activities was put together and the evaluators shared the randomly selected villages and names of beneficiaries for the FGDs. Throughout the evaluation programme staff accompanied the evaluators providing crucial information and guidance whenever needed. On the final day of the evaluation the programme team came together for a debriefing in Kaoma. The evaluators presented key findings around programme relevance, effectiveness, efficiency, impact and sustainability and asked the team to score the programme performance (annex 6). Only then the evaluators revealed their scores. The evaluators shared some key lessons learnt and discussed first recommendations with the team. On departure from Lusaka a brief debriefing with the country director took place sharing main findings and recommendations.

Within IPRWEP Concern piloted the graduation model with 105 beneficiaries in Mongu district. The approach and intervention package these beneficiaries received varies clearly from the one other IPRWEP beneficiaries received. It was felt that to guarantee the maximum learning from the pilot it requires a more detailed review of the suitability of the approach in the context of Western Province, the implementation process and the actual achievements. Therefore Concern's Social Protection Advisor will carry out a separate pilot evaluation between the 10<sup>th</sup> and 25<sup>th</sup> of October 2015.

### **3. Findings and Discussion**

#### ***Achievements to Date***

In the proposal submitted to the donor there were in total 45 indicators. Realising that it would be very difficult to track programme progress for so many indicators the number was reduced to 17 key indicators in March 2014. In 2012 a baseline survey was carried out followed by annual progress assessments and an end line survey in September 2015. All findings were recorded and compared with the annual targets defined for each indicator (annex 2). Five out of the 17 targets were achieved which means that all annual and the end line targets were met. For eight targets progress was made but the target is not yet fully achieved or the achievements were not consistently for every year (partially achieved). The progress for three indicators is off track (not achieved) and for



one there is not sufficient data available to make a judgement. The below table summarises the progress made against programme targets.

	Number of indicators (original)	Number of indicators (revised)	Number where endline target			No assessment possible
			achieved	partially achieved	not achieved	
Assets	20	9	4	4	1	0
Inequality	13	4	0	3	0	1
Risk and Vulnerability	12	4	1	1	2	0
Micro Level	20	8	2	6	0	0
Meso Level	24	8	3	2	2	1
Macro Level	1	1	0	0	1	0
<b>Total</b>	<b>45</b>	<b>17</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>1</b>

Table 3: Progress made against targets - overview

### 7.1 Relevance (score: 3)

#### Were the outcomes and associated programme relevant, appropriate and strategic to national goals and Concern policies and guidelines?

Concern Zambia's vision (Country Strategic Plan 2014-2018) is "a Zambia where economic growth translates into decent standard of living and fulfilment of rights for all especially the poor". It further reads "our mission is to help people living in extreme poverty achieve major improvements in their lives which last and spread without ongoing support from Concern. To achieve this mission we engage in long term development work, respond to emergency situations, and seek to address the root causes of poverty through our advocacy work". The geographic focus lies on Western and Central Province and beyond targeting the poorest and aiming to bring change also at meso and macro level for greater sustainability and increased impact. Programmes will focus on agriculture, nutrition and reducing vulnerability to natural hazards while strengthening work on gender equality, access to markets, social accountability and specialised interventions appropriate for the extreme poor such as the graduation model. All this is intended to be achieved by improving food production, incomes and nutrition of the poorest (strategic objective (SO) 1); improving access to rural services (SO 2); promotion of equality and empowerment particularly for women (SO 3); reaching out to a larger number of extreme poor by strengthening our partnership and advocacy work (SO 4); respecting the dignity of the poorest (SO 5); demonstrating results by using an effective monitoring and evaluation (M&E) system (SO 6); having a functional human resource department (SO 7) and effective systems in place (SO 8).

The components and the approach used under IPRWEP are perfectly aligned with the country strategic plan and both together are very much aligned with Concern's overall strategy and the concept of tackling the three dimensions of extreme poverty - assets and return from assets, inequality and risk and vulnerability. There is also a commonality on the focus on the poorest and most vulnerable and the desire to address the root causes of extreme poverty through programming and increased influence, increased programme quality and impact through strengthened accountability and demonstrated results.

The programme is also aligned with national interests. The vision of Zambia's revised Sixth National Development Plan (SNDP) 2013-2016 is to improve the quality of life for all Zambians through the creation of employment especially in the rural areas where poverty levels are very high. The focus of SNDP is on investing in a few selected sectors that will have the greatest impact on job creation, rural development and inclusive growth. Key to reduce widening inequalities in the economy is the agriculture sector as the major employer in the country but also investment in health, education and water and sanitation is considered critical for sustaining the attained growth. In addition,

governance, HIV and AIDS, gender, nutrition, disability, environment and disaster risk management are mainstreamed in all the sectors. The government is promoting and enhancing crop diversification from maize to other crops such as soya beans, wheat, rice, cashew nuts, beans, cotton, groundnuts, coffee, tea, oil crops and tubers. Among others measures are planned to enhance productivity, extend services, and promote the utilisation of improved seed varieties and other improved agricultural technologies. Particularly small scale farmers are targeted for improved access to finance for productive assets, technology and other inputs.

**Was there an appropriate contextual analysis carried out to inform programme design, which was based on Concerns Understanding of Extreme Poverty?**

The contextual analysis was carried out in January 2012 facilitated by Noel Molony. The report is very comprehensive and gives very clear answers to the five central questions: who are the poor, why they are poor, what keeps them in extreme poverty, what opportunities are available to them and what needs to change.

IPRWEF was clearly designed with the findings from the contextual analysis in mind. Western Province belongs to the poorest province in Zambia and is reportedly receiving less attention by the government and non-governmental organisations (NGOs) than others. There is a visible decline in wealth when driving towards Western Province and the farther away one travels from Kaoma the poorer the road infrastructure and the housing. The project villages visited for this evaluation were all very remote, off the main and sometimes off any recognisable road and visibly poor. The programme's target group is in line with the extreme poor as identified by the contextual analysis. Out of a list of 3,629 verified beneficiaries 76% are women and 48% are female headed households. Beneficiaries' age ranges from 16 to 96 years, in average a beneficiary household comprises out of six persons with three children under the age of 15 and one orphaned minor that is taken care of. Out of all male and female beneficiaries nearly half (48%) are single (never married, widowed or divorced). The randomly selected group of beneficiaries consulted in this evaluation had similar characteristics: out of the 86 FGD participants (18 to 83 years old) 76% were female, 55% of households were headed by women, 50% single, the average household size was six with three children under 15 years and one orphaned child under the age of 18.

Some of the main drivers and maintainers of poverty such as poor access to assets, lack of a support network, illness, poor annual yields, dependency on maize, lack of information and knowledge on improved farming techniques are addressed by using an integrated programme approach that forms farmer groups, provides farming inputs, strengthens the agriculture extension services, promotes new farming techniques and more diverse crops, raises awareness on HIV/ Aids and sensitises on gender and inequality issues.

However while IPRWEF is trying to change gender related attitudes the main drivers of female poverty such as early marriage, early pregnancy and ill treatment of single women (never married, divorced, widowed) is not coming out strong enough. While the evaluators acknowledge that the programme cannot do everything some more explicit linkages to the water, sanitation and hygiene sector (open defecation) and the education sector (early drop out and low literacy rate for extreme poor girls/ women) could further strengthen the programme.

**How appropriate were the chosen interventions and programme design to the situation of different stakeholders at different levels?**

The chosen package of interventions responded very well to the needs and expectations of the targeted population. In FGDs beneficiaries expressed high satisfaction not only with the type of vegetable/ field crop seeds/ vines and farming inputs they received but also acknowledged the many trainings, follow up visits they had and the regular group meetings they participate in. There was an agreement among all focus groups that it was the combination of farming inputs received together with knowledge transfer that helped them. And also the fact that trainings did not only focus on agriculture but provided a comprehensive package of life skills such as nutrition, HIV/ Aids, gender,

leadership and business skills was highly appreciated and responded well to the need for information people in the remote villages have. Interviewed men had a slightly stronger recall of the agriculture inputs and trainings they received but when probed they all confirmed the importance of the other themes they had learnt about.

At meso level the programme worked together with the relevant district government departments such as MAL, MCDMCH and gender. Concern's two District Programme Coordinators regularly participate in district level coordination meetings and this is highly appreciated by the District Commissioner. The Government staff participated in training of trainers and facilitated beneficiary trainings at community level; joint supervision visits took place from time to time; programme information is shared and representatives invited for programme reviews. All government representatives talked to knew at least the key components of IPRWEP, had to some degree participated in various activities, acknowledged the good relationship with Concern and confirmed that the programme objectives were very much in line with their own plans. This is also the case for Concern's work on the formation and strengthening of the DDMCs and SDMCs.

While there is a memorandum of understanding between Concern and MCDMCH at national level government staff expressed the feeling that a more formal agreement also at district level detailing who is doing what, when, where and how could make the relationship more transparent, productive and overall better.

At macro level the programme aimed for sharing information so that the needs and interests of the extreme poor in Western Province are recognised by policy makers and strategic planners in MAL and the national food and nutrition commission. The district government representatives interviewed confirmed the lack of other strong actors in the province and the need to invest in agriculture, business development and infrastructure so that farmers can be linked with markets to sell their surplus produce.

**What was the level of participation of programme beneficiaries and non-beneficiaries of the programme? Was there awareness and active use of the Complaints Response Mechanism (CRM) guidelines?**

Concern programme staff admitted that there was no interaction with the beneficiaries during the planning phase of IPRWEP. However the relationship observed during the field visits between beneficiaries and Concern staff was impressive. When the implementation phase of the programme started community meetings were conducted where the programme objectives, the intended target group and benefits were explained. Majority of beneficiaries were very clear on why they were participants; they belong to the group of the extreme poor meaning they are old, sometimes disabled, are single or female headed households and some have large families. Beneficiaries were able to recall what inputs they had received individually or as a group. This was the same for the community leaders. In case they were unhappy with something they said they contact Concern staff during one of the meetings and a couple of groups had already done so. The complaints boxes were less known but people had seen them even if not always knowing what they were for. They expressed concerns over having to write down a complaint and prefer talking to staff instead. During the majority of FGDs two issues were raised by the beneficiaries a) the late distribution of seeds in the previous year and b) difficulties understanding that the seed preferences they gave in the beneficiary verification survey was not automatically meaning that these are the seeds they will receive. Explaining programme decisions to beneficiaries more pro-actively might further contribute to the already very strong relationship. And there is also a need to better communicate that the programme will come to an end next year. From the nine focus groups six were aware of the programme ending soon but not exactly when.

**Was due consideration given for the issue of HIV and AIDS so that the programme intervention did not increase target group's vulnerability and susceptibility to HIV and AIDS?**

All beneficiaries, community volunteers, partner, government and Concern staff received HIV/ Aids trainings and beneficiaries were able to recall some of the messages they learnt. Various HIV/Aids information materials and condoms were distributed. At the beginning of the project FEWs and LCFs were coming together for trainings and review exercises but later this was changed so that Concern or partner trainer travel instead reducing costs but also exposure of FEWs and LCFs.

With an HIV/ Aids prevalence of 14.3% Zambia belongs to the high prevalence countries in Sub-Saharan Africa. In average every beneficiary household is taking care of one orphaned child and focus group members confirmed the huge burden grandparents shoulder when taking care of grandchildren after the child's parents have died often due to Aids. While the contextual analysis recommends to mainstream HIV/ Aids the evaluators are of the opinion that this is not enough and that a stronger HIV/Aids programme component is required to adequately address the needs of the community.

**Were the targeting criteria clear and designed in a way to provide equitable access to programme benefits?**

District government representatives and staff members of SDACSS expressed consent with the targeting criteria and were very clear that the extreme poor are often falling through the cracks of other support programmes. For example FISP targets small holder farmers with subsidised seeds and fertiliser but only if they are a member of a cooperative. According to the verification survey 11% of the beneficiaries are a member of a cooperative and 9% benefited from FISP in 2014. Majority of non-FISP beneficiaries say they are excluded because there is no cooperative in the area (51%) or they cannot afford the membership fee (44%). However 73% say they would be interested to join a cooperative in future.

The evaluators did not speak to non-beneficiaries but key informant interviewees were happy with the targeting criteria and did not mention any situation where other community members had complaint. This was confirmed in FGDs with programme beneficiaries.

**Did the intervention identify specific vulnerable groups like women, elderly, disabled and others and were actions taken to address the needs of these vulnerable groups?**

The programme is very successful in targeting the extreme poor as identified in the contextual analysis. All FGD participants randomly selected meet the criteria. More difficult it is to know whether some eligible individuals were missed out. Key informants and focus group members did not report any incidence related to wrong targeting, no complaint in this regard was ever made.

All group members seemed to have received the same inputs, trainings and attention. Concern and partners treated the beneficiary group as a homogenous one not factoring in that even though they all belong to the extreme poor some might require special support. For example an elderly blind woman in the FGD in Namatala village (Senanga) confirmed that she had difficulties following the trainings and it was obvious that she had for example missed out how to prepare jam or dry vegetables.

Majority of group members have access to the treadle pumps and sprayers received by the groups but according to the beneficiary verification survey there is around one fifth who state that they do not benefit from these. Who exactly these are is not clear but in FGDs this was confirmed and a concern. The need to have more repetitive trainings was raised and some admitted that particularly the practical demonstrations were beneficial to them as they struggle with taking in theoretical content presented in lecture style trainings. This also relates to the training manuals used. Usually only the trainers remain with a copy which is text heavy, sometimes in English only and have little illustrations included except for the nutrition counselling cards that were already available with the government and are mainly based on pictorials.

## 7.2 Efficiency (score: 2)

### Were resources used well? Could things have been done differently and how?

**Human resources:** In Western Province Concern has three offices established, one in each of the three districts. There is one District Programme Coordinator (DPC) based in Mongu (also covering Senanga) and one in Kaoma who are in charge of all Western Province programmes including IPRWEP. Then there is a Mongu based IPRWEP project manager who supervises two CDFs and until June 2015 three Graduation Model Case Managers. Until recently, when Concern terminated the partnership agreements with MDFA and KDFA, CDFs were employed by the partners but now they became Concern staff except in Senanga where the partnership with SDACSS continues. The Senanga and Kaoma based Programme Support Officers (PSOs) report directly to the DPCs. In addition there is other technical staff e.g. the CA Coordinator and the PM&E Coordinator who provide technical inputs to Concern's programmes in Western and Central Provinces including IPRWEP.

IPRWEP is an integrated programme trying to work across the various sectors towards a common goal. This is not only a challenge when having to work with the various ministries that are all following a vertical structure but also within Concern offices this is still a relatively new concept. In Concern Zambia there are technical specialists who work on different programmes e.g. the Gender Officer, the PM&E Coordinator and the CA Coordinator. This is a very good way of reducing costs but also for ensuring learning takes place across programmes. The cross-departmental review meetings and the fact that some staff used to work in other programmes prior to IPRWEP further strengthen the idea of integrated management of programmes.

There was a lot of capacity building done particularly at the beginning of the project. Concern, partner and government staffs were trained among other topics in CA, nutrition, gender and HIV/Aids. Interviewed Concern staff value the many trainings they had and they are satisfied with the outcome; they are less convinced about the outcome of the capacity building activities done for government and partner staff mainly due to the high staff turnover, the still high demands and compared to this the limited resources available.

**Financial resources:** The total programme budget for 2012 to 2015 is 5,809,823€ with 3,111,900€ (54%) funded by Irish Aid. In 2012 the budget was highest with a clear drop in 2013.

	2012	2013	2014	2015*	total
<b>Total IPRWEP programme expenditure</b>	1,544,933	1,298,009	1,482,705	1,484,176	5,809,823
<b>Irish Aid contribution</b>	800,000	827,711	726,900	757,289	3,111,900

Table 4: IPRWEP annual budget and expenditure, 2012 to 2015

\* Based on budget

The Irish Aid money for Zambia reduced by 200,000€ over the four years. Despite this the amount allocated to IPRWEP remained relatively stable; majority of cuts affected the RAIN programme in Mumbwa.

	2012	2013	2014	2015*
<b>Total IAPF Funding</b>	1,300,000	1,200,000	1,100,000	1,099,999
<b>RAIN</b>	500,000	372,289	373,100	342,710
<b>IPRWEP</b>	800,000	827,711	726,900	757,289

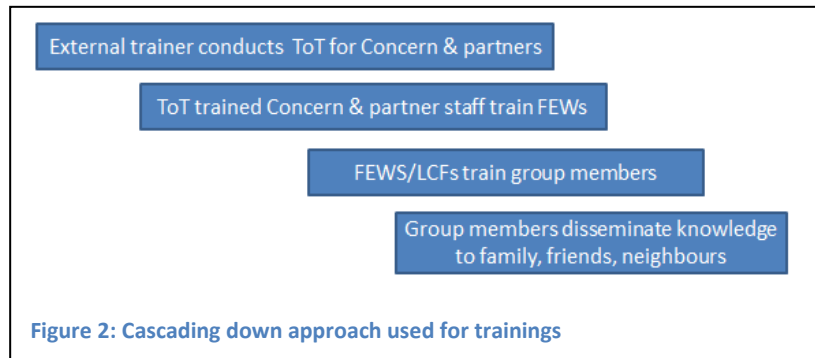
Table 5: Irish Aid budget for RAIN and Western Province

As per today there are 3,620 head of households registered in the programme each having a family of in average six members. With a total expenditure of 5,809,823€ over four years this gives an average spending of 67€ per direct beneficiary per year. Originally the programme had intended to reach out to 12,000 households. The cut in the 2013 budget did not allow for an increase in the

number of beneficiaries and it was decided to work with the already registered farmers instead to ensure they receive the full package of support.

Training materials: The programme made good use of already available training and behaviour change communication materials. The agriculture trainings benefited largely from training manuals produced for Concern's RAIN programme; materials from IPRWEP were also used in the RAIN follow on programme RAIN+. Concern's regional gender workshop and the head office based gender and equality advisor provided the training materials for the gender, GBV and women empowerment trainings. For the nutrition trainings Concern agreed to use the infant feeding counselling cards used by the government across the country and the recipes promoted through the participatory cooking sessions were originally developed for RAIN and by MAL. This all saved a lot of time and financial resources.

A very cost-effective approach is the cascading down of trainings used. This approach ensures capacity and ownership enhancement of Concern and partner staff, and this is then triggering down



further to community based staff, volunteers, direct and indirect beneficiaries. Multiple trainings can take place at the same time so that particularly agriculture trainings that are bound to a seasonal farming calendar can be conducted in time. Unfortunately the evaluators did not manage to see complete sets of training materials factoring in the different literacy levels, language needs and learning styles of trainees at the various levels. Beneficiaries have to rely on their memory or patchy notes (if they are able to write) as there are no materials handed out. The extension workers do have some materials like the 'Agricultural Training Manual for Smallholder Model Farmers' but it is written in English and based on text rather than illustrations. While a lot of training sessions focus on agriculture, for the other topics such as gender, nutrition, HIV/ Aids, leadership and business skills only a couple of hours were allocated each. All the more the levels of awareness, knowledge and sometimes even behaviour change achieved is remarkable. Unfortunately there is little documentation available so that it is difficult to know what made the trainings so successful.

Farming inputs: In all FGDs the beneficiaries mentioned that the quantities of seeds provided were insufficient. However in 2014 74% of the beneficiaries stated that they were able to sell surplus produce of vegetables mainly to neighbours (77%) or at the market in town (33%). For field crops this was less but still 20% of supported farmers sold. The only real dissatisfaction raised by beneficiaries is the fact that particularly in 2014 the vegetable and field crop seeds were provided far too late. Concern and partner staffs are aware of this and admitted the huge challenges they face when it comes to procurement. Despite having the procurement plan done in quarter one and the supply request submitted to Lusaka in April, seeds are always arriving late in the districts. They changed the distribution modalities from previously handing seeds out to groups to now distributing to individuals as a response to this challenge. Nevertheless again this year stress levels are elevated among staff and beneficiaries over worries that seeds might come after the rains have started missing the best planting season and with this being sure of having a compromised yield despite having high quality seeds.

#### **Was the programme M&E system fit for purpose?**

The programme benefited a lot from the requirement of having a baseline and an endline survey conducted with annual progress assessments carried out and survey findings presented and

discussed with partners. Through this progress made against the indicators laid out in the results framework was collected, documented, analysed, shared and used for programme planning. In addition the team carries quarterly and annual programme review exercises to which partners and government staff are invited.

The routine monitoring system is not strong. During KIIs FEWs and LCFs did not mention any regular reporting of trainings conducted, group meetings carried out or farming inputs distributed. However there are reporting templates in place for CDFs focusing on planning and reporting of the weekly activities, is submitted to the line manager, and is linked to the lunch allowance claim. The PSOs prepare a similar report. For technical and management staff going for field visits there is another reporting template which aims to structure visits and to provide constructive feedback to the implementing team. In addition there is an attendance list for any training conducted and this information is then later transferred into an IPRWEP database. This database was introduced towards the end of 2014 and captures mainly who was trained when in what topic. Unfortunately this database lacks the data from 2012, 2013 and the first two quarters of 2014 and there is no comparison of actual versus targeted beneficiary numbers.

Realising that documentation was inadequate in the early phases of the project Concern conducted a beneficiary verification assessment in early 2015 asking for inputs and trainings beneficiaries had received in the past so that this information gap can be closed to some degree.

### **What evidence is there of effective results based management in the programme?**

How the programme is implemented differs somewhat from the original proposal. This is a result of the regular review exercises that are conducted by Concern and partner staff and the solutions identified in response to the challenges faced. There are quarterly reviews conducted plus a mid-term review in November 2014. In addition the team carried out annual assessments and documented the progress made against the targets set for each indicator. Below are three examples indicating that these review exercises resulted in changes in programme implementation:

1. Once the baseline survey was done the team defined annual and endline targets for each indicator. The 2014 annual assessment showed that the majority of indicators were on track but for example the reduction of households with a hunger gap of five months was off track. The reason for this was a drought resulting in yields far below normal and instead of reaching the target of 14% for female headed households the actual percentage was 55%. Realising that the target for 2015 (12%) will be impossible to meet the targets for the following two years were revised up to 40% and 30% respectively. The seed package distributed was also revised with the aim to include more drought resistant field crops. The number of beneficiaries receiving sorghum increased from 18 in 2012 and 81 in 2013 to 1106 in 2014. The number of beneficiaries receiving cassava increased as well. The increasing supply is in line with the demand; during the end line evaluation beneficiaries requested to increase further the quantities of drought tolerant crops.
2. As mentioned before Concern has difficulties to deliver the seeds in time. It was observed that handing out seeds to the groups delayed things further. Therefore Concern changed its approach and is now distributing seed packages to the individual farmers. This comes with different challenges and costs but has helped improving timeliness of seed distributions to some degree.
3. The IPRWEP team realised that they are not good enough in collecting output data and that a lot of data is missing for 2012 to mid of 2014. As a response to this a beneficiary verification survey was conducted in early 2015 closing some of the gap and monitoring templates are now in use to assist field staff in collecting routine monthly data in a more standardised manner.

**Has the programme had the required resources and capacity to reach the programme goals and how well did the programme respond to significant reductions in available resources during programme implementation?**

As already outlined above in 2013 the programme had to cope with quite a substantial reduction in the annual budget. In response to this Concern Zambia decided to not increase the number of beneficiaries as it was originally planned but instead to continue working with the beneficiaries already enrolled in the programme and to ensure that they receive all the support they require. From the programme data it can be seen that despite the budget cuts the number of beneficiaries receiving vegetable and field crop seeds and vines has continued to rise. The changes seen in beneficiaries' lives are impressive despite the reduction in annual budget. The resources available to the already enrolled beneficiaries seemed sufficient and the evaluators believe that it was the right decision to not increase the beneficiary number. However there is the question of whether the original budget was realistic for the number of beneficiaries the programme intended to reach. One reason given by the IPRWEP team why partnership agreements were not terminated earlier was that there was the fear of implementation costs going up. One way of keeping costs low was to downgrade FEWs who were previously employed by the district farmer association (DFAs) and are now working on a voluntarily basis as LCFs. Even though this shift in role was communicated to FEWs some seem still confused over their current role and status.

### **The partnership process and the partnership relationship between Concern Zambia and MDFA, KDFA, and SDACSS**

The programme started with one implementing partner for each of the three districts: in Mongu MDFA, in Kaoma KDFA and in Senanga SDACSS. In 2014 two partners YWA and YWCA came on board in addition to give the gender and women empowerment component a booster. Agreements were signed with all five describing working modalities, roles and responsibilities. Relatively early into the implementation phase the team experienced quite some challenges working with MDFA and KDFA. According to Concern staff interviewed the community level activities were carried out satisfactorily but financial reporting and administrative work did not meet Concern's standards. Due to financial constraints, fearing the higher costs direct implementation would bring, Concern decided to continue with the partnership and to invest into more partner staff trainings and technical support but unfortunately this did not result in the improvements hoped for. In 2014 Concern decided to terminate the partnership agreement with MDFA in Mongu and to implement from now on directly; the partnership with KDFA in Kaoma was terminated in June 2015. The agreements with YWA and YWCA expired so that currently there is only the partnership with SDACSS in Senanga.

MDFA has a strong interest to support already established farmers who can afford the monthly DFA membership fee. MDFA does not share Concern's vision for the extreme poor and thus does not qualify as a partner for Concern. MDFA appreciated the trainings and technical support received from Concern but due to the high staff turnover felt that more is needed. There is little understanding by MDFA why Concern changed from quarterly to a monthly planning and reporting schedule; according to MDFA this unnecessarily increases the workload and slows down implementation.

Very early into the partnership agreement the first challenges were experienced and as a result partner support increased. However the evaluators did not find any evidence of a partner capacity assessment or regular reviews conducted to see whether trainings have enhanced the partner's capacity over time. The evaluators are of the opinion that MDFA due to its different vision is not the right partner for Concern but feel that the capacity building approach used could have been more systematic.

The partnership with SDACSS seems to work quite well. The IPRWEP team is very satisfied with the quality of the community level work, the contributions to review exercises and they praise the good relationship with SDACSS staff. The many different trainings Concern provided to SDACSS are well appreciated including the ones on financial reporting and Concern procedures. The evaluators got the impression that the mission and vision of both agencies are aligned and that there is a mutual benefit from partnering. While Concern is providing the funding SDACSS has a well-established network, technical expertise and a lot of local knowledge to offer.



### 7.3 Effectiveness (score: 4)

#### Were the outputs and outcomes achieved and to what degree?

According to the baseline/ endline data comparison there are in total five of the 17 indicators fully achieved, another eight partially (76%), three not at all and for one indicator the progress made is not clear (see table 3 above). The performance at micro level is best. Here all eight indicators are at least partially achieved while this was only the case for 63% (5/8) at meso level. The one indicator at macro level is off track. IPRWEP was most successful achieving changes in indicators referring to assets and return from assets; 89% (8/9) were at least partially achieved. From the indicators addressing inequalities 75% (3/4) and 50% (2/4) of the ones measuring risk and vulnerability are at least partially addressed.

Assets and return on assets: The improved wellbeing of the extreme poor through increased asset base and return from assets was the intended impact of the programme. This was assessed using the household asset index score measuring the number of assets owned by a household; the score moves up the scale the more assets the household owns. According to the baseline in 2012 female headed households (FHHs) had an average household asset index score of 4.4 and male headed households (MHH) of 6.1. Over the project period the score improved for both type of households.

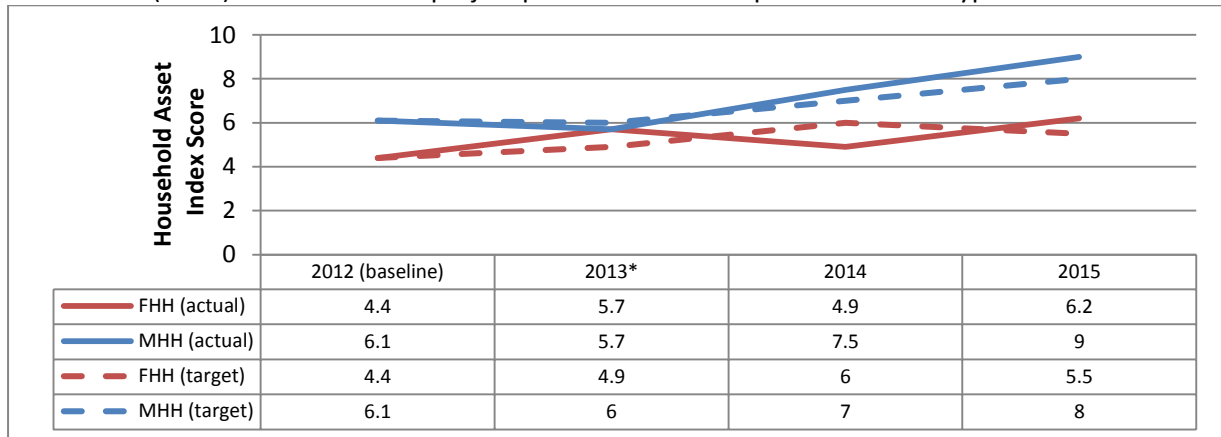


Figure 3: Change in household asset index score of targeted households (2012-2015)

(\*In 2013 data was not disaggregated by type of household)

The number of livelihoods per targeted households was also assessed. At the time of the baseline survey FHH engaged in average in 1.36 and MHH in 1.57 livelihood options. In 2015 both types of households had further diversified their livelihood activities.

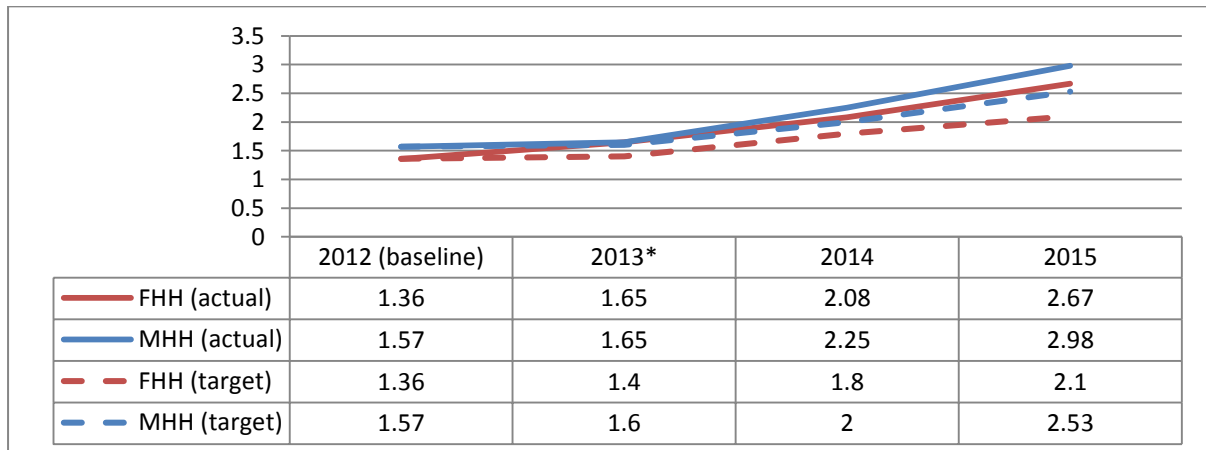


Figure 4: Change in number of livelihoods per targeted household

(\*In 2013 data was not disaggregated by type of household)

Three key nutrition behaviours were assessed at baseline and endline and all three improved compared to the baseline. The percentage of caregivers knowing that lactating women should eat more food increased steadily from 17% in 2012 to 73% in 2015. This is a tremendous increase. Also increased has the awareness that pregnant women should eat more food. The increase is less impressive and the target was slightly missed but still, this is a very good result. That pregnant women should eat more vitamin A rich foods is also known but surprisingly after seeing a very steep increase of knowledge in 2013 (from 4% to 66%), levels dropped in 2015 quite dramatically (19%) so that the target of 70% was clearly missed.

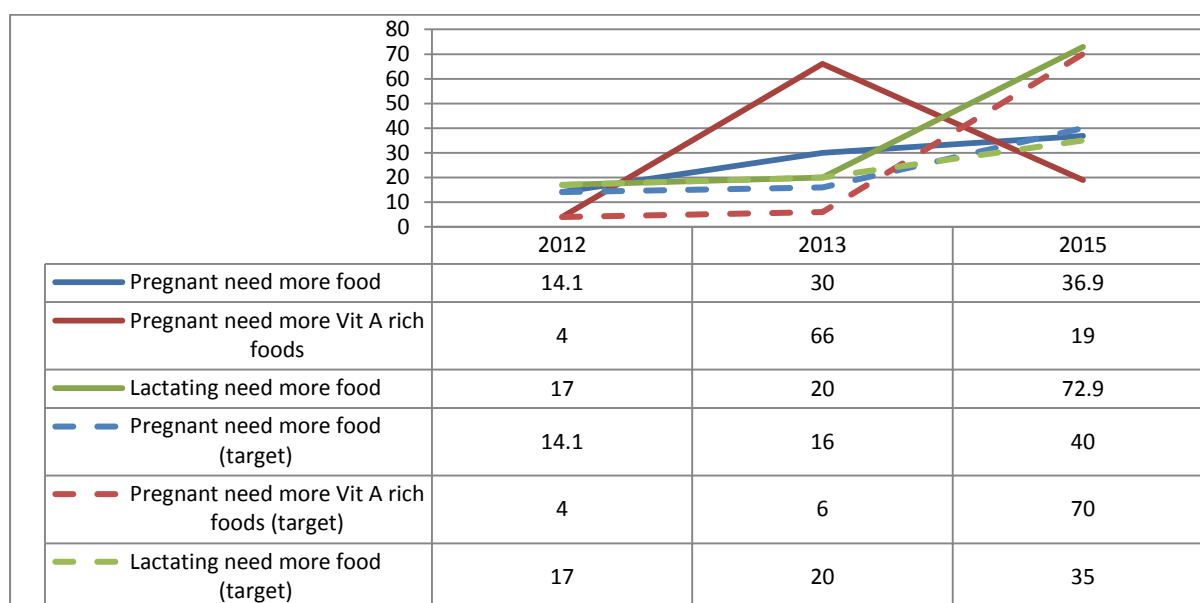


Figure 5: Percentage of caregivers with knowledge of key nutrition behaviours and practices (2012-2015); no data available for 2014

Households did not only increase their asset base, livelihood options and nutrition knowledge, they also increased the number of food groups they consume. Unfortunately after an increase in 2013 and 2014, households reduced their dietary diversity in 2015 as a result of the drought. The actually achieved household dietary diversity score (HDDS) is below the target but clearly above the baseline.

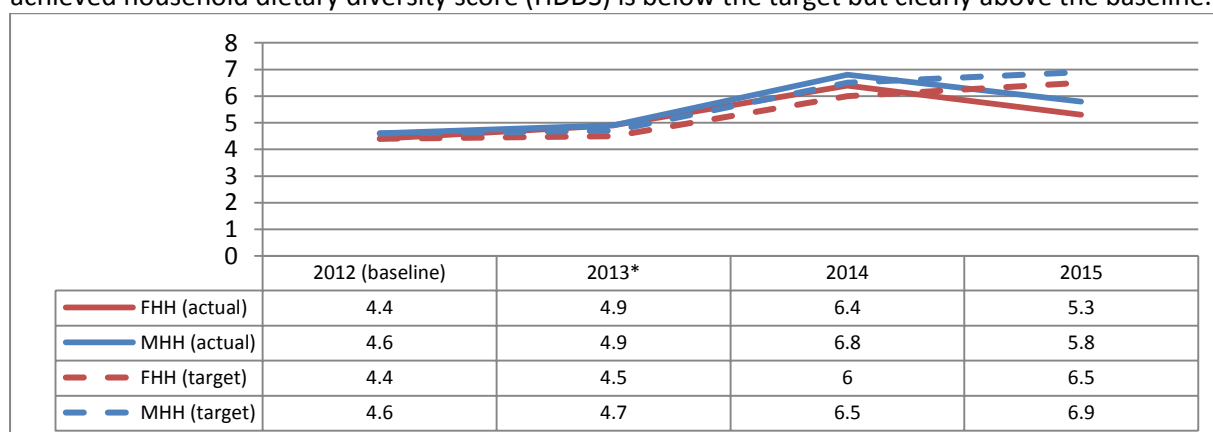


Figure 6: Household dietary diversity score (2012-2015)

(\*)In 2013 data was not disaggregated by type of household

The devastating impact of the 2014 drought is even more visible when looking at how many households experienced a hunger gap of five or more months. In 2013 this was the case for only 18% of the population but in 2014 this was the case for more than 50% of the targeted households; 2015 saw slight improvements. The drought hit Senanga and Limulunga particularly hard with 48% and

46% of households experiencing a hunger gap of five or more months respectively (2015). Least affected was Kaoma (18%), followed by Mongu (24%) and Luampa (29%).

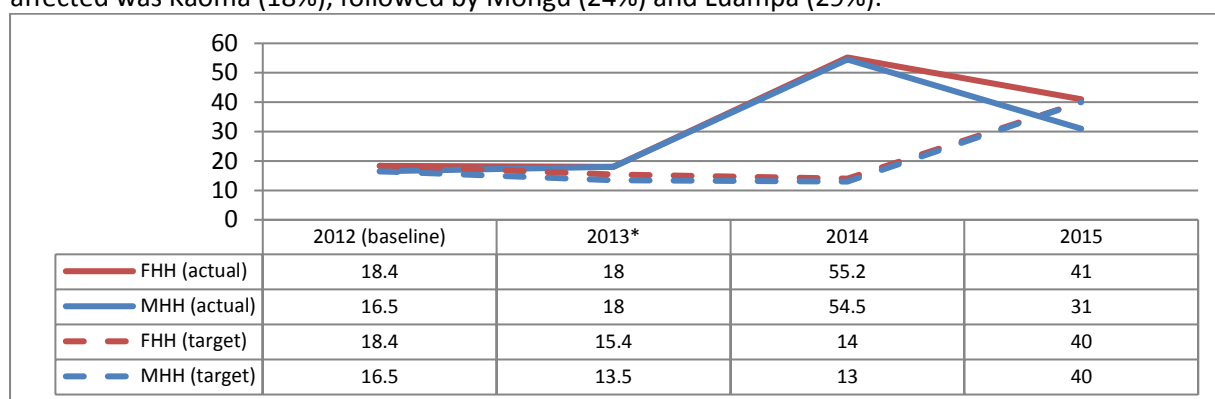


Figure 7: Percentage of households with a hunger gap of five months and more (2012-2015)

(\* )In 2013 data was not disaggregated by type of household

Concern also worked at meso level to improve access to and return from assets for the extreme poor. Initially there were eight FEWs/LCFs per district but the number increased further to improve coverage. In total there are now 51 LCFs and all of them are trained by Concern on agriculture, nutrition, gender, and HIV/ Aids. Training was also provided to government staff. While for the first two years there are no records for the trainings, since June 2014 there were 183 government workers trained on various topics. With the recently conducted comprehensive CA trainings for 17 extension workers of MAL all FEWs and LCFs have CA skills (2015 target achieved).

The outcome of Concern’s work with the SDMCs was assessed by looking at the perception beneficiaries have about the effectiveness of the SDMCs in their area. A scale of one to four was used with one indicating that the SDMC is perceived as being prepared and able to address emergencies, a score of two that the SDMC exists and sometimes is effective, a score of three that the SDMC exists but is not active and a score of four that there is no SDMC in the village. A decrease in the score indicates an improvement of the situation. In the first year beneficiaries felt that the SDMCs are effective however during the drought in 2014 there seemed less trust in the SDMCs. In 2015 the image of the SDMCs had recovered to some degree with a perception score lower than at baseline.

Concern aimed to positively influence district level programmes and strategies so that they become more responsive to the needs of the extreme poor. At baseline the government programmes were found not to be pro-poor e.g. the disaster management strategies did not have any elements designed especially for the extreme poor and the agriculture strategies had no strong elements included for promoting crops that meet nutritional requirements. In 2014 semi-structured interviews with key informants at district level were carried out and it was found that there are at least three policy interventions targeting the most vulnerable. With this the original target for 2015 was more or less achieved in 2014 and thus revised to include research on generating some insights around extension services and FISP with the aim to influence at least one district level policy. In 2015 the team realised that the budget allocated was insufficient so that the research was moved to 2016 and thus no evidence generated yet to influence government policies.

The plan was to generate information around IPRWEP and to use this to influence policy makers and strategic planners at national level particularly with MAL and the National Food and Nutrition Commission however this was not carried out as planned. There seemed to be a lack of direction in regard to what topics to bring up to the national level and what exactly to advocate for. This gap was only recently filled with the finalisation of a Concern Zambia Advocacy Strategy.

**Inequality:** The programme intended to improve the wellbeing of the extreme poor not only through an increased asset base and return to assets but also through improved equality. At micro level this

was assessed through changes in the perception on women's roles. At baseline 28% of women and 37% of men believed that women should not be responsible for organising community work. In 2015 the proportion of women and men believing this had decreased as intended (women 20%, men 19%) but for both the targets were not achieved.

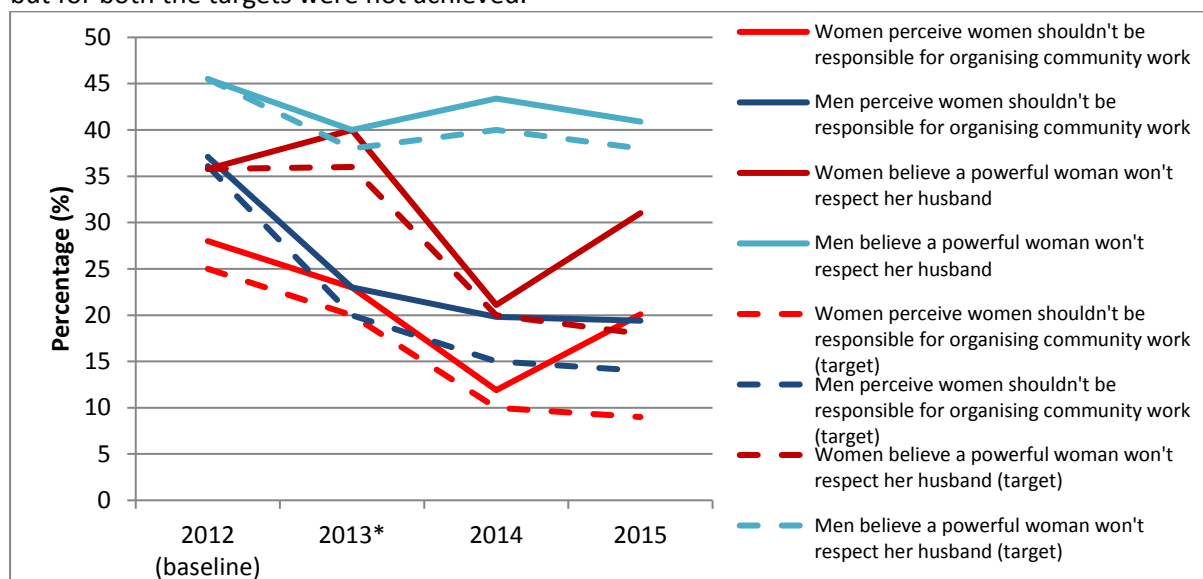


Figure 8: Changes in perception in regard to women (2012-2015)

(\*In 2013 data was not disaggregated by sex)

As a second indicator it was assessed how many women and men believe that a powerful woman will not respect her husband. At baseline 41% of women and 56% of men agreed with this statement. For both groups the proportion decreased meeting the hopes of the project but not as steady and steep as it was intended. The targets were not met. For both of these indicators the good progress made in 2014 can be attributed to the intensified activities that were carried out by YWA and YWCA. Unfortunately it was not possible to maintain the achievements once the partnership ended.

Women's access and control over resources was another aspect the programme wanted to positively influence. The baseline and endline compared how many women decide on their own or together with the husband how the income of the woman is spend and how many women use money to buy food. The proportion of women increased for both indicators however the targets were not reached mainly because of the very high target defined (70%).

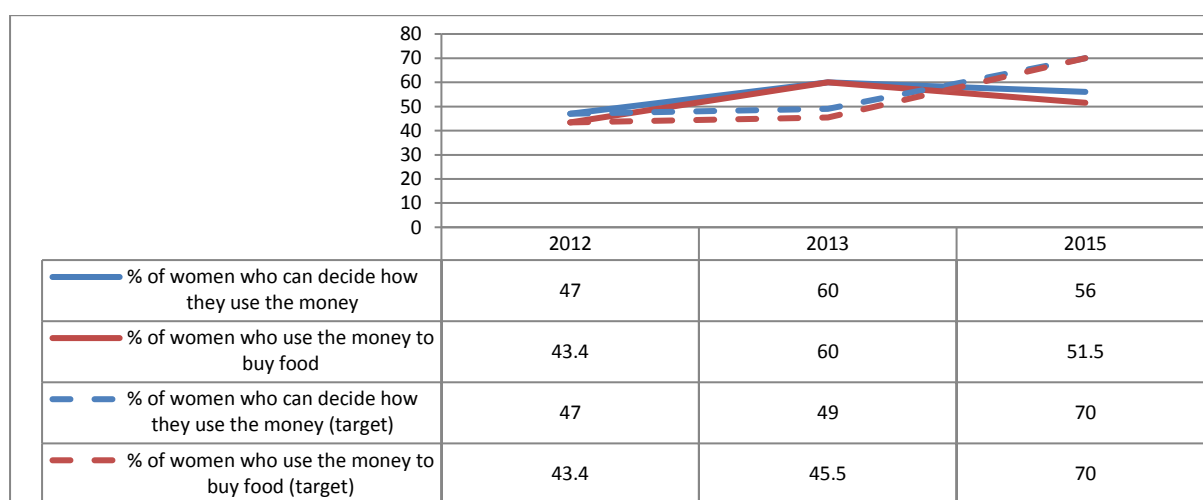


Figure 9: Women having control over assets (2012-2015); no data collected in 2014

A good indicator to see whether improved perception on women and women’s control over resources is resulting in real changes for women at community level is to assess how many are actively participating in community, area and district level coordination structures. At endline more women were members of the Area Development Committee (ADC), the Farmers Association (FA) and the Sub-district Disaster Management Committee (SDMC) even though the target was only reached for the ADC. Out of the women being a member on the SDMC (n=19) only one (5.3%) indicated that she is just there to listen; at baseline these were 16.5%. The number of women stating that they always attend has also increased.

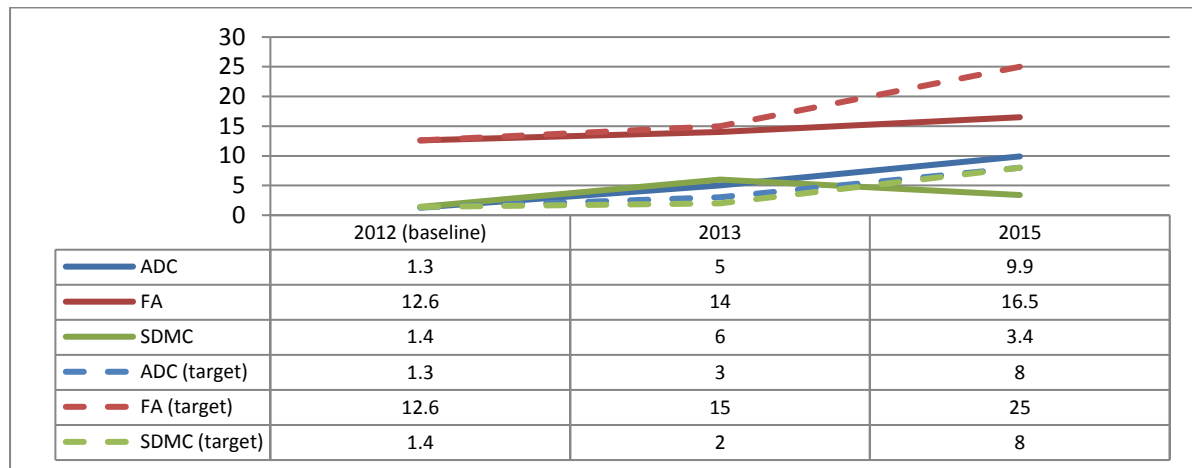


Figure 10: Women’s participation in community, area and district level committees (2012 to 2015)

The percentage of local leaders reporting improved knowledge on women’s rights and gender equality was found to be zero at baseline. In 2013 the annual assessment found 61% of them knowledgeable. Whether the target of 80% for 2015 was achieved is difficult to say because the endline evaluation did only conduct KIIs with two community leaders. Both of them feel that the gender trainings were very important and brought changes for example men are now helping with household chores like bringing sick children to the health facility or carrying things. They also see more harmony between spouses. Both of them can imagine and would support the idea that they will be replaced one day by a female community leader.

**Risk and Vulnerability:** In total four indicators looked at changes around risk and vulnerability for the extreme poor. At micro level the percentage of women and men was assessed that did not take an HIV test in the last 12 months. At baseline 35% of women and 40% of men said that they had not taken a test. The plan was to reduce this to 9% for women and to 11% of men in 2015. The programme managed to increase the proportion of men and women going for testing but missed the target. Unfortunately the programme was also not able to increase the number of partners with an HIV/ Aids mainstreaming strategy mainly because except one (SDACSS) all other partnership agreements had to be terminated. However gender and HIV/ Aids trainings were provided to all partners. On the positive site the number of CSOs addressing GBV increased from one to three due to Concern sensitising district government staff from the police, social welfare, health department and Senanga district administration, community leaders and beneficiaries on the Anti GBV Acts. The programme intended to increase the percentage of disaster risk reduction (DRR) committees that have reviewed DRR plans in place and some of the activities implemented in the last 12 months. Concern trained all of the three DDMCs and supported them in having DRR plans in place. The main focus of the training was to provide members an opportunity to understand the provisions of the National Disaster Management Policy, the Disaster Management Act No. 13 of 2010, and the Disaster Management Operations Manual and enhance their capacity to support the SDMCs at the community level. A major outcome of these trainings was that participants agreed to rollout similar trainings for the SDMC. In Kaoma, Mongu and Senanga at least 18 SDMCs with more than 240

members were trained before the government dissolved all the DDMCs and SDMCs. The government is now in the process of re-establishing the committees across all the programme districts and Concern has reengaged in providing support such as training new members. The process is slow due to not yet all new districts fully operational. Work with the Disaster Management and Mitigation Unit at the regional office is also ongoing.

**Was the programme logic well thought through and did the activities lead to the desired outcomes?**

While there is logic in addressing extreme poverty with an integrated programme approach there is not much evidence that there is a kind of theory of change developed for the various programme components. The IPRWEP team confirmed that there is a theory of change available however the evaluators only received the log frame and for the issue of low agricultural production a revised problem tree. There is no doubt that the activities brought change; 13 out of 17 indicators were at least partially achieved and the findings from the FGDs and the KIIs all speak the same language – beneficiaries see tremendous changes in their lives. However, what and how exactly brought the change is difficult to say because there is not enough documented. For example there were a lot of trainings conducted but there was no training schedule for partners, Concern staff, extension workers or beneficiaries shared with the evaluators clearly mapping out who is going to be trained when, how and in what.

**What steps were taken to address issues of inequality and ensure the interests of the most marginalised were taken on board during programme planning, implementation and monitoring?**

There was no consultation of the most marginalise during the planning phase but the programme is strongly based on findings from the contextual analysis where FGDs and KIIs were conducted, secondary literature consulted and Concern's experience from working in Zambia and particularly in Western Province was factored in. During the implementation Concern staff had a good presence in the communities and was not only in frequent contact with beneficiaries but also with community leaders, volunteers, government and partner staff. The relationship between Concern and the beneficiaries seems very strong and based on mutual respect and trust. Beneficiaries feel they were informed and asked for their preferences. They know, are comfortable with and have used various channels to express their concerns such as talking to Concern after a meeting, using the CRM box and they feel Concern is hearing them. During monitoring and evaluation the needs of the beneficiaries were largely accommodated. For example the beneficiary verification assessment also asked for the types of seeds people would like to have for the next planting season. The baseline survey included a survey conducted in 840 households as well as a survey with 36 local leaders and qualitative interviews carried out with a number of planning and decision-making committees below the level of the district (7 ADCs, 22 SDMCs) in addition to Concern, partner and government staff interviews and a desk review of secondary literature. The final evaluation had a sample size of 880 households identified using a two stage random sampling technique.

**Did the programme successfully achieve results in each dimension of extreme poverty and what are the potential implications of this?**

The programme is clearly addressing the three dimensions of extreme poverty by having activities, indicators and targets defined for each of them. There is equal attention given to all three however the programme performs best in addressing access to assets and return from assets particularly at micro level (refer back to table 3 for more details).

Beneficiaries particularly men mention assets first when asked for what they received and what has changed in their lives. Majority had already access to land, water and labour but had difficulties getting a return from these sufficient enough to make a living. Increasing production and diversifying the crops through the provision of seeds was key but without the tools (mainly treadle pumps and

sprayers) and the knowledge on improved farming techniques beneficiaries admitted they would not have been able to improve their lives. All beneficiaries appreciated the trainings and highlighted the importance to have farming inputs and trainings provided in combination. Some groups also mentioned the stronger bonds they have now with other community members due to being a member of the farmers group. Beneficiaries also agree that their diet has changed. Statements like “we eat relish now every day” indicate that they eat now more and more diverse foods. They also know now how to prepare a nutritious porridge for the children by combining different foods. As a result they see changes in their own and their children’s health and body strength.

There is a strong change in gender related attitudes as a result of the programme. Group members give examples where now husband and wife join hands when preparing the fields, husbands helping with carrying items on the way back and once home the husband takes care of small children or goes and fetches water while the wife is preparing dinner. Fathers bringing sick children to the health facility and husbands helping their wives when sick were other examples given by many. “There is now more harmony at home” was a statement made a couple of times referring to joint decision making, better listening and respecting each other. Interestingly these examples were given in the women’s FGD as well as in the men’s. Asked about how they feel in front of other community members when fetching the water or bringing sick children for health care the men admitted that others sometimes laugh about them but that they do not mind because they know that their wives are happy with the support and that is what counts. The evaluators did not find once that men felt they had lost power, status or influence; both men and women feel they gained something important. “We used to think that a woman should be seen and not heard. When they were beaten they thought this was normal, now they know gender norms and do not get beaten” a woman in Liku Lipuwe said. The majority of women in the FGDs were very active and outspoken and not short of examples when it came to how the gender training had changed their lives. One woman in Namatala (Senanga district) said that before she depended on men but through the gender training she learnt that women can do everything men can. She has a big piece of land that needed clearing. She managed to cut the trees herself. Men seeing her doing it were amazed and she said that this motivated her even more.

Beneficiaries are clearly less vulnerable; they all have increased their food production and diversity and in all FGDs it was mentioned that they were able to sell some of the surplus produce. The income generated through this is used for buying other food items such as oil, salt and sugar; school fees and clothes but is also invested in tools and other types of crops such as cassava vines and fertiliser. Even though the 2014 drought has resulted in a longer hunger gap for many, in some FGDs beneficiaries mentioned that due to the programme they feel they suffered less than others in the community. Many are very confident and already planning to further expand or diversify their agriculture production in the future. There is also more awareness around climate change and the need to grow drought resistant crops to reduce the risk of being hit by another drought. Many groups requested for cassava vines, sorghum and millet when asked what other crops they would like to plant. They appreciate Concern providing drought resistant varieties but some started buying their own in addition.

Even though nutrition was only one training topic among many, people seem to have gained a lot of nutrition knowledge. Women and men know about the importance of exclusive breastfeeding and that water should not be given to children under six months. Beneficiaries liked the practical cooking sessions and are able to recall some of the recipes they learnt. None of the men felt that child nutrition is a topic only for women; they all are convinced that men should know about it too. Particularly women mentioned that they are now drying vegetables such as pumpkin leaves and rape to keep them for the dry season. Some also explained how they cook pumpkin jam but this was not yet known or practiced by all. On the question what they could do with all the mangos that will be ripe soon one woman in Namatala said that they could try to cook jam from it using the same

recipe they learnt for pumpkins or that they could dry them by cutting them in thin slices. This indicates that some women have already started transferring their knowledge.

The HIV/ Aids training also resulted in changes. People admitted that before the training they stayed away from people living with HIV/ Aids because they did not know how one attracts the disease. Now they know that through normal interaction the virus does not spread and therefore they are all coming together again. Many know now their status and say that the knowledge they gained helps them to abstain.

**Did the programme achieve the right balance between the outcomes given the context? How successful was the integration of the different pieces and is there evidence of a greater impact derived from synergy of the different areas of focus?**

In all FGDs the dependency of beneficiaries from external support and the strong belief in it was obvious particularly in the weaker appearing groups. Under IPRWEP agriculture inputs handed out were extremely important as an entry point. This is what people expect from pro-poor programmes and this is what is well known. However in IPRWEP the asset transfer was only one component and beneficiaries also received and benefited from the less obvious – the trainings. The agriculture related trainings came as a package together with the farming inputs and beneficiaries mentioned these first when asked for what they had received. There was recognition in all FGDs that the other trainings were all beneficial and they all said that if the programme was to be repeated in other locations all the trainings should be provided. Women in Ndiki said they feel enlightened; in Liku Lipuwe a man said: "I feel empowered because of the trainings and inputs. I wish I was empowered as I am now at the beginning of the programme when trainings started; I would have learnt even more". The evaluators feel that there is strong evidence that the balance was just right for the context and that the more sensitive topics like HIV/ Aids, gender and GBV could not have been talked about without having come with seeds and farming tools first.

The programme benefited from Concern's other programmes. Training materials from RAIN were recycled, CA experience helped in providing the agriculture trainings and setting up the demonstration plots; and technical specialists such as the gender and the M&E officers provided support without being part of the IPRWEP team. Review exercises are done with a regional focus instead of splitting them by programme. However there is a danger of boundaries to other programmes becoming blurred e.g. CA beneficiary numbers were reported under IPRWEP in the 2013 annual report but this was reversed in 2014.

**What are the main factors that affect the achievement and non-achievement of the programme objectives and outputs?**

The factors that affected most the achievements at micro level are that the programme package met the multiple needs of the people, which feel informed and involved and this together resulted in a good relationship between beneficiaries, partners and Concern. Communities so far had very little contact with NGOs and highly value the provided support. The decision to not increase the number of beneficiaries and instead to concentrate the limited resources on the already enrolled beneficiaries was the right one. At district level Concern had already a very good reputation and is well respected for its work and contribution in coordination meetings; being one of the very few international NGOs working in the area helps when trying to influence decision makers. The programme achieved its district level targets particularly when the activity was clearly defined, specific and less dependent on external factors such as trainings for government staff.

The drought in 2014 negatively impacted on the programme outcome. The targets defined for behaviour change related indicators were rather ambitious with annually expected improvements even though some of the behaviour change activities were provided during a specific time period only. The evaluators felt that the qualitative findings show a stronger programme than the quantitative assessments; the ambitious targets defined make the programme look less successful



than it actually is from the perspective of the beneficiaries. The meso level activities and indicators were not that clearly defined and often depended on other factors outside of Concern's influence e.g. expecting an organisation to have a HIV/Aids mainstreaming strategy defined as a result of a training provided or hoping the government would revise their policies to make them more pro-poor as a result of meetings, trainings and workshops conducted.

The reduction in funds in 2014 seemed to have caused less negative impact than one would have expected. There is positive impact on beneficiaries but the number of beneficiaries reached is unfortunately much less than was planned for. The RAIN programme was given more attention than IPRWEP and this might have resulted in some of the shortcomings not being picked up and being addressed timely e.g. challenges with the partnership approach and inadequate documentation of programme outputs for 2012 to 2014. Concern is very well engaged at national level through its membership in ACSAA and the CSO SUN Alliance and this gives Concern an ideal platform to stronger advocate around the interests of the extreme poor in Western Province.

#### ***7.4 Impact (score: 3)***

##### **What indications are there of significant changes taking place beyond the programme - both positive and negative?**

The programme resulted in a number of changes but there is very little evidence that any of these changes are beyond the scope of the programme. There are first indications that beneficiaries start sharing their knowledge with non-beneficiaries such as relatives, friends and neighbours but this is not yet strong. The stronger bonds some beneficiaries mentioned as a result of being a member of a farmer group have not yet resulted in stronger group cohesion that could be a base for other activities such as bulking of produce for marketing or group saving activities. The only impact so far seems that beneficiaries in general feel that they can change things, that they can influence their lives and as such already display a lesser degree of dependency.

Every year the beneficiaries seem to further increase productivity and thus the need to sell their surplus in town grows. With more frequent travelling to town or more middle-men coming to the villages there is a likelihood that HIV/ Aids prevalence increases.

At meso level the formation and strengthening of the DDMCs and SDMCs was pretty successful until the restructuring of districts interrupted the work. With the support of Concern the newly created districts are currently in the process of forming their own DDMCs and then also new SDMCs will be formed and trained. It seems that Concern's support to the district government had a positive impact on the understanding of and the need for disaster preparedness.

##### **How have the programme interventions impacted differently on men and women in the programme area?**

From the qualitative assessment there seems to be very little difference in impact between men and women. Women have benefited a lot from the activities aiming to empower women however male involvement in equality focused work has been a strong point under IPRWEP so that men and women equally express satisfaction with the changed gender roles. The evaluators observed that in the FGDs with men the issue of access to markets to sell surplus produce was mentioned more often. The qualitative data shows that overall male headed households benefited more from the programme than female headed households. The household asset index score improved for both groups but the gap widened. Similar findings are seen for the number of livelihood options, the mean HDDS and the percentage of households experiencing a hunger gap of five or more months.

### **7.5 Sustainability (score: 3)**

#### **Will the outputs and outcomes lead to benefits beyond the life of the existing programme?**

When beneficiaries were asked what will happen to them once the programme ends majority expressed at first some concern over the phasing out of support but then they all agreed that with the support received so far they would be able to continue to grow. The evaluators heard statements like the following in all FGDs: “I cannot go back”, “I will continue using the knowledge”, “I am much stronger now” and “It's like knowledge from school - a base to build on; knowledge from Concern is the same - we will build on it”.

Some are asking for continued support, someone to look after them from time to time. Some LCFs worry where in future they would get up-dates on new farming techniques from to train others if there is no input provided by Concern or partners; in large parts of the programme area there is no radio coverage and the phone network is patchy.

The increase and diversification of the agriculture production is largely based on water availability. The moment the shallow wells dry up people will lose their main livelihood option and with this face the risk of falling back into poverty. Erratic and late rain fall is already observed. In 2014 shallow wells were still having water but the lack of rain fall last year is showing its impact this year with lower water tables in some areas and shallow wells beginning to dry up before the beginning of the 2015 rainy season. It is likely that there will be more frequent and prolonged dry spells in future. Concern has responded to this by distributing more drought resistant crops but beneficiaries are asking for more diverse varieties and larger quantities.

In the CA training manure and compost are promoted instead of industrial fertilisers and beneficiaries learnt how to prepare pesticides using local ingredients. This makes farmers largely independent from the costly alternatives. However the decision to distribute improved seeds from which seeds for the future cannot be taken is less sustainable.

Overall beneficiaries are satisfied with the quality of the tools they received. Only two groups (Namatala, Mbale) reported broken tubes of the treadle pumps and no means to get it fixed. The other groups did also confirm that in case the pumps break that they would not know how to repair it themselves, where to get spare parts and where to take the money from. When the evaluators presented this finding back to the IPRWEP team they were surprised because according to them groups had received spare parts and received some basic training in maintenance. The evaluators are not able to confirm this based on the FGD findings.

The trainings provided seem to be of good quality and meeting the needs of the people. Transfer of knowledge has already started in some groups with beneficiaries sharing their knowledge with relatives, friends and neighbours and also adjusting the recipes to different ingredients available. The district nutritionist with MAL in Kaoma was trained in how to conduct cooking demonstrations and has conducted many sessions in various IPRWEP supported communities. She has started using cooking demonstrations for her government work in other communities and has seen changes in the way people prepare and preserve their foods.

The success of the programme – increased production of vegetables - has led to the new challenge of how farmers can be best linked to the markets. In 2014 74% of supported farmers sold some of the vegetables and 20% sold field crops. While selling to neighbours (77%) is still more common than marketing in town it is obvious that soon local production will exceed the village demand. Interviewed farmers started small but have managed to increase the size of their cultivated land every year since IPRWEP started. In the original programme proposal under outcome 1 it was planned to ‘create and strengthen market linkages for income generating activities (IGAs)’ (activity 1.1.6) and to ‘train on basic agronomics’ (activity 3.2.2, outcome 3). While farmer groups received training in basic business skills it is not clear to the evaluators what happened to the plan to strengthen market linkages. Fact is that there is a growing need to look into access to markets and value addition through commercial food preservation and processing techniques.



Picture 2: Supported farmers with their produce – onions in Namitundu (top) and cabbage in Namatala

For 2016 there is the plan to support more farmer groups getting registered so that they can access support from other service providers such as the government’s FISP programme. Concern is currently supporting the groups with the development of a constitution and the collection of money needed as the membership fee. The last hurdle is then to organise transport to get to town for the actual registration process. The degree of sustainability of IPRWEP will increase with each farmer group registered because with this the farmers will have gained access to available government services and support programmes which prior to the programme the extreme poor were not able to benefit from.

**Is there an exit strategy put in place to ensure smooth phase out of the programme support? How appropriate is the exit strategy?**

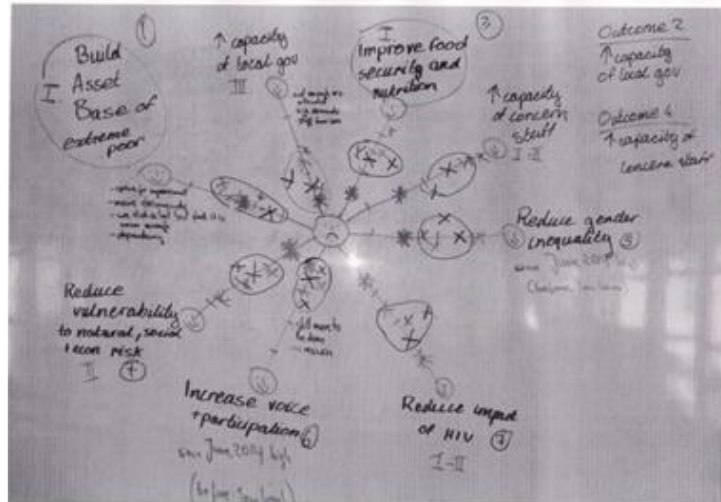
There is no exit strategy and this is one of the very few weaknesses of the programme. However in June 2012 an IPRWEP Roadmap was drafted and in there it says ‘Emphasis should be put on developing an exit strategy right from the beginning’ and very valid questions are listed such as a) the point when beneficiaries will be weaned b) whether groups or individuals should graduate and c) how graduates will be linked to other service providers. It remains unclear whether this is all related to the graduation pilot that was implemented under IPRWEP or whether this refers to an exit strategy overall.

The evaluators did not find any evidence for an existing exit strategy however internally there is a discussion about handing over activities to the government and more is planned for 2016. So far it seems unclear what the objective of handing over might be, what activities could qualify for this and how this could be done. Government officials talked to were not yet aware of any handing over ideas and made clear that resources are not available for this unless it is already in the government plan. Alternatives to handing over such as a gradual reduction in material and technical support to beneficiaries and a shift from training to a mentoring approach are not yet discussed.

**8. Conclusions and Recommendations**

The evaluation team pretty much agrees with the perception the IPRWEP team has on the programme performance (picture 3). Overall IPRWEP is a good example of an integrated programme addressing poverty and inequality. The programme is targeting the extreme poor in marginalised districts with Senanga clearly being the poorest. The intervention package is very comprehensive, nicely interlinked and responds well to the needs of the majority of the extreme poor. It seems that the type, quantity and quality of farming inputs provided and the intensity, mix and quality of trainings was right. The training outcomes are impressive but there is a shortage of training plans and training materials that are appropriate for the different audiences. Since the introduction of the IPRWEP database the documentation of training events has improved but there is a need for better

documenting processes and outcomes of all activities that are taking place so to better understand why we see such an incredible change in beliefs, attitudes and practices. Although planning and reporting templates exist for Concern and partner staff, FEWs and LCFs do not routinely document their work so that this is not all captured in the database. Beneficiaries have improved their asset base and have clearly increased their returns from assets. Supported households feel more food secure but experiencing now a new challenge, their access to markets is inadequate.



Picture 3: Perception of programme achievements by IPRWEP team

Own consumption of crops increased and beneficiaries see positive change in their health and nutrition status but there is much more potential once the surplus produce can be sold. There is a clear change in gender roles with men helping with household chores and women more involved in decision making. There are also a growing number of women actively engaging in community and area level meetings. That both women and men feel they gained from the empowerment of women in the communities is a remarkable outcome of the programme. The root causes of why female headed households are so much more vulnerable are also indirectly addressed. Mainstreaming HIV/Aids was successful. Qualitative data shows changes around HIV/Aids with more people knowing their status and people living with HIV/Aids being no longer excluded from community life. However improving access to quality VCT services and treatment go clearly beyond the scope of this programme.

At meso level capacity building was largely successful; more partner, government and Concern staff is trained on farming techniques including CA but also other topics such as nutrition, gender and HIV/Aids. This together with the cascading down approach used has strongly contributed to the positive outcomes that can be related to the many trainings provided.

IPRWEP was designed for the implementation by partners but except for Senanga the programme is currently directly implemented by Concern. The problems with the partners occurred very early in the implementation phase but the actual termination of the partnership agreements was executed late. There was not enough documentation made available to know what measures exactly were taken to improve the performance of the partners. Obvious is that the vision of MDFA and their targeting approach is not in line with Concern's and that this should have been picked up when identifying partners at the start of the programme.

The achievements at macro level are weak compared to the micro and meso level. The advocacy strategy is now in place and will help a lot when identifying the advocacy activities for Western Province for 2016 and beyond.

The excellent reputation Concern has in Western Province is a result of the many years of presence in the area, the active participation in district coordination activities and Concern's DRR work at district and sub-district level that was successful until the new district structure came into place. That the government incorporated pro-poor aspects into some of their district level strategies and

policies and that some CSOs now address GBV can be attributed to Concern's good relationship and experience.

With the research heavy RAIN programme in Central Province and all the attention it is given the evaluators wonder to what extent this impacted on the performance of IPRWEP. Financial resources were clearly diverted for the benefit of RAIN. The cuts in the IPRWEP budget clearly exceeded the ones that were necessary to accommodate the reduction in IA money for Zambia. While it was the right decision to not further increase the number of beneficiaries, the very positive programme outcome is limited due to the relatively small number of beneficiaries reached. The technical support provided to IPRWEP was also compromised due to limited budget and the attention given to RAIN; for example despite the strong gender and HIV/Aids component the Dublin based equality and HIV/Aids advisors were involved only occasionally and remotely.

Beneficiaries are still vulnerable to external shocks as can be seen from the effects of the 2014 drought. The availability of water and seeds is the backbone of IPRWEP and requires more attention to make outcomes last. The late distribution of seeds as criticised by all beneficiaries involved in the qualitative study is therefore something that needs to be addressed urgently. Despite the 2014 backdrop beneficiaries believe that they can further grow without ongoing external support and this itself is a huge achievement in a society where there is quite a level of dependency.

The lack of an exit strategy is evident and it will be essential for the sustainability of the programme to intensify the work on this in 2016. It would have been good to have an exit plan already developed when implementing IPRWEP during the last four years. Issues like the belief in external support, ownership for handed over equipment and the introduction of savings and investment concepts could have been addressed from the beginning. At meso level a more focused strengthening of the government services could have been planned for to ensure CA, gender, nutrition and HIV/ Aids trainings are incorporated into the routine extension services benefiting many more.

Taking all this into consideration the following recommendations are made for the final year and for any future iteration of the programme:

1. Targeting: there is no need to increase the number of beneficiaries in the final year but in case Concern Zambia considers expanding the programme beyond 2016 it is recommended to have a higher proportion of beneficiaries in Senanga as this seems to be the poorest of the three IPRWEP district. Any programme that targets the extreme poor should factor in that this is not a homogenous group and that there are some that require more and different support than others.
2. Addressing root causes: the programme responded well to the needs of the extreme poor but could be stronger on addressing the root causes of why there are so many female headed households and why they are particularly vulnerable. The contextual analysis gives already some guidance on this. An additional root cause of extreme poverty the evaluators discovered is the strong belief in external support and the dependency people experience. One way of addressing this could be to introduce a community-conversation type activity that prepares the community for a poverty reduction programme that is using an empowerment approach where handouts only serve as a first means to kick-start the change process.
3. The timely distribution of seeds is key to the success of the programme. A critical review of the current procurement process is required and ones the bottle necks are identified an action plan needs to be prepared. As part of this the team should discuss the pros and cons of open pollinated versus improved seeds and decide what the preferred approach is Concern Zambia wants to use for all programmes targeting the extreme poor.

4. Integration: IPRWEP is a good example of an integrated programme and while it is not possible to include everything it would be good to look into how the extreme poor could be better linked to markets and how HIV/ Aids could be further strengthened by adding a HIV/Aids programme component (instead of mainstreaming). Another additional aspect that might be good looking into is the introduction of a natural resource management component focusing on measures to maintain in long-term the current water table which is the backbone to all agriculture activities in the area e.g. by addressing the widely practiced deforestation for charcoal production.
5. Documentation and communication: to be able to standardise and replicate the successful trainings there is a need to pull together all the used training materials and experiences and to develop a set of manuals that are tailored to the various levels of trainings that were conducted. Furthermore there is a need to have training plans for agriculture, nutrition, gender etc. and within each a training schedule for the various topics covered so that the trainings are provided systematically and building onto each other. The joint outcome will be better than from trainings delivered as a stand-alone activity.
6. Partnership: with the support of a partnership specialist (preferred to be from within Concern) there is a need for a critical reflection on the partnership approach used for IPRWEP and maybe for Concern Zambia in general so that there is learning generated from the largely failed partnership approach and a way forward defined. The review should capture the formal partnerships with implementing partners but also how the national level formal agreement with MCDMCH can support effectively the collaboration with the government at district level.
7. Monitoring and evaluation: the IPRWEP online database is a useful tool to capture any output data generated throughout the implementation period. Having LCFs, FEWs and CDFs planning and documenting their day-to-day activities is essential for populating the database. Concern would benefit from having a generic template similar to the IPRWEP database that is then rolled out as a mandatory tool across all countries and programmes.
8. Macro level: more support is needed when defining activities and indicators for the macro level so that targets relate more to what Concern can realistically achieve.

## 9. Management responses to key recommendations

	Issue	Responsible Person	Response
1	Intensify focus on Senanga	Director programme (DP), DPC	As the programme is now at its final stage, there will be no targeting of new beneficiaries. However as it is already reflected in 2016 budget, more emphasis will be given to Senanga beneficiaries. Even with the current beneficiaries number, the proportion for Senanga is higher than the other districts
2	When designing a new programme address more the root causes of extreme poverty rather than meeting the needs of the extreme poor	DPC, DP	Needs can often be an entry point for addressing other issues – if extreme poor are food insecure it is difficult for them to focus on other issues such as gender.
3	Conduct a problem analysis for the late distribution of seeds and an action plan		Unclear who the activity plan is for or what might be in it. Don't we just need to improve seed distribution mechanisms and procurement As part of our annual review we will review the process we have gone through for programme and

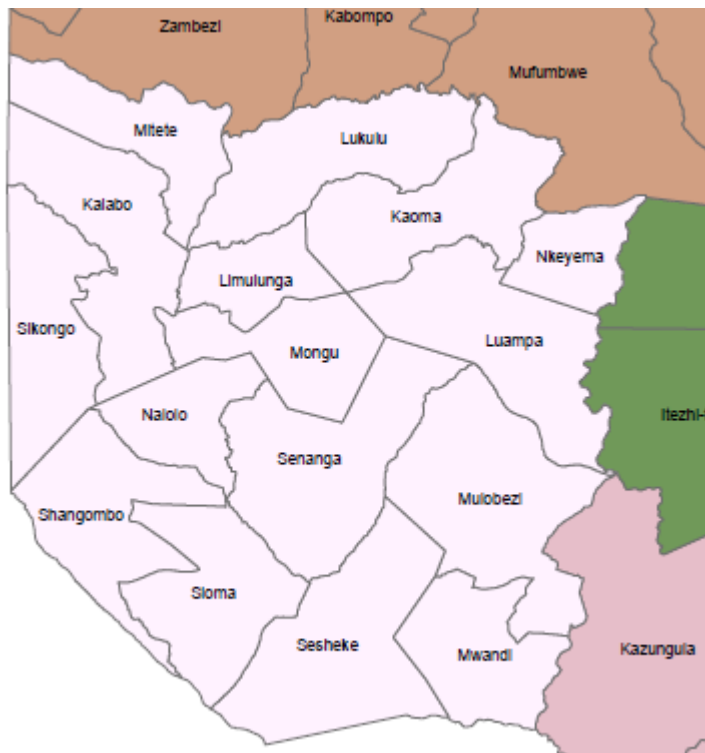
			system and will agree on action to address the late delivery of inputs.
4	Develop a HIV/Aids programme		Would love to – are we allowed under Concern policy?
5	Develop training manuals and training plans	DPC, Manager, coordinators	Unclear – for IPRWEP in the last year or more generally? So far we have TORs developed to guide the different trainings and manual for CA and vegetable production. Within the scale of the 2016 budget for IPRWEP, we will strengthen the TOR and for staff to develop at least simple training materials before they administer the training and followed up by training reports. including before and after training tests
6	Review the used partnership approach preferably with a Concern partnership advisor (not existing)	CD/ (SAL)	
7	Develop a generic database template to document output level programme information	PALU	
8	To provide better guidance on how to define macro level activities and indicators	SAL/ IPD	

## Report Annexes

### Annex 1: Overview of Programme Area



Map 1: Zambia Map with Provinces



Map 2: Western Province with the five Programme Districts Kaoma, Mongu, Senanga, Luampa and Limulunga



## Annex 2: Programme Results Framework

Indicators	Target	2012 (Baseline)	2013	2014	2015 (endline)	Assessment
1.1 Average HH Asset index score of targeted households <sup>13</sup> FHH= female headed household MHH= male headed household	Actual	FHH= 4.4 MHH= 6.1	Total= 5.7	FHH=4.9 MHH=7.5 Total=6.1	FHH= 6.18 MHH= 9.04	Achieved
	Target		FHH = 4.9 MHH = 6	FHH 6.0 MHH 7.0	FHH= 5.5 MHH= 8.0	
1.2 No. of livelihoods per targeted household	Actual	FHH = 1.36 MHH = 1.57	Total= 1.65	FHH= 2.08 MHH= 2.25 Total= 2.15	FHH= 2.67 MHH= 2.98	Achieved
	Target		FHH= 1.4 MHH= 1.6	FHH= 1.8 MHH= 2.00	FHH= 2.1 MHH= 2.53	
2.1 District level programmes and strategies that are responsive to the needs of extreme poor in the programme area.	Actual	Govt. progr. not pro poor e.g. 1) disaster management strategies no elements specifically for the extreme poor 2) agriculture strategies no elements for promoting nutritious crops	2	3	Not done	Partially achieved
	Target		At least 1 programme is responsive to the needs of the poor	At least 1 district level programme has elements that target the extreme poor	Research conducted on extension services and FISP used to influence the government at district level on at least one policy issue.	
2.2. Perception score for Satellite Disaster Management Committees (SDMCs).	Actual	3.41 <sup>14</sup>	2.8	3.6	2.96	Achieved
	Target		3.00	2.4	3.00	
2.3 Number of extension workers from District Agriculture Office who have skills in providing core training on Conservation Agriculture	Actual	0%	>50% of MAL officers		100% of FEWs and lead farmers	Achieved
	Target		15%		85%	
3.1 The average number of different food groups consumed by households over the past 24 hours	Actual	FHH= 4.4 MHH= 4.6	Total= 4.9	FHH= 6.4 MHH= 6.8 Total= 6.5	FHH= 5.3 MHH= 5.8	Partially achieved
	Target		FHH = 4.5 MHH = 4.7	FHH 6.00 MHH 6.5	FHH = 6.5 MHH = 6.9	

<sup>13</sup> The asset index score has a Min= 1 and a Max = 29, moving up the scale is an improvement

<sup>14</sup> A statistic called a "perception score" is calculated based on responses that range from 1 to 4 i.e.

1=Agents are usually available and give good advice

2=Agents are available sometimes and sometimes give useful advice

3= Agents are available sometimes but do not provide much useful advice for me

4=there are no agents around here

3.2.% of households with a Hunger gap of 5 months or more	<b>Actual</b>	FHH= 18.4% MHH= 16.5%	Total= 18%	FHH= 55.2% MHH=54.5% Total= 54.9%	FHH= 41% MHH= 31%	Partially achieved
	<b>Target</b>		FHH = 15.4% MHH = 13.5%	FHH 14% MHH 13%	FHH = 40% MHH =40%	
3.3 % of caregivers with knowledge of key nutrition behaviours and practices at critical stages. Pregnant women who know that they need: a) More food b) More Vit. A rich foods Lactating women who know that they need: c) more food	<b>Actual</b>	a) 14.1% b) 4.0% c) 17%	a) 30% b) 66% c) 20%		a) 36.9% b) 19.0% c) 79.7%	Partially achieved
	<b>Target</b>		a) 16% b) 6% c) 20%		a) 40% b) 70% c) 35%	
3.4 Information from the IPRWEP programme is recognised by policy makers & strategic planners in the Ministry of Agriculture (MAL) and the National Food & Nutrition (NFN) Commission	<b>Actual</b>	No information from the programmes fed into the MAL and NFN policies yet	No advocacy input was submitted	Advocacy strategy developed; no input submitted	Not done	Not achieved
	<b>Target</b>		At least 1 advocacy input submitted	At least 1 advocacy input submitted	3 research inputs packaged and presented to MAL and other stakeholders Presentation on the link between adoption of new technologies and agro-ecological context to be made	
4.1 Changes in perceptions on women's roles: a) % of women & men that perceive women shouldn't be responsible for the supervision of work b) % of women & men that believe a powerful woman won't respect her husband	<b>Actual</b>	a)Women= 28%; Men= 37.1% b)Women= 40.8% Men= 55.5%	a)Total= 23% b)Total= 40%	a)Women= 11.9% Men= 19.8% Total= 13.4% b)Women =21.1% Men= 43.4% Total= 25.5%	a)Women= 20.1% Men= 19.4% b)Women= 31% Men= 40.9%	Partially achieved
	<b>Target</b>		a)Women= 25% Men= 36.1% b)Women= 35.8% Men= 45.5%	a)Women= 20% Men= 20% b)Women= 36% Men= 38%	a)Women= 10% Men= 15% b)Women= 20% Men= 40%	
4.2 Access and control: a) % of women who	<b>Actual</b>	a) 47% b) 43.4%	a) 60% b) 60%		a) 56% b) 51.5%	Partially achieved

can decide how they use the money they earn b) % of women using money to buy food	<b>Target</b>		a) 49% b) 45.5%		a)70% b)70%	
4.3 % of local leaders (BRE & Govt.) reporting improved knowledge to women's rights & gender equality	<b>Actual</b>	0%	61%		No data	Not possible to say
	<b>Target</b>		10%		80%	
5.1 Community participation a) Percentage of women who are members of the Area Development Committees (ADCs), Farmers Associations (FA) and SDMCs b) attendance in ADC, FA, SDMC c) % of female members that indicate that "I'm there just to listen.	<b>Actual</b>	a) ADC 1.3%, FA 12.6%, SDMCs 1.4%. b) 1.56. <sup>15</sup> c) 16.5%	a) ADC 5%, FA 14%, SDMCs 6% b) 1.6 c) 17%		a) ADC 9.9%, FA 16.5%, SDMCs 3.4% b) 1.31 c) 5.3%	Partially achieved
	<b>Target</b>		a) ADC 3%, FA 15%, SDMCs 2% b) 1.40 c)		a) ADC 8%, FA 25%, SDMCs 8% b) c) 5%	
6.1 % of DRR committees (District and Satellite) that have reviewed and current DRR plans and that have implemented activities in last 12 months.	<b>Actual</b>	Approx. 60% plans but none of them are funded.	Approx. 60% plans but none of them are funded.	Approx. 60% plans but none of them are funded.	Government dissolved all DDMCs/SDMCs; back to formation stage in all our target districts	Not achieved
	<b>Target</b>		70% have plans and 10% are funded with govt. money	70% have updated their DRR plan	80% have updated their DRR plan; 10% are funded by govt.	
6.2. Number of partners with HIV and AIDs mainstreaming strategy	<b>Actual</b>	0	0		Partnerships dissolved	Not achieved
	<b>Target</b>		2		All local NGO partners	
6.3 % of women and men aged 15-49 who did not take an HIV test in the last 12 months	<b>Actual</b>	Women= 35.4% Men= 39.1%	Total= 23%	Women= 9% Men= 11.9% Total= 9%	Women= 16% Men = 14%	Partially achieved
	<b>Target</b>		Women= 32% Men= 35%	Women= 20% Men= 25%	Women= 9% Men= 11%	
6.4 Number of civil society organisations (CSO) addressing GBV	<b>Actual</b>	1	1		3 – YWCA, WILSA, One Stop Centre	Achieved
	<b>Target</b>		1		2	

<sup>15</sup> Scoring – 1= always attend, 2= sometimes attend, 3=attend not very often

### Annex 3: Logical Framework (revised August 2013)

IMPACT	Improved wellbeing of the extreme poor households through increased asset base and return to assets, improved equality and reduced risk and vulnerability in Western Province of Zambia		
Dimension of Extreme Poverty	Outcomes	Outputs	Activities
<b>ASSETS (AND RETURN ON ASSETS) OBJECTIVES</b>	<b>Outcome 1:</b> Extreme poor HH have increased their asset base and incomes by diversifying their livelihood options	1.1. Extreme poor HH have diversified their livelihood options and income earning opportunities	1.1 Facilitate asset transfer to women 1.2 Technical and entrepreneurship skills development for IGAs with a particular focus on training women 1.3 Promoting and Strengthening group savings within women's groups. 1.4 Provision of cash grant and facilitating access to credit and to finance IGAs. 1.5 Facilitating alternative livelihoods and vocational skills in non-agric activities within women's groups. 1.6 Create and strengthen Market linkages for IGAs. 1.7 Promotion of value addition
	<b>Outcome 2:</b> Increased capacity of government, the local governance structures and non-state actors on pro-poor programming and service delivery	2.1. Government Staff and local governance structures at district and community level trained in implementation of pro poor programming.	2.1.1. Conduct training workshops for government staff, ADC and local governance structures on implementation of pro-poor programme and service delivery.
		2.2. Networks and alliances formed with other non-state actors	2.2.1 Engage with non-state actors to lobby government on pro-poor programming and service delivery. 2.2.2 Engagement in PDCC and DDCC quarterly meetings and planning/review meetings
	<b>Outcome 3:</b> Improved food security and nutrition through (intensifying agricultural production) and increased consumption of diversified foods among extremely poor HH, supported by targeted national strategy	3.1 Households have access to agricultural inputs/equipment for increased and diversified crop production	3.1.1 Facilitating access to agricultural inputs (equipment, fertilizer, seeds) to women - Procure and distribute inputs to beneficiaries
		3.2. Improved agricultural practices through strengthened extension services	3.2.1 TOT on FFS for FEWs, Partner staff and Concern staff 3.2.2 Train beneficiary groups in sustainable farming practices such as conservation farming and agro forestry. 3.2.3 Training on basic agronomics (planning, budgeting etc). 3.2.4 Training in post-harvest handling, including food processing
		3.3. HH have improved on their nutrition knowledge and increased consumption of a balanced diet practices	3.3.1 In co-ordination with Ministry of Health and Ministry of Agriculture and Livestock, train beneficiaries on nutrition education and dietary diversity 3.3.2 Provide training to women, men and grandparents on appropriate infant and young child nutrition and maternal nutrition
		3.4. National programme plans/strategies on food security and nutritional implemented	3.4.1 Advocacy for increased resource allocation to ensure implementation of pro poor food security and nutrition programmes.

	<b>Outcome 4.</b> Increased capacity of Concern and partner staff to facilitate and implement effective programmes for the poor especially women.	4.1. Concern and partner staff are trained to implement development initiatives for the poor especially women.	4.1.1. Conduct training workshops for Concern staff and partners in targeting (including the graduation model); gender equality; nutrition and advocacy. 4.1.2. Conduct exchange visits to other programme areas that focus on women empowerment such as RAIN. 4.1.3. Develop networks/collaboration with other strategic partners (e.g. WfC, UNZA-Dept of Gender Studies, NGOCC, Promundo,) in areas such as gender equality and advocacy.
<b>INEQUALITY OBJECTIVES</b>	<b>Outcome 5:</b> Women are empowered to have access to and control over resources within the household and in the wider community	5.1. Women have acquired leadership skills	5.1.1. Leadership/entrepreneurship training for women and girls.
		5.2. Community leaders, men and women and men in the community are aware of gender inequalities	5.2.1. Advocacy/awareness raising with community leaders for women's control over resources through community meetings. 5.2.2. Advocacy/awareness raising for more involvement of women in community structures through community meetings and use of drama 5.2.3. Awareness raising on gender equality laws with community leaders 5.2.4. Community level gender sensitization for men and women
	<b>Outcome 6:</b> Increased participation of women in the community, area and District level coordinating structures	6.1. Increased awareness creation and advocacy on women's participation at the community level	6.1.1. Organize gender equality and sensitization with community and government institutions on women's role in decision making structures
		6.2. Community leaders and government institutions have positive attitudes towards women's roles in public affairs	6.2.1. Translation of key Government laws into local language (Constitution, Anti-GBV act, Gender policy and LG Acts) 6.2.2. Lobby and advocate for increment of women in leadership positions at community and district structures such as DDMC, DDCC, WDC, DAC etc. 6.2.3. Facilitate linkages to relevant government departments, institutions, CSO and traditional structures that promote women's participation in decision making (possibly through existing platform for stakeholders?).
<b>RISKS AND VULNERABILITY OBJECTIVES</b>	<b>Outcome 7:</b> Increased capacity of communities, district structure (government, BRE authorities and CSOs) to manage hazards	7.1 District and community level structures have developed and implementing DRR plans	7.1.1 Training community and district structures on DRR and NRM 7.1.2 Conduct awareness meetings/workshops on policies and Acts NRM (at community and district and provincial level)
		7.2 Partners with skills to mainstream HIV and AIDS	7.2.1 Train government, partners, traditional and community structures in addressing issues of HIV and AIDS
		7.3 Improved access to services by extreme poor especially women	7.3.1 Through DATF and DDCC, facilitate meetings to influence increased HIV and AIDS service delivery in remote places
		7.4 Targeted communities have increased knowledge on HIV and AIDS prevention and mitigation	7.4.1 Conducting HIV and AIDS prevention awareness meetings in communities and schools. 7.4.2 Support VCT activities (community mobilization to encourage testing) and work with key stakeholders who provide essential services

#### Annex 4: Evaluation Schedule with locations Visited and Key Persons Met

Date	Day	District	Planned Activities
3	Sat	Lusaka	<ul style="list-style-type: none"> <li>Arrival in Lusaka</li> </ul>
4	Sun	Lusaka	<ul style="list-style-type: none"> <li>Evaluator's preparation meeting: selection of villages/ beneficiaries for FGD; identification of key informants</li> </ul>
5	Mon	Lusaka	<ul style="list-style-type: none"> <li>Security Briefing at Lusaka office</li> <li>Brief meeting with Country Director, Assistant Country Director Programmes</li> <li>Travel to Mongu</li> </ul>
6	Tue	Mongu	<ul style="list-style-type: none"> <li>Programme presentation by Concern IPRWEP staff</li> <li>Discussion: timeline of IPRWEP activities; achievements</li> <li>Sampling and field work schedule</li> </ul>
7	Wed	Mongu	<ul style="list-style-type: none"> <li>Field visit to Ilundu community, Kabula village - FGD men/ women, KII with community leader and LCF, visit of vegetable gardens</li> </ul>
8	Thu	Mongu	<ul style="list-style-type: none"> <li>Field visit to Ndiki community, Kakulo village - FGD women, KII with community leader, LCF, school head master, health facility In-charge visit of vegetable gardens</li> <li>Meetings with MDFA, DATF, Community Dev. Office, Social Welfare Office</li> </ul>
9	Fri	Senanga	<ul style="list-style-type: none"> <li>Travel to Senanga, introduction at the Concern Senanga office</li> <li>Meeting with SDACSS representative</li> <li>Field visit to Namatala community, Namatala village - FGD women, 2 in-depth interviews with beneficiaries (female/ male) for case studies; visit of vegetable gardens</li> </ul>
10/ 11	Sat/ Sun	Senanga	<ul style="list-style-type: none"> <li>Writing up of notes, identification of not yet addressed evaluation questions, review of evaluation agenda</li> <li>Preparation of RAIN evaluation (sampling, reading background documents)</li> </ul>
12	Mon	Senanga	<ul style="list-style-type: none"> <li>Field visit to Liko Lipuwe community, Namitundo village – FGD women/ men, visited vegetable gardens; KII with LCF</li> </ul>
13	Tue	Senanga/ Mongu	<ul style="list-style-type: none"> <li>Meeting with District Commissioner and MAL</li> <li>Meeting with Senanga PSO and IPRWEP Manager</li> <li>Travel back to Mongu</li> <li>Meeting with District Programme Coordinator Mongu/ Senanga</li> </ul>
14	Wed	Kaoma	<ul style="list-style-type: none"> <li>Travel to Kaoma</li> <li>Brief meeting with District Programme Coordinator Kaoma and Kaoma PSO</li> <li>Field visit to Kalukundwe community, Nakusheka village – FGD women/ men; KII with LCF and Gender Focal Person</li> </ul>
15	Thu	Kaoma	<ul style="list-style-type: none"> <li>Field visit to Mbale community, Sibumbu village – FGD women, KII CDF, LCF</li> <li>Summary of IPRWEP findings</li> </ul>
16	Fri	Kaoma	<ul style="list-style-type: none"> <li>Meetings with Government representatives in Kaoma – District Administrative Office, MOH, District Nutrition Officer (MAL)</li> <li>Debriefing with the Concern Mongu/ Kaoma team</li> </ul>
17	Sat	Mumbwa	<ul style="list-style-type: none"> <li>Travel to Mumbwa</li> </ul>

## **Annex 5: Interview Checklists**

### **Focus Group Discussion (women, men)**

#### **Questions**

- 1) When did you first hear about the programme?
- 2) Are the right people in the programme? (HIV, elderly, disabled, extreme poor)
- 3) Why were people selected for the programme?
- 4) Did you know what you would receive from the programme?
- 5) What did you learn through the programme?
- 6) What did you receive?
- 7) Did you want something else? Did anybody ask?

#### **PRA technique – drawing**

Two types of inputs received – farming inputs (seeds, tools) and various trainings

How happy or sad are you with each – vote

Discuss the voting results

- 8) What did you do with what you received?
- 9) What changed in the community as a result of these things you received?
- 10) Did anything else change in the community at the time?
- 11) Do you prefer the training or the things you receive or are they needed together?
- 12) Have you heard of the complaints response mechanism? Have you made a complaint?  
Would you?
- 13) Have you been part of a survey? What happened with the answers?
- 14) Do you know when the programme will end? What will you do then?
- 15) If we do this programme somewhere else what should we do better?

### **Key Informant Interview Questions**

#### **District Government**

1. When did you hear about the programme?
2. Does the programme fit in the district plans?
3. Do you think the right people are in the programme?
4. Does the programme meet the needs of the community?
5. What was achieved? Did this affect your own programmes/ policies?
6. What is your role in the programme? Are you implementing?
7. How does Concern work you? What is the relationship?
8. How did you know about progress in the programme?
9. How successful do you think the programme is? Why?
10. The programme works on women's voice in decision making. Have you seen any changes due to the programme?
11. What should be done better? Why? How?
12. Do you know when the programme ends? What will happen then?

#### **Lead Farmers and Gender Focal Points**

1. What is your role in the programme?
1. How does Concern work you? What is the relationship?
2. How do you know about progress in the programme? How frequent and over what are you in contact with Concern staff?
3. What motivates you to be a lead farmer/ gender focal point?
4. You were trained on a number of topics to train male and female farmers. What training materials were you given/do you use?
5. How successful do you think the programme is? Why?
6. What should be done better? Why? How?
7. Do you know when the programme ends? What will happen then?

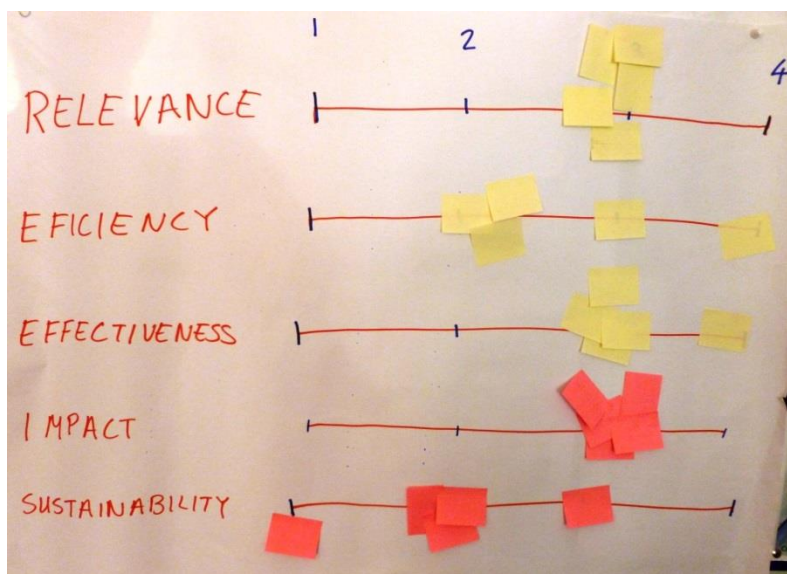
#### **Community leaders**

1. When did you hear about the programme?
2. Does the programme meet the needs of the community?
3. What was achieved? Did this affect your own programmes/ policies?
4. The programme works on women's voice in decision making. Have you seen any changes due to the programme?
5. How successful do you think the programme is? Why?
6. Do you know when the programme ends? What will happen then?

**District Farmers Association/ SDACSS**

1. What was your role?
2. Did you get any training or other support from Concern?
3. Did you have a partnership agreement?
4. How did the reporting go?
5. Do you have any other partners? NGOs?
6. Do you think the programme targeted the right people?
7. Did the programme meet the need of the people?
8. How could the programme further improve?
9. Do you know the programme comes to an end?
10. What will happen to the communities?

**Annex 6: Perception of programme performance by the IPRWEP team**





## **Annex 8: Terms of Reference for the Final Evaluation of IPRWEP**

### **1. Purpose of the Evaluation**

The purpose of the evaluation is to assess the programmes contribution to the achievement of sustainable improvements in the lives of extremely poor people in the targeted districts (Senanga, Kaoma, Mongu, Luampa, Nalolo and Limulunga) in Western Province of Zambia through improving their asset base and addressing the key causes and maintainers of extreme poverty, namely inequality, risk and vulnerability. Specifically the evaluation will assess the degree to which the programme has achieved its intended outcomes. This will be assessed by looking at programme relevance, efficiency, effectiveness, impact and sustainability and other criteria as determined relevant. This programme evaluation is part of and will feed into the overall Irish Aid Programme Evaluation.

Importantly, the evaluation findings will be used by the Concern Zambia team in the planning of future interventions in Western Province. Western Province continues to be of strategic importance to the Concern Zambia programme due to high levels of poverty and risk and low presence of other development actors. The findings from the evaluation of the graduation model pilot will feed in to advocacy and fundraising materials for the National level for an extension of the approach which is believed to be highly effective and has generated a great deal of interest in the light of Zambia's new Social Protection Policy.

### **2. Description of the Social, Economic and Political Context**

Despite having extensive arable land resources and ample access to land, Zambia suffers from chronically low production levels in its predominant crops, particularly with regards to the nation's staple food maize grain. Zambia is mainly dependent up on rain fed agriculture and hence, the level of productivity is highly dependent up on the rain fall patterns. In 2013/2104 cropping season, the productivity levels among small-scale farmers averaged 2.26 Mt/ha for maize<sup>16</sup> at national level but there was significant variation between provinces ranging from 0.86mt/ha to 3.1mt/ha. The main government support system for agriculture focuses on the Farm Input Support Programme (FISP) providing inputs for staple production and purchase of maize through the Food Reserve Agency (FRA). These attracts more than 60% of the government's expenditure on agriculture. However, this support has limited impact on the level of productively of the small holders' farms as it excludes most of the farmers who cultivate less than 2ha.

Western province is one of the poorest provinces in Zambia. According to CSO-Living Condition Monitoring Survey (2010), about 80% of the total population in the province are poor while 64% are extremely poor.<sup>17</sup> The extremely poor are predominantly female-headed households, followed by the elderly, people living with HIV and AIDS and child-headed households. The extreme poor have no assets and survive using casual labour (aka "piecework") on other people's farms, whereas the elderly survive on meagre support from relatives.

Agriculture is the main stay of over 94% of the population in the province and there are few work opportunities outside agriculture. Agricultural production is well blow potential as it is affected by fragile agro ecological conditions, changing climate, poor soil fertility, lack of animal draught power, and labour to intensify land cultivation. Consequently, according to the 2013/2014 crop yield assessment, the average maize production in Western Province was only 0.86 Mt/ ha, which is far below the national average of 2.26mt/ha. As a result, there is a very wide hunger gap in the area. Given the late start and poor distribution of rain over the growing period, the 2014/2015 cropping

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<sup>16</sup> 2013-14 Crop Forecast Survey

<sup>17</sup> The definition of moderate and extreme poverty in Zambia is defined by CSO as: "the (in) ability to cover the food basket (threshold extreme poverty) and basic needs basket (moderate poverty)". Cited in Scoping Study of NGOs, Donors, and GRZ streams in Luapula, Northern, Muchinga, Eastern and North Western province, Zambia

season has seen significant crop failure, particularly in Western Province. This endline survey will be conducted in a period of acute food insecurity.

There is widespread gender inequality and most women lack access to productive resources such as land, farm implements and draught animals, which contribute to low productivity. They are also limited in decision making within the household and at community level. Similarly, HIV is a serious threat to extreme poor households, particularly women as those who become infected become less able to do physical labour. In addition, significant income resources are used for medical treatment. Caring for the sick also depletes the limited household's labour resources.

### **3. Description of the subject of the evaluation**

The overall objective of the IPRWEP is to improve the wellbeing of extremely poor households with a focus on female headed households in the 5 target districts- Senanga, Kaoma, Mongu, Luampa and Limulunga. In addition to these districts, Conservation Agriculture is also being implemented in Nalolo and Nkeyema districts. The main outcomes of the project include:

1. Extreme poor HH have increased their asset base and incomes by diversifying their livelihood options
2. Increased capacity of government, the local governance structures and non-state actors on pro-poor programming and service delivery
3. Improved food security and nutrition through (intensifying agricultural production) and increased consumption of diversified foods among extremely poor HH, supported by targeted national strategy
4. Women are empowered to have access to and control over resources within the household and in the wider community
5. Increased participation of women in the community, area and District level coordinating structures
6. Increased capacity of communities, district structure (government, BRE authorities and CSOs) to manage hazards

The programme logic for improvements in wellbeing was framed around improvement in extension and other service delivery with services becoming more responsive to the needs of the extremely poor target groups. Through a transfer of productive assets and provision of skills and knowledge in agriculture and small enterprise, programme participants were expected to sustainably increase their asset base. Provision of knowledge in nutrition and HIV were intended to reduce risk alongside engagement of formal Disaster Risk Management and Mitigation structures from Community to District levels. A large women's empowerment component and work on gender sensitisation was built into the project to increase women's control over productive assets, their decision making and their status within and beyond the household. Project achievements were based on the assumption that there would be political will to reduce the extreme poverty; no reduction in funding for the programme; and no major natural disaster and political instability.

There was no clearly established Theory of Change (TOC) at the start of the programme. However, following the 2014 annual outcome survey result, the country team reviewed the overall programme focus including the programme logic to have a focused and more systematic intervention in the remaining programme period. The problem tree established during this review is attached as an Annex.

The IPRWEP program's duration is from April 2012 to December 2015 with 2016 for consolidation and phase out. The programme implementation strategy includes the following:

1. **Programme implementation (Direct and through partners)** : initially the programme implementation was directly by Concern staff and through partnerships with the Senanga District Agriculture and Commercial Show Society (SDACSS) in Senanga, the Mongu District Farmers Association (MDFA) in Mongu and the Kaoma District Farmers Association (KDFA) in Kaoma. To implement outcomes related to women's empowerment Young Women in Action (YWA) in Mongu and Young Women Christian Association (YWCA) in Senanga were on board

as partners for 2014. However, this implementation arrangement was significantly revised particularly because of challenges from the partners in handling funds and managing activities. Hence, as of end 2014 (MDFA, YWA and YWCA) and 30<sup>th</sup> June 2015 (K DFA), all partnership relation will be terminated except for SDACSS, which will continue to implement activities Senanga district.

2. **Graduation model:** this is a pilot intervention that was implemented in Mongu targeting 105 extremely poor households. The graduation model comprises of a number of steps which includes, targeting and registration of the extremely poor people, provide consumption support as a cash transfer, skill training and regular coaching, encouraging participant for saving and finally asset transfer to help the participants jump start a sustainable and profitable economic activity. Similarly, with a funding from GILEAD, Concern also provided financial support to People Living with HIV (PLWHA) to improve their livelihood status engaging them in petty trading.
3. **Conservation Agriculture (CA):** promote three key CA principles- minimum tillage, mulching and crop rotation through community based Field Extension Workers (FEWs) followed by provision of agricultural input pack( seed and fertilizers) and on farm mentoring while collecting on farm information using DDGs.
4. **Group Formation:** to facilitate training provision at community level, except in Accenture funded CA implementing areas, the targeted households were advised to form groups of about 18-20 members. The groups were also used to provide communal agricultural equipment such as treadle pumps and sprayers.
5. **Promotion of Gender equality** - community sensitization on gender equality used community dialogue facilitated by gender lead person selected from the community groups and as entry to facilitate community discussion on prevailing Gender inequality issues.
6. **Stakeholders' participation** - Concern has been involving stakeholders mainly from the government in a number of issues particularly related to promotion and implementation of government policies. In particular, Concern worked through the local stakeholders including the HIV AIDS task force to improve access to HIV and AIDS services particularly in remote areas of the target districts.

The programme adjusted its approach and focus gradually based on learning from last implementation periods. Hence, to avoid lack of uniformity in input supply and agricultural extension services, in 2015, Conservation Agriculture (CA) is being promoted across all target groups and hence beneficiaries will be offered to receive a standardized pack of seed for staple crops (Maize) and legumes and vegetables based on the beneficiary preference assessment conducted as part of the beneficiary reregistration. The pack for the field crops can cover about a quarter of hectare of land.

#### **4. Evaluation objectives and scope**

##### **a. Objectives:**

The objectives of the evaluation are:

- To assess if the programme has targeted the extreme poor and vulnerable effectively as per Concerns understanding of extreme poverty
- To assess the degree to which the programme outcomes have been achieved as indicated in the results framework.
- To validate the achievements made as stated by programme data (including baseline, annual surveys, end line, monitoring and secondary data)
- To capture any lessons learned and make practical targeted recommendations to guide any future programming

##### **b. Scope:**

This evaluation follows the DAC evaluation criteria and the Evaluation team, using the available baseline data, endline data, monitoring data and data to be collected as part of this assignment will address the following evaluation questions:

**1. Relevance**

- Were the outcomes and associated programme relevant, appropriate and strategic to national goals and Concern policies and guidelines?
- Was there an appropriate contextual analysis carried out to inform programme design, which was based on Concerns Understanding of Extreme Poverty?
- How appropriate were the chosen interventions and programme design to the situation of different stakeholders at different levels (micro meso and macro, and considering the needs of men, women and others identified as vulnerable to hazards in the programme area)?
- What was the level of participation of programme beneficiaries and non-beneficiaries of the programme? Was there awareness and active use of the CRM guidelines?
- Was due consideration given for the issue of HIV and AIDS so that the programme intervention did not increase target groups vulnerability and susceptibility to HIV and AIDS?
- Were the targeting criteria clear and designed in a way to provide equitable access to programme benefits?
- Did the intervention identify specific vulnerable groups like women, elderly, disabled and others and actions taken to address the needs of these vulnerable groups?

**2. Efficiency**

- Were resources used well? Could things have been done differently and how?
- Was the programme M&E system fit for purpose?
- What evidence is there of effective results based management in the programmes?
- Has the programme had the required resources and capacity to reach the programme goals? Did the programme respond well to significant reductions in available resources during programme implementation? Were the right activities and investments prioritised? What could have been done better?
- Assess the partnership process and the partnership relationship between Concern Zambia and MDFA, KDFA, SDACSS and identify what worked well and what did not work well and document lessons learnt

**3. Effectiveness**

- Were the outputs and outcomes achieved and to what degree (assessed through a baseline/end line indicator data comparison against results framework/logical framework targets, monitoring data, and data collected in the evaluation)?
- Was the programme logic well thought through and did the activities lead to the desired outcomes?
- What steps were taken to address issues of inequality and ensure the interests of the most marginalised were taken on board during programme planning, implementation and monitoring? How effective was this?
- Did the programme successfully achieve results in each dimension of extreme poverty and what are the potential implications of this?
- Did the programme achieve the right balance between the outcomes given the context? How successful was the integration of the different pieces and is there evidence of a greater impact derived from synergy of the different areas of focus?
- What are the main factors that affects the achievement and non-achievement of the programme objectives and outputs
- Changes on the target groups as a result of the graduation model pilot

**4. Impact**

- What indications are there of significant changes taking place beyond the programme - both positive and negative?

- How have the programme interventions impacted differently on men and women (and other vulnerable groups as identified) in the programme area?

#### **5. Sustainability**

- Are the results sustainable? Will the outputs and outcomes lead to benefits beyond the life of the existing programme?
- How might we do things better in the future? Which findings may have relevance for future programming or for other similar initiatives elsewhere?
- Is there exist strategy put in place to ensure smooth phase of the programme support? How appropriate is the exit strategy?

#### **6. Lesson Learned:**

- Identify strengths, challenges, and weaknesses in programme implementation process and recommend possible changes for future learning.
- Document the lesson learned in terms of the design, implementation, and monitoring of the programme, that should be applied for the rest of the programme implementation period.

#### **5. Methodology**

As indicated in its programme document IPRWEP was designed based on the lessons learnt from Concern's interventions in Western Province over nine years particularly focusing on the FIM, HIV, AIDS, and social protection activities. Hence, the evaluation will look at how these lessons learnt were actually used during the programme design.

The end of programme evaluation makes use of the available data and the data that will be collected during this assignment to assess the programme's achievements against the outcome indicators as outlined in the Result framework. The Evaluation team will be expected to develop the appropriate methodology for the assignment. However, the evaluation process should be participatory involving different stakeholders including the community.

The overall M&E system of the Programme was gradually strengthened over programme implementation period. There is baseline data, an M&E plan and monitoring database. The database was developed at a later stage of the programme and hence, it does not include data for the first 2 and half years of the programme period. However, this data gap was partly addressed through annual outcome surveys and the recent beneficiary reregistration survey that enabled to collect retrospective data on programme outputs, regular reports (monthly and annual), stakeholders' workshop.

This evaluation will use both qualitative and quantitative methods. The main process of the evaluation and the proposed data sources include the following:

- Meet with key programme staff; Country Director, Director of Programmes, District Programme Coordinators, Conservation Agriculture Coordinator, Project Support Officers and partner staff.
- Review programme documents (proposal, narrative annual reports, baseline and end line summary data)
- Monitoring data (annual progress reports, beneficiary reregistration survey, annual follow up surveys and routine monitoring database yield assessment, stakeholder meet minutes, quarterly programme review minutes and Graduation model pilot survey results)
- Conservation agriculture beneficiary registration survey database
- Review country progress reports (MDG progress report 2014<sup>18</sup>, Vulnerability analysis report<sup>19</sup> on subnational poverty analysis<sup>20</sup>, CSO Living condition monitoring survey 2010<sup>21</sup> demographic health survey 2013-2014 )<sup>22</sup>

<sup>18</sup> <http://www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20English%20web.pdf>

<sup>19</sup> The Disaster Management and Mitigation Unit (DMMU) is conducting vulnerability assessment across the country particularly focusing on the impact of rain shortage on food availability and the report will be out in early June, 2015.

<sup>20</sup> <http://www.worldbank.org/zambia/mappingpoverty>

- Carry out focus group discussions with beneficiaries, men and women and other categories of vulnerable groups as identified in the proposal particularly focusing on indicators that were not addressed during the endline survey.
- Interview key informant within Concern staff, partners, community members and other key stakeholders identified in the proposal.
- Conduct case studies of selected HHs that will give insight to the reported cases of change in the condition of the households
- Carry out field observation of some activities of the beneficiaries.
- Details of the outcome and output indicators are indicated under table-1 above.

## 6. Expected Products

- A final report with a stand-alone Executive Summary (3-5 pages). The report should be a maximum of 25 pages in length (excluding annexes). (A template will be provided for the report, which will be quality checked against a set criteria, to be provided to teams ahead of the process).
- As annex, the report should have a clear comparison table showing situation before and after the programme intervention using the baseline, follow up and endline data.
- Presentation of the finding to Concern Zambia and partner staff before the final report
- Recommendations from the evaluation should be targeted at different stakeholders as appropriate, which will be responded to by management before report finalisation.
- Evaluation findings to be shared via webinar once the report has been finalised and evaluation teams should allocate time to this.

## 7. Evaluation plan and timelines

Key focus	Planned Activities	Responsible body	Time Frame
Preparatory Phase			
End line survey	<ul style="list-style-type: none"> <li>• TOR for the Endline survey</li> <li>• Agree on the tools for data collection</li> <li>• conduct data collection</li> <li>• prepare summary of the analysis of the end line data</li> </ul>	Concern Zambia team	August – September , 2015
Document preparation for evaluation	Prepare all of the required documents and make it ready for evaluation: <ul style="list-style-type: none"> <li>• Contextual analysis report</li> <li>• Programme proposal</li> <li>• baseline survey report</li> <li>• Annual follow up surveys ( 2013, 2014)</li> <li>• Endline survey data set</li> <li>• M&amp;E plan</li> <li>• Programme Database</li> <li>• Annual progress reports, 2012, 2013, 2014</li> <li>• Country reports (MDG programme reports, the current country development plan, surveys etc.)</li> <li>• Beneficiary reregistration basic database</li> </ul>	Concern Zambia team	By End of August , 2015
Actual Evaluation Phase – September – October 2015			
Document review	<ul style="list-style-type: none"> <li>• Review of relevant documents (before arrival if possible )</li> <li>• Develop the evaluation framework and get it approved by Concern (before arrival)</li> <li>• Develop the data collection checklists based on doc reviews</li> </ul>	Evaluation Team	Prior to arrival
Data collection	<ul style="list-style-type: none"> <li>• Arrival</li> <li>• Briefing meeting with relevant Concern Zambia staff</li> </ul>	Evaluation Team with	Week of 5 <sup>th</sup> of October to

<sup>21</sup> <http://www.zamstats.gov.zm/nada/index.php/catalog/59>

<sup>22</sup> <http://microdata.worldbank.org/index.php/catalog/2246/study-description>

	<ul style="list-style-type: none"> <li>• Data collection (FGD and KII with district offices , communities (men and women), Concern and partner staff</li> <li>• Field observation</li> </ul>	facilitation by Concern and partner staff	18 <sup>th</sup> of October 2015
Analysis	<ul style="list-style-type: none"> <li>• Data analysis</li> </ul>	Evaluation team with facilitation by Concern and partner staff	Ongoing during field visit
Report writing	<ul style="list-style-type: none"> <li>• Present the preliminary finding of the evaluation to Concern Zambia team</li> <li>• Prepare first draft and submit to Concern for feedback within two weeks of departure (6<sup>th</sup> November 2015)</li> </ul>	Evaluation team	Prior to departure
Final report and presentation	<ul style="list-style-type: none"> <li>• Produce the final report incorporating all the feedback from Concern staff and the management response to recommendations and submit to concern within 3 weeks of departure (13<sup>th</sup> November 2015)</li> <li>• Present the finding in the webinar</li> </ul>	Evaluation team	Draft submitted one week after returning

**Annexes.** *The following documents should be appended to the TOR when provided to the evaluator(s):*

- *Programme Participant Protection Policy(P4)*
- *Final programme results framework and full logical framework*
- *Format for Evaluation Report (TBA)*
- *Quality review criteria for evaluation report (TBA)*

## Annex 9: Programme Reports and External References Utilised

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- Concern Worldwide Zambia, 2013, Training of Trainers in Farmer Field Schools, Training Report, Senanga 8th-12th April 2013
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- Limulunga District Disaster Management Committee, 2015, Elections and Training of Satellite Committee Members for Nalinanga and Namitome Areas, 22<sup>nd</sup> September 2015
- Ministry of Finance, 2014, Zambia Revised Sixth National Development Plan 2013-2016
- Robie Siamwiza, HIV and Aids Knowledge, Attitudes, Beliefs, and Practices Study in Senanga, Mongu, and Kaoma Western Province, for Concern Worldwide, 2011