



Enabling poor rural people
to overcome poverty

Independent Office of Evaluation

Republic of Zambia

Country Programme Evaluation

Approach Paper

Draft

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Photos of activities supported by IFAD-financed projects in [\[Click here and insert country name\]](#)

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Currency equivalent, weights and measures

Currency equivalent

Monetary Unit = Zambian kwacha (ZMW)

1 US\$ = ZMW 5.3312.2 (February 2013)

Weights and measures

1 kilometre (km) = 0.62 miles

1 metre (m) = 1.09 yards

1 hectare (Ha) = 10.000 m² (0.01km²)

1 hectare (Ha) = 2.47 acres

1 acre (ac) = 0.405 hectares (ha)

1 kilogram (kg) = 2.204 pounds

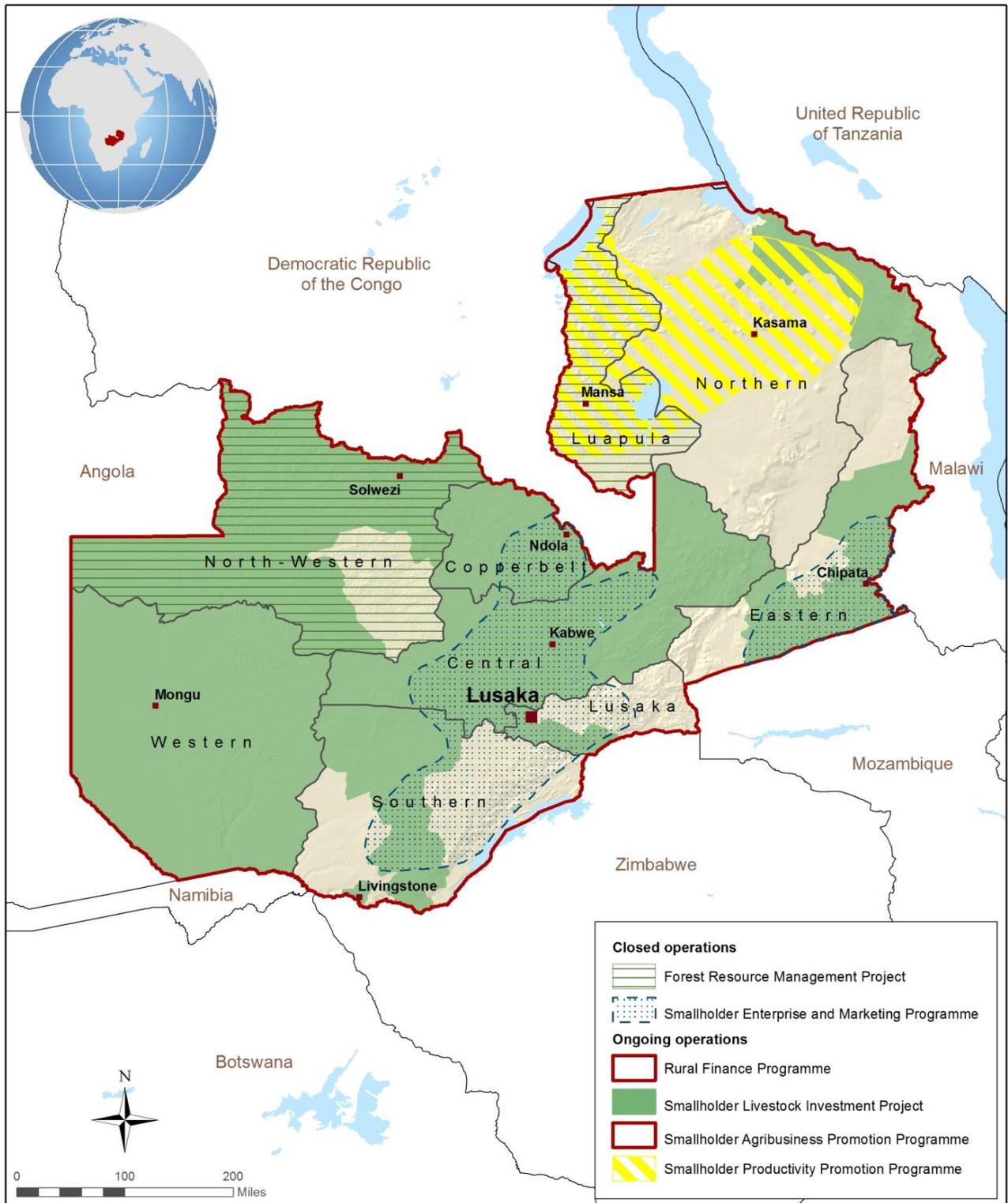
Abbreviations and acronyms

ACP	Agreement at Completion Point
CLP	Core Learning Partnership
COSOP	Country Strategic Opportunities Programme
CPE	Country Programme Evaluation
CPM	Country Programme Manager
ESA	East and Southern Africa Division
EU	European Union
FAO	Food and Agriculture Organization
FINNIDA	Finnish International Development Agency
GDP	Gross Domestic Product
GNI	Gross National Income
HIPC	Highly Indebted Poor Countries
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IOE	Independent Office of Evaluation
MTR	Mid-Term Review
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PPA	Project Performance Assessment
PRSP	Poverty Reduction Strategy Paper
SAPP	Smallholder Agribusiness Promotion Programme
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WFP	World Food Programme
WB	World Bank

Map of IFAD-supported operations Republic of Zambia

IFAD-funded operations covered by the CPE

Country programme evaluation



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 11-12-2012

I. Introduction

1. As decided by the Executive Board in its 107th session in December 2012, the Independent Office of Evaluation (IOE) of IFAD will undertake in 2013 a country programme evaluation (CPE) of the IFAD-Government of Zambia cooperation. This is the first CPE undertaken by IOE in Zambia since the beginning of IFAD operations in the country in 1981. Recommendations from this CPE will guide the preparation of the third Country Strategy and Opportunities Programme (COSOP) for Zambia.
2. The Zambia CPE will be conducted within the overall provisions contained in the IFAD Evaluation Policy¹ and follow IOE's methodology and processes for CPEs, as stipulated in the IOE evaluation manual². The previous IOE evaluations of IFAD operations in Zambia as shown in Table 1 will provide valuable evaluative evidence for the planned CPE.

Table 1
Previous IOE Evaluations Relating to IFAD Operations in Zambia

Evaluation Type	Evaluations
Project Evaluations	Forest Resource Management Project. Project Performance Assessment (PPA) – (2012)
Corporate level evaluations including Zambia	Direct Supervision Pilot Programme (2005)
	IFAD's Rural Finance Policy (2007)
	IFAD's Performance with regard to Gender Equality and Women's Empowerment (2010)

II. Country context

3. **Overview.** Zambia is a large landlocked country (bordered by eight neighbouring countries) sitting geographically in south-central Africa. It has a land area of 752,000 sq. km, mostly grassland in the central plateau, becoming semi-arid in the west and swampy in the north-east. Almost one-half of the country is covered by bush and forest. In 2011 the population of Zambia was only 13.4 million giving it a very low population density of 17.3 persons per square kilometre, one of the lowest in the world³. The majority of the population (61%) lives in rural areas.
4. Zambia has achieved high and sustained growth and macroeconomic stability over the past decade, but despite economic progress poverty remains high at about 60% in 2010. The country is on track to achieve most of its Millennium Development Goals (MDGs) but its overall level of social and economic development is still quite low (ranked 150 out of 169 countries on the global Human Development Index in 2010). Zambia is at the epicentre of the HIV/AIDS pandemic, which places a tremendous burden on the country's social and economic development.
5. Zambia has maintained a peaceful democratic environment since independence in 1964. The orderly general election held in September 2011 further strengthens the country's democratic credentials. Zambia has been recently (July 2011) upgraded from low-income to lower middle-income country status according to the WB

¹ Approved by the Fund's Executive Board in April 2003, see document EB2003/78/R.17/Rev.1. Also available from the IFAD internet site: <http://www.ifad.org/evaluation/policy/index.htm>.

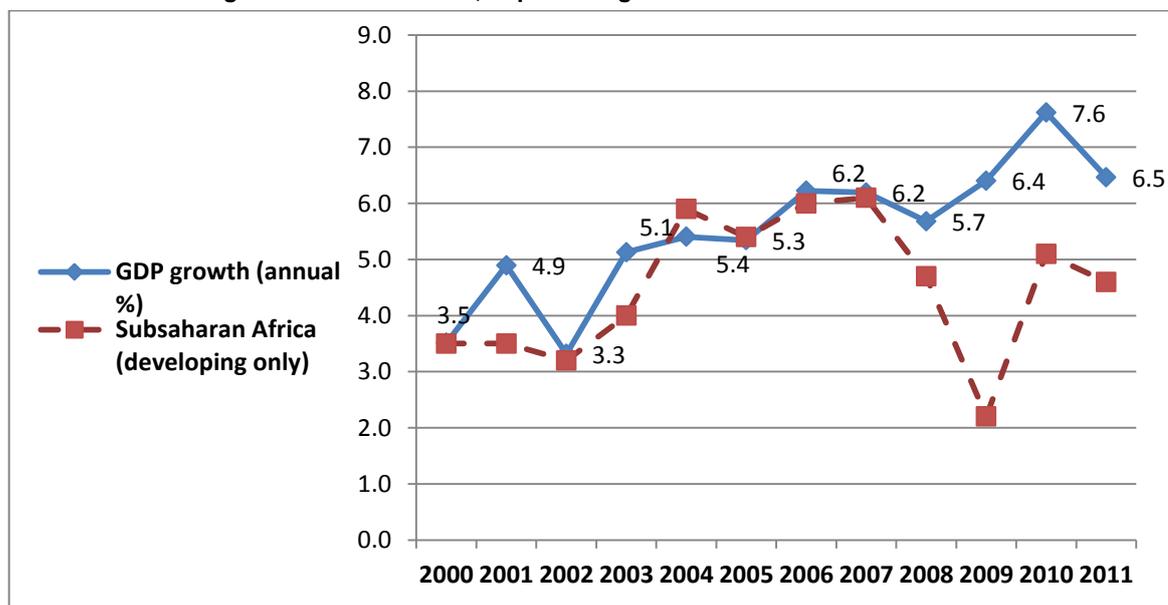
² Available from the IFAD Internet site: <http://www.ifad.org/gbdocs/eb/ec/e/informal/e/EC-2008-54-W-P-2.pdf>.

³ Central Statistical office: 2011; Living Conditions Monitoring Survey report 2006 and 2010, p.1.

classification based on Gross national Income (GNI) per capita. Latest data available on GNI per capita in Zambia is US\$ 1.160 in 2011.

6. **The Economy.** Four decades ago, Zambia was one of the most prosperous countries in the sub-Saharan Africa. When it became independent, Zambia's rich mineral resources were well developed and up to the early 1970s, world market conditions were generally favourable. Zambia's fortunes were adversely affected by external shocks that came in quick succession first in 1973, when oil prices quadrupled and then in 1974 when copper prices dropped considerably. Because its high dependency on copper (more than 90% of its export revenue), the economy experienced severe difficulties adjusting to these shocks. By the early 1980s, the economy was under serious stress and Zambia was the country with the highest debt-to-GDP ratio in the world⁴. Despite major political regime shift in 1991, Zambia continued to register a poor economic record throughout the 1990s.
7. Since 2000, Zambia has registered a more encouraging macroeconomic trend. A combination of prudent macroeconomic management, market liberalization and privatization efforts, investments in the copper industry and related infrastructure, and steep increase in copper prices has helped achieve an average annual growth of about 5.7% during the last decade, rebounding quickly from the world economic slowdown that began in 2008. The main contributors to GDP growth were mining, manufacturing, and services. Foreign direct investment rose from approximately US\$164.9 million in 2003 to US\$1.73 billion in 2010 with most investments going to mining, manufacturing wholesale and retail trade, making it the third largest destination for FDI in Southern Africa.⁵ According to the Zambian Development Agency, in 2009, Chinese investment in Zambia alone exceeded US\$ 1,000 million.

Figure 1
Zambia. Real GDP growth rate 2000-2011, in percentage



8. In 2000, after the government completed the privatisation of the principal copper company, Zambia was declared eligible for debt relief under the Highly Indebted Poor Countries (HIPC) Initiative. In March 2005, when Zambia reached the HIPC completion point, its total foreign debt was reduced from US\$7.1 billion to US\$4.5 billion. Under the Multilateral Debt Relief Initiative, Zambia's debt stock was further

⁴ De Kemp et al. 2011; *Between High Expectations and Reality: An Evaluation of Budget Support in Zambia*, p. 54

⁵ UNDP 2011: Millennium Development Progress Report, p 52.

reduced to around US\$0.5 billion by the end of 2006⁶. However, since then, external public debt has increased to US\$1,521 million in 2009⁷.

9. The Zambian government consolidated macroeconomic stability under International Monetary Fund (IMF) programs through the Extended Credit Facility (latest concluded in 2011) and successfully navigated the shocks connected with the 2008 global economic and financial crises. Annual inflation declined from about 30% in 2000 to 6.4% in 2011. The aforementioned debt relief improved Zambia's external position and helped build foreign-exchange reserves to a comfortable level (as of 2010 it was 2,094 US\$ m⁸). In July 2011 Zambia achieved middle income status⁹.

Table 2

Zambia. Selected macroeconomic indicators

	2001	2003	2005	2007	2008	2009	2010	2011
GDP growth (annual %)	4.89	5.13	5.34	6.19	5.68	6.40	7.62	6.46
Agriculture, value added (% of GDP)	22.01	22.76	22.83	20.77	21.01	21.62	20.45	19.50
Industry, value added (% of GDP)	25.45	26.76	29.21	33.09	33.79	34.20	35.97	37.25
Manufacturing, value added (% of GDP)	11.02	12.02	11.65	10.20	9.96	9.66	8.85	8.38
Population, total (USD million)	10.4	10.9	11.4	12.0	12.3	12.7	12.9	13.4
Population growth (annual %)	2.40	2.26	2.38	2.56	2.65	2.74	1.58	4.16
GNI per capita, Atlas method (current US\$)	0.32	0.37	0.49	0.75	0.97	1.0	1.1	1.1
Inflation, consumer prices (annual %)	21.39	21.40	18.32	10.66	12.45	13.40	8.50	6.43
External debt stocks (billion)	4.8	5.5	3.9	1.1	1.1	1.1	1.3	1.3

10. **Agriculture.** The agricultural sector is the mainstay of the economy with the majority of the population living in rural areas. It contributed 21% of GDP in 2010¹⁰; employs over 50% of the workforce (more than 3 million people); and generates approximately 10% of foreign exchange earnings.
11. Zambia has great agricultural potential, with 58 per cent of the total land area assessed as being suitable for arable farming and abundant water resources in some of provinces. Yet, less than 20 per cent of arable land is currently being cultivated¹¹ and water resources have never been successfully unlocked. In some seasons the country has required external food aid.
12. Agricultural growth has been slow and the sector has not performed as well as the rest of the economy. Its contribution to overall economic growth has been marginal. The agriculture sector performance is partly a reflection of its structure, characterised by only a few competitive, large scale commercial farmers (less than 1 per cent), and a majority of small scale farmers located in hard-to-reach areas (80 per cent of the farming population)¹². Smallholders own on average 1.5 Ha of land,

⁶ De Kemp et al. 2011; *Between High Expectations and Reality: An Evaluation of Budget Support in Zambia*, p. 51

⁷ UNDP:2011: Millennium Development Progress Report.

⁸ <http://www.worldbank.org/en/country/zambia/overview>

⁹ IMF:2012: Country Report No. 12/200

¹⁰ African Economic Outlook 2012: Zambia

¹¹ D. Chiwele et al, 2010, *Agriculture case study Evaluation of Budget Support in Zambia*, p.10

¹² UNDP:2011, Zambia Human Development Report 2011 – Service Delivery for Sustainable Human Development , 41.

use low-input technology, rely on family labour and most of them produce for household consumption. The remaining 20% of farmers are classified as “emergent” farmers. They cultivate between 5-20 Ha with purchased inputs and hired labour with commercial purposes.

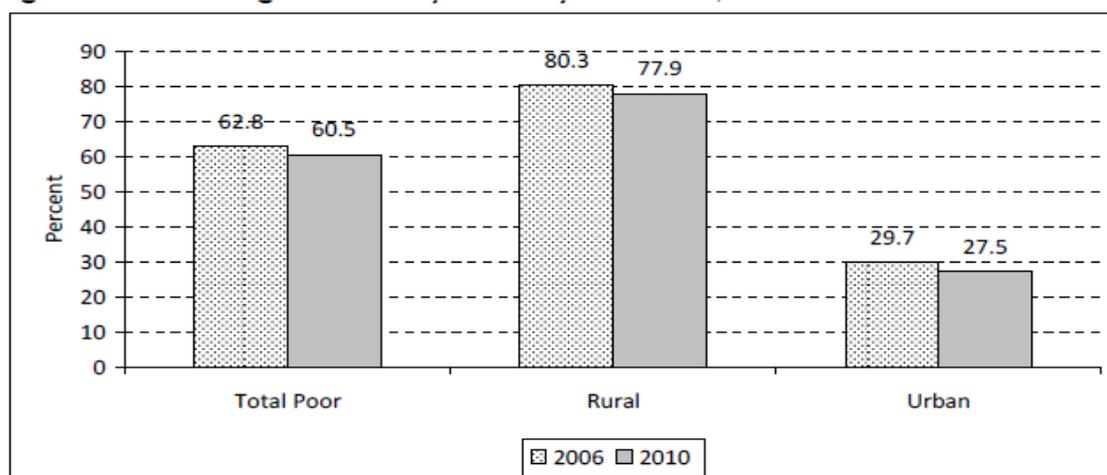
13. Several factors contribute to the low productivity in agriculture in Zambia: little incentive to increase production as markets are distant (low population density); plentiful availability of arable land, which encourages expanding the area under cultivation rather than intensifying production; limited education and entrepreneurial skills; and limited access to capital and draught power.
14. Maize production continues to dominate agriculture. It is estimated to be grown by 85 per cent of farmers¹³ and covers half of the area planted. Maize cultivation has been decisively supported by the government through two major initiatives which consume almost half the agriculture budget: the Farmer Input support Programme (FISP) –a heavily subsidized input programme- and the Food Reserve Agency (FRA) – which buys maize from farmers at a guaranteed price above the market price. Other smallholder crops include beans, groundnuts, rice, cotton, tobacco, sugar cane and vegetables. Around 20% of smallholders own cattle, mainly in the south, where it is also a source of draught power. Poultry is owned by 90% of rural households. The performance of the livestock sector has been affected by frequent outbreaks of animal diseases, which have resulted in significant reduction in the cattle population.
15. Approximately 25% of smallholders sell some of their production and are linked to value chains for crops such as cotton, tobacco, sugar cane, and horticultural crops. For the other 75% of smallholder farmers low population density and high transport costs makes access to remunerative markets a challenge and provides little incentive to increase production.
16. **Poverty and rural development** The percentage of Zambia’s living below the poverty line has shown some improvement in the last decade (73% in 1998 to 60% in 2010), even though it remains high despite Zambia’s robust economic growth in that period. The concentration of growth in highly capital-intensive or urban-based sectors like mining, construction and services has not benefited the areas and sectors where the poor are more numerous. Poverty continues to be more of a rural than an urban phenomenon (Figure 2) with a level of rural poverty (80%) close to three times larger than in urban areas (27.5%). Almost 90% of Zambians who live below the extreme poverty line are concentrated in rural areas. The absolute number of poor has increased from about 6 million in 1991 to 7.7 million in 2010 (32 per cent increase), primarily due to population growth. The Eastern, Northern and Southern provinces witnessed increases in overall poverty from 2004 to 2006, while poverty declined in Lusaka and Copperbelt provinces.¹⁴

¹³ D. Chiwele et al, 2010, *Agriculture case study Evaluation of Budget Support in Zambia*, p.13

¹⁴ Zambia Human development report 2011

Figure 2

Poverty level by Residence (2006, 2010)



Source: Republic of Zambia. 2011 Living Conditions Monitoring Survey report

17. The vast majority of the rural poor households are dedicated to small scale farming. However, their livelihood strategy is diversified and includes other activities such as fishing and exploitation of forest products - taking advantage of Zambia's rich natural resources. Other sources of income include labour, both on-farm and off-farm, small businesses and remittances. Poverty rates in Zambia are higher among the 20% of the households headed by women and those more distant from economic and social facilities.
18. **Institutional and political framework.** Administratively, Zambia is divided today into 10 provinces¹⁵ and 72 districts. The country is constituted as a republic, with a president elected by universal suffrage every five years. H.E Michael Chilufya Sata was elected as new president after last general elections in September 2011, in a peaceful transfer of power after two decades of rule by the Movement for Multiparty Democracy (MMD).
19. Zambia's national development priorities in the last 15 years are captured in three national development plans. The most recent of them, the **Sixth National Development Plan 2011-2015 (SNDP)** is organized around the theme of "broad based wealth and job creation through citizenry participation and technological advancement". Specific development goals include fostering a competitive and outward-oriented economy, significantly reducing hunger and poverty¹⁶. The long term development agenda was defined in its "Vision 2030" prepared in 2006 which is aimed at Zambia becoming "a prosperous middle-income country by 2030".
20. A Poverty Reduction Strategy Paper (PRSP) was developed for the period 2002 to 2005, complementing the Transitional National Development Plan (TNDP) covering the same period to more specifically focus on poverty reduction as the overall national development objective. The PRSP also became an instrument for qualification to HIPC resources.
21. The government's **National Agricultural Policy (2004-2015)** outlines strategies that include: strengthening and monitoring the liberalization of markets and facilitating private sector development; diversifying agricultural production; strengthening and facilitating the provision of agricultural services; developing and promoting appropriate technology; and fostering irrigation development¹⁷. The current national development plan 2011-2015 reconfirms the vision of the National Agricultural Policy and sets a goal for the agricultural sector "to increase and

¹⁵ In 2011 Muchinga province was separated from Northern province and today Zambia consists of 10 provinces.

¹⁶ <http://www.worldbank.org/en/country/zambia/overview>

¹⁷ UNDP:2011, Zambia Human Development Report 2011 – Service Delivery for Sustainable Human Development

diversify agriculture production and productivity so as to raise the share of its contribution to 20 per cent of GDP”.

22. Zambia signed its Comprehensive Africa Agriculture Development Programme (CAADP) Compact in January 2011. The Compact comprises five programmes for: (i) sustainable land management; (ii) agricultural productivity improvement; (iii) agricultural marketing development and investment promotion; (iv) food and nutrition security; and (vi) research, seeds and extension enhancement. It also commits the Zambian Government to agriculture marketing and credit acts; fertilizer distribution reforms, and an expanded role for the private sector. The Compact makes it mandatory for countries on the continent to allocate 10 per cent of their national budgets towards agriculture in order to achieve a growth rate of six per cent in the sector.
23. Traditionally, Zambia has had a strong welfare culture, reflected both in government policies (the hallmark of state intervention in the agriculture sector has been the subsidy policy) and in donor-supported projects. This led to a culture of dependency, limited initiative and inefficient use of public resources. The Government is now trying to promote farming as a business, within a larger vision of private sector-led agricultural development. It is widely recognized that the current market-distorting agricultural policies require re-examination.
24. Zambia’s financial and economic policy is driven by the Ministry of Finance. The lead agency in the agriculture sector is the Ministry of Agriculture (currently Ministry of Agriculture and Livestock). It operates in a relatively decentralised manner at both the provincial and district levels. The headquarters is charged with setting policy and planning agendas, while provincial and district level offices perform supervisory and implementation roles. Other important sector ministries relevant to rural development include the Ministry of Lands and Environmental Protection, and the Ministry of Works and Supply.
25. **Budgetary allocations** to the agriculture sector have generally been low (around 3% in the 1990s) and rose gradually to 12% in 2007 before falling to less than 7% in 2010. Between 2006-2010 the majority of funds allocated for poverty reduction within the agricultural sector went to the Fertilizer Support Programme and the Strategic Food Reserves (Table 3). The 2010 combined allocation to the two programmes was 92.6 per cent, leaving all five other programmes to share the remaining 7.4 per cent.

Table 3

Breakdown of allocation under the poverty reduction programmes by per cent 2006-2010 in the agricultural sector

Category	2006	2007	2008	2009	2010
Irrigation support	0.7	2.4	2	1	0.1
Commercialisation of famer blocks	2.2	2.6	2.2	0	0
Animal disease control	1.5	1.6	3.3	4.2	2.5
Livestock development	0	0.9	0.6	0.6	0.4
Fertilizer support programmes	74	38.2	62.2	75.6	78
Strategic Food Reserves	18.6	52.1	26.9	17.4	18.1
Cooperatives education and training	0.3	0.7	0.2	0	0
Others	2.2	0.7	2.7	0	0.9
Total	100	99.2	100.1	98.8	100
Total ZK billion	198.8	196	198.2	196.6	199.9

Source :UNDP:2011: Zambia Human Development Report 2011

26. **Official Development Assistance.** Zambia has historically exhibited a high level of aid dependency with an average ratio of ODA to Gross National Income (GNI) over the period 1990-2005 of 23%. However, the share of ODA as percentage of gross

national income (GNI) has decreased significantly in the last decade, from 25 per cent in 2004; 11 in 2007; 6,2 in 2010)¹⁸. This decline in aid dependency can be largely explained by debt relief after the country reached the HIPC Completion point, rising copper prices and strong economic performance.

27. Despite the recent decline, net ODA per capita between 2003 and 2010 averaged US\$93, above the average in countries in East and southern Africa in the same period (US\$ 62.2). In 2010 Zambia was the fourth highest receiver of ODA per capita after Namibia, Mozambique and Botswana.
28. The United States is the largest bilateral donor, followed by the EU, UK, Norway and the Netherlands. The IMF has been providing significant financial assistance to support the country's economic programmes.
29. The total value of **ODA to agriculture** for the period 1998-2011 was US \$ 880.7 million or 67.7 million per year, which corresponds to 17 per cent of total ODA to the country for the same period. The US was the largest donor to the agriculture sector in Zambia followed by the UK and IFAD.
30. Zambia has been a frontrunner in **donor coordination and harmonization**, putting in place structures for cooperation between Government and donors regarding aid effectiveness. Two important agreements signed with donors are: i) the Wider Harmonization in Practice (WHIP) MoU, signed in 2004 which include seven bilateral donors, plus the WB and the UN; and the Poverty Reduction Budget Support (PRBS) MoU signed in April 2005, focused specifically on Direct Budget Support (DBS). In April 2007 recognizing that a significant part of aid to Zambia was still earmarked to project/programmes, 16 donors (not including IFAD) signed a Joint Assistance Strategy for Zambia (JASZ). A new strategy (JASZ II) was signed in November 2011 for the period 2011-2015. A group of Agricultural Cooperating Partners (AgCP) is active in Zambia and IFAD is a member of the group.

Key donor programmes:

- *IMF*: Extended Credit Facility signed in June 2008 equivalent to US\$ 350.4 million to support to country's economic program. The programme came to an end in 2011. The government is studying options available for future IMF support¹⁹.
- *European Union*: Support to the Government realizing its national development objectives for EUR 519 million (2008 to 2013). Almost 50 per cent of the support were earmarked for general budget support and about 20 per cent for agriculture. In addition, the EU provides technical assistance to support the Agricultural Sector Performance Enhancement Programme (PEP).
- *USAID*: The Feed the Future Initiative is providing funding for agriculture and nutrition programming in Zambia (USD 100 million) since 2009. USAID/Zambia partners with key Zambian government institutions, development partners, and the private sector to implement Feed the Future programs.
- *WFP*: The Purchase for Progress (P4P) programme focuses on transforming the way smallholders market their produce from selling a small quantity in an informal market at a low price to directly accessing the commercial market and selling aggregated quantities for a better share of the market price. Since 2011, WFP Zambia has purchased 11,3 Metric tons of food locally valued at US\$4.5 million.
- *WB*: Currently, agriculture accounts for about 10% of the Bank's portfolio in Zambia. Bank interventions include the Agriculture Development Services Project (USD 40 mill), the Irrigation Development Project (USD 115 million)

¹⁸ <http://data.worldbank.org/indicator/DY.OA.ODAT.GN.ZS>

¹⁹ IMF: 2011: Press Release No11/244

and the Livestock Development Project (USD 65 mill) to improve productivity in the smallholder agriculture sector which has been stagnant for the past decade. The bank has also helped in the development of legislation on agricultural marketing.

- *FAO*: Supports various initiatives, including the Southern Africa Development Community (SADC) regional agricultural policy, promotion of agro-food processing and implements projects promoting cassava production and conservation farming.

III. Overview of IFAD's operations and evolution of the country strategy

31. **IFAD-funded operations in Zambia** include both loans for programmes, grants and non-lending activities, including knowledge management, policy dialogue and partnership building – which are often financed through grants. The largest part of the operations consists of loan-funded development projects. At the time of CPE launching, IFAD had financed 12 projects in Zambia since 1981 for a total project cost of US\$247.9 million. Out of this, IFAD provided US\$180.1 million, which represents 6.8 per cent of IFAD regional financing and 1.4 per cent of total IFAD financing. A total of US\$22.9 million were provided by co-financiers and about US\$35.3 million was the counterpart contribution (both from Government and beneficiaries)²⁰. A total of US\$1.0 million has been provided in the form of country grants for Zambia²¹. The country also participates in several regional grants supporting *inter alia* knowledge management initiatives for a total of US\$ 7.9 million.

Table 4
A Snapshot of IFAD Operations in Zambia

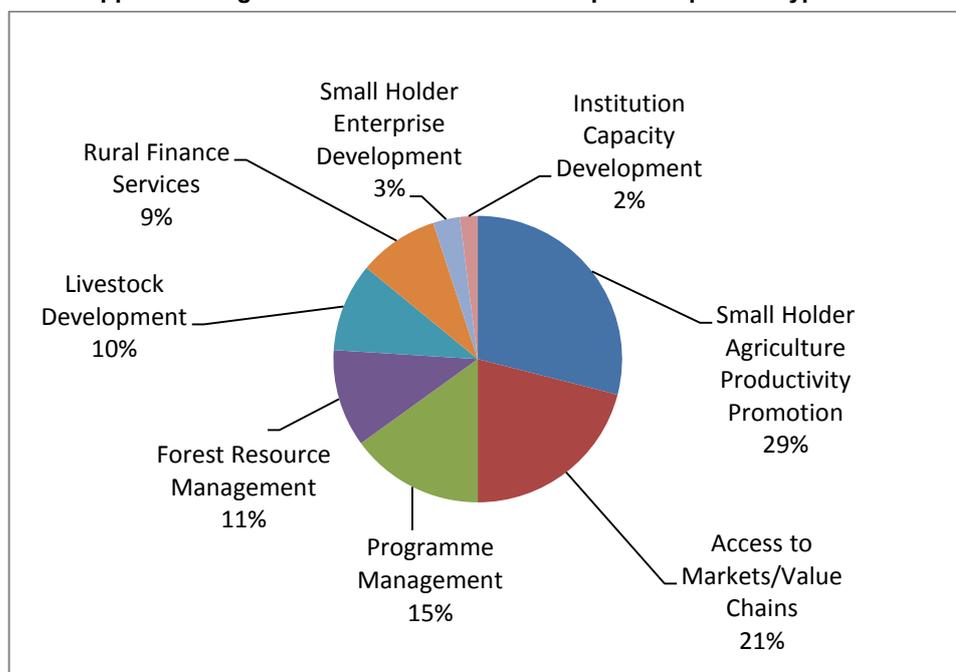
First IFAD loan-funded project	1981
Total loans-funded projects approved	12
Total amount of IFAD lending	US\$180.1 million
Counterpart funding (Government of Zambia & Beneficiaries)	US\$44.8 million
Co-financing amount	US\$22.9 million
Total portfolio cost	US\$247.9 million
Lending terms	Highly concessional
Focus of operations	Rural finance, value chains, agribusiness development, smallholder enterprises, animal disease control
Co-financiers	WB (IBRD), Africa Fund, OFID, Netherlands, UNDP, WB (IDA), Germany, Ireland, Swedish Complementary, Finland/FINNIDA
Number of on-going projects	4
Total country grant amount	US\$1.0 million
Total regional grants benefiting Zambia	US\$ 7.9 million
Responsible IFAD division for operations	East and Southern Africa Division
Country Strategic Opportunities Programme (COSOP)	1997, 2004, 2011
Country Office in Zambia	Yes
Country programme managers (CPMs) since 1995	4
Current CPM	Responsible since February 2013
Lead Agencies	Ministry of Finance, Ministry of Agriculture and Livestock

²⁰ All figures are calculated based on the current financing amount.

²¹ This figure does not include grants associated to specific loans for example for start-up purposes.

32. At the time of preparation of this Approach Paper, out of the 12 projects financed by IFAD in Zambia, 8 are closed, and 4 are on-going. The current IFAD portfolio in Zambia consists of: the Rural Finance Programme (RFP), the Smallholder Livestock Investment Project (SLIP), the Smallholder Agribusiness Promotion Programme (SAPP), and the Smallholder Productivity Promotion Programme (S3P). A more detailed presentation of key data of IFAD-funded projects in Zambia is in Annex 3.
33. A new loan²² is expected to fund the "Rural Finance Expansion Programme (RFEP)" - foreseen for presentation to the EB in December 2013. In addition a request from the GOZ for supplementary financing (USD 5 million) for one on-going project (SLIP) is under consideration.
34. The following co-financers have participated in IFAD-financed projects in Zambia: WB (IBRD), the Africa Fund, the OPEC Fund for International development (OFID), Netherlands, UNDP, Germany, Ireland, Swedish Complementary, Finland/FINNIDA.
35. **Supervision** was entrusted to the WB and UNOPS in 7 out of the 12 projects supported by IFAD in Zambia. One project (Smallholder Enterprise and marketing Programme) was supervised directly by IFAD as part of IFAD Direct Supervision Pilot Programme. All on-going projects in Zambia are currently supervised directly by IFAD. The country team working on Zambia includes a CPM (Rome-based), a Country Programme Officer (in Lusaka, hosted at WFP premises since July 2010) and a Programme Assistant.
36. Per component (Figure 3) the lion share of the portfolio supported by IFAD in Zambia over the last 15 years is concentrated in supporting smallholders increase their agriculture productivity (29 per cent of funds approved), and in promoting accessing to markets and linkages to value chains (21%), which includes infrastructure -rural roads/tracks- and marketing support. Other important components in the portfolio include forest resource management, livestock development (mainly animal disease control) and rural financial services.

Figure 3
IFAD-supported Programme in Zambia Investment per Component Type



Source: IOE according to data available in PPMS

²² IFAD contribution is currently being discussed (around USD 18-19 million)

37. Current PBAS²³ allocation (2013-15) for Zambia is about US\$ 26.5 million. All loans to Zambia have been provided in Highly Concessional terms²⁴, with the exception of the first loan approved in 1981 in Intermediate terms.
38. The Government's coordinating Ministry for IFAD in Zambia is the Ministry of Finance. The lead implementing agency for IFAD-funded operations has been the Ministry of Agriculture and Livestock. The Ministry of Finance is the lead programme agency for the Rural Finance programme (RFP).

Evolution of IFAD Country Strategy

39. IFAD-supported interventions during the 1980s sought to mitigate the effects of central planning on the rural poor and to support the structural adjustment process. Progress in meeting objectives was severely hampered by lack of capacity and results were disappointing, with benefits generally not being sustainable.
40. Throughout the 1990s, the strategic focus of IFAD's support was redirected towards smallholder commercialization. Combined with this main thrust, a second thrust was adopted to improve rural women's access to means of production and help them to reduce the severe constraints on their time. This strategy was reflected in the first COSOP for Zambia prepared in 1997
41. The **second COSOP prepared in 2004** outlined a strategic framework for co-operation with two thrusts supported by policy dialogue on poverty reduction through sectorial development: i) reinforcing the promotion of smallholder commercialization, including the establishment of equitable linkages between small-scale producers and agribusiness operators; and ii) assisting the more isolated rural population to raise their productivity, food production and incomes.
42. Five objectives were identified: i) to improve smallholder access to input and output markets; ii) to increase smallholder incomes from non-timber forest products; iii) to improve access to rural financial services; iv) to reinvigorate the rural livestock sector; and v) to increase use of natural resources management and conservation farming techniques in order to increase food production.
43. The **most recent COSOP** for Zambia formulated by IFAD and the Government was finalized in **September 2011** under the new Results-Based COSOP guidelines. The 2011 COSOP intends to respond to the changes in the Zambia socio-economic and development environment and to an evolved portfolio in the country. The COSOP covers the period from 2011 to 2015, which corresponds to the duration of the Government's Sixth National Development Plan (SNDP) and two cycles of IFAD's performance-based allocation system (PBAS). The programme continues to have as its goal to increase the incomes, improve the food security and reduce the vulnerability of rural people living in poverty.
44. It has the same general objective of the previous COSOP, and includes three Strategic Objectives (SOs):
 - **Strategic Objective 1:** Access to, and participation in, expanded and more competitive markets by poor rural men and women are increased, within more efficient value chains.
 - **Strategic Objective 2:** Access to and use of technologies and services for enhanced productivity, sustainability and resilience of smallholder production systems are increased.
 - **Strategic Objective 3:** Access to and use of sustainable financial services by poor rural men and women are increased.

²³ The Performance Based Allocation System (PBAS) is IFAD's approach to allocate IFAD's loan and country grant resources to country programmes on the basis of country performance population and per capita gross national income (GNI).

²⁴ IFAD lends on highly concessional, intermediary or ordinary terms.

45. **The targeting strategy**, supported by the Government, is based on self-targeting: ensuring that project activities are of interest to, and can be taken up by, large numbers of poor rural households, while less attractive to the minority of better off ones. In practical terms, the overall target group consists of smallholder farmers and other rural people who are already organized or who have the potential to join local organizations through which they can be linked to markets and services. Women farmers will be particularly targeted; attention will also be given to identifying activities that can be taken up by young people.

Table 5

Comparison between the two IFAD strategic documents (COSOP) for Zambia

Key elements	COSOP 2004	COSOP 2011 – "Results-Based (RB)"
<i>General objective</i>	To increase incomes, improve food security and reduce vulnerability in rural areas	To increase incomes, improve food security and reduce vulnerability in rural areas
<i>Strategic objectives</i>	1) improve smallholder access to input and output markets; 2) increase smallholder incomes from non-timber forest products; 3) to improve access to rural financial services; 4) to reinvigorate the rural livestock sector; 5) to increase use of natural resources management and conservation farming techniques in order to increase food production (not followed up)	1) to improve smallholder access and participation to input and output markets; 2) to increase smallholder access to and use of technologies; 3) to enhance smallholder access to and use of sustainable financial services;
<i>Geographic focus</i>	n.a. ²⁵	National and local
<i>Main categories of intervention</i>	access to rural financial services, smallholder livestock sector, smallholder adoption of natural resource management, smallholder commercialization and agribusiness development	value chains, market access, improving technologies for crop and livestock production, development of rural financial services
<i>Targeting approach</i>	n.a.	Self-targeting (supporting rural people's organizations can be an important vehicle for empowering them and enabling them to internalize a "farming as a business" and savings culture)
<i>Main partner institutions</i>	Government of Zambia, Cooperative League of the United States of America, African Reinsurance Corporation, Cooperative for Assistance and Relief Everywhere International, ZNFU ²⁶ .	Government of Zambia, Sweden, Finland, JICA, FAO, WFP, Keepers Zambia Foundation, Micro Bankers Trust.
<i>Country Programme management</i>	n.a.	All projects are IFAD-supervised. The CPO is responsible for the day-to-day management of the programme, closely supported by the CPM.

IV. Evaluation Objectives, Methodology and Process

46. **Objectives.** The main objectives of the CPE are to: i) assess the performance and impact of IFAD-supported operations in Zambia; ii) generate a series of findings and recommendations to enhance the country programme's overall development effectiveness; and iii) provide relevant information and insights to inform the formulation of the future Zambia Country Strategic Opportunities Programme (COSOP) by IFAD and the Government.

²⁵ not available.

²⁶ Zambian National Farmers' Union.

47. **Methodology.** The objectives of the CPE will be achieved by assessing the performance of three mutually reinforcing pillars in the IFAD-Government partnership: (i) project portfolio; (ii) non-lending activities (knowledge management, policy dialogue and partnership building); and (iii) the COSOP in terms of its relevance and effectiveness. The performance in each of these areas will be rated on a scale of 1 to 6 (with 1 being the lowest score, and 6 the highest). While these will be viewed individually, the synergies between the components will also be looked at, for example, to what extent IFAD's knowledge management activities supported its project activities and whether – taken together – they reflected the approach outlined in the COSOP. Based on this assessment and the aforementioned three ratings, the CPE will generate an overall achievement rating for the IFAD-Government partnership. The sections below provide further details of how each of the assessments will be conducted by the CPE.
48. The proposed evaluation framework is contained in Annex 1. It describes the main questions the CPE will answer, including the sources of data and information that will be tapped to generate the required responses.
49. With regard to assessing the performance of the project portfolio, IOE will apply its standard evaluation methodology for the projects included as part of the CPE cohort (see coverage and scope below). This includes using the internationally-recognized evaluation criteria of:
- **Relevance:** were the project's objectives consistent with the relevant Zambia COSOPs and the Government's main policies for agriculture and rural development, as well as the needs of the poor. In addition, under relevance, for each project the evaluation will assess whether an adequate strategy was chosen to achieve project objectives.
 - **Effectiveness:** under this criterion the evaluation will assess whether projects have achieved their development objectives and will attempt to explain which factors account for the results in terms of effectiveness.
 - **Efficiency:** the aim will be to assess how economically were inputs converted into outputs/results. For example, the evaluation will assess the costs of constructing one kilometre of roads/tracks, and compare the same with average costs incurred by the Government or other donors.
50. In addition, IFAD evaluations incorporate a number of criteria that relate more directly to the types of operations IFAD supports.
- **Rural poverty impact:** complementing the analysis of project effectiveness, the CPE will address five domains on which IFAD-funded projects are likely to have an impact: household income and assets, human and social capital and empowerment, food security and agricultural productivity, natural resources and the environment, including climate change, and institutions and policies.
 - **Sustainability:** are the benefits of the project likely to continue after the closing date and completion of IFAD assistance? Among other issues, the CPE will assess the degree of ownership and commitment from the smallholder farmers supported as well as arrangements made (e.g. link to local government institutions) to ensure the maintenance of project-funded community investments.
 - **Innovations/replication/scaling up:** did the project contain innovative features; is it replicable and, if so, what efforts have been undertaken to replicate it; can it be scaled up and if so, are there plans to do this and by whom.
 - **Gender equality and women empowerment:** will assess whether gender considerations were included in all projects; the relevance of the approach taken in view of women needs and country context; and the specific results in

terms of *inter alia* women's workload, skills, income, better access to resources, and income.

- **Performance of partners** will entail evaluating the performance of IFAD and the Government across a number of indicators.
51. In addition to the above criteria, **special attention** will be devoted to assessing and reporting on the following strategic issues which are particularly relevant in Zambia: i) the extent to which IFAD is responding to new opportunities for rural development after years of strong macroeconomic growth in the country (e.g. stronger partnership with private sector, new co-financing opportunities); ii) management and institutional arrangements that are affecting portfolio performance, including choice of institutional partners with which IFAD has worked, capacity and strength of coordinating units, and oversight provided by government implementing institutions; iii) role of the newly established Country Office, particularly with regards to improved implementation support; iv) opportunities and challenges for developing a more cohesive country programme in which different interventions create synergies and support one another. Moreover, the CPE will assess: i) adequacy of current financial management and accountability mechanism for the IFAD-funded portfolio in Zambia; ii) the extent to which the programme is promoting effective farmers' participation in commodity value chains (adequate combination of productivity promotion and access to markets); iii) opportunities for coordination and synergies with key programmes financed by other donors, such as e.g. the WFP-funded "Purchase for Progress" programme which could enhance market opportunities for smallholders supported by IFAD. Above all, the CPE will try to identify lessons learned from the past decade of IFAD's cooperation with the Government of Zambia which could be valuable for discussions regarding future directions for IFAD-Government cooperation.
 52. **Approach.** The evaluation will combine desk review of existing documentation (IFAD project documents, data and information generated by the projects, Government documentation) with interviews with relevant stakeholders in IFAD and in the country, and direct observation of activities in the field. For the field work, a combination of methods will be used: i) focus group discussions (especially farmers, women associations, etc.) with a set of questions for project user groups and linkages with other projects in the area; ii) Government stakeholders meetings – national, provincial, district -, including project staff; iii) random sample household visits using a pre-agreed set of questions to adult members of the household, to obtain indications of levels of project participation and impact; iv) key non-government stakeholder meetings – civil society representatives, private sector/merchants/shop keepers, schools. The findings of the evaluation will be the result of "triangulation" of evidence collected from different sources.
 53. **Ratings** will be provided for individual projects/programmes, and on that basis, a rating for the performance of the overall project portfolio will be derived. The performance of the portfolio will be benchmarked with the performance of IFAD operations in the East and Southern Africa region and globally, as well as with the results of other donors working in agriculture and rural development in Zambia (subject to availability of comparable data). Ratings will also be provided for non-lending activities, the COSOP's relevance and effectiveness as well as the overall Government-IFAD partnership.
 54. **Coverage and scope.** It is customary for CPEs to cover IFAD cooperation in a particular country over the previous ten years, which should allow the evaluation to take account of evolving objectives and approaches as well as to assess the results and impact of IFAD-supported operations²⁷. In Zambia, it is proposed that this CPE will analyse the more recent 7 projects (see table 2). This includes: two projects

²⁷ Evaluation Manual. Methodology and Processes. Chapter 4. IFAD Office of Evaluation.

completed (in 2007 and 2008 respectively); four on-going projects - two of which are quite advanced with close to 80% disbursement, and two which have started only recently; and one new project being developed (presentation to EB planned for December 2013). The inclusion of the new project in the evaluation (to be assessed only for relevance) will allow the CPE to comment more comprehensively on the evolution of the strategic directions of the country strategy.

55. In view that the two completed projects were approved in December 1999, the CPE will need to go back further than the customary ten years and cover IFAD-funded operations in Zambia in the last 14 years. Within this period, three COSOPs were prepared, in 1997, 2004 and 2011.

Table 6
IFAD Loans to Zambia covered by the CPE

Project	Approval Year	Effective	Completion Year	% Disburs.	Criteria covered by the CPE
1. Forest Resource Management Project	Dec 99	Jun 02	Jun 07	85 %	Full criteria ²⁸
2. Smallholder Enterprise and Marketing Programme	Dec 99	Nov 00	Jun 08	100%	Full criteria
3. Rural Finance Programme	Dec 04	Sept 07	Sept 13	78%	Full criteria
4. Smallholder Livestock Investment Project	Dec 05	Sept 07	Sept 14	76%	Full criteria
5. Smallholder Agri-Business Promotion Programme (SAAP)	Sept 09	Jan 10	Mar 17	16%	Relevance
6. Smallholder Productivity Promotion Programme (S3P)	Sept 11	Dec 11	Dec 18	3%	Relevance
7. Rural Finance Expansion Programme	Dec 13 (planned)	--	--	--	Relevance

56. The objective of the CPE is not to undertake detailed evaluations individually of the six projects and programmes funded by IFAD in Zambia covered by the CPE. This is neither possible nor desirable in view of the CPE's objectives and the human/financial resources available for the exercise. Nonetheless, the evaluation will visit all six closed or on-going projects covered by the CPE and will collect evidence to assess them across all evaluation criteria.
57. One project, the Forest Resource Management Project was subject to Project Performance Assessments (PPA) by IOE in 2012. The objective of the PPA was to provide additional independent evidence on results and further validate conclusions and evidence from the completion reports of these projects. The PPA will be used as inputs for the CPE.
58. With regards to non-lending activities, this will specifically entail an assessment of IFAD and Government's combined efforts in promoting: policy dialogue; partnership strengthening with Government, bilateral donors active in Zambia (e.g. JICA, USAID, DFID, FINNIDA, NORAD, SIDA), the EU, UN agencies (e.g. UNDP, FAO and WFP), IFIs (e.g. the World Bank, and the African Development Bank), private sector, NGOs, and farmers groups and associations, such as e.g. the Zambia National farmers Union (ZNFU); and knowledge management. The CPE will review the synergies between lending and non-lending activities. For example, it will assess knowledge management activities promoted, and whether they have provided the required basis to inform policy dialogue with the Government and others on specific

²⁸ The evaluation will use "full criteria" to the extent possible. For example, the assessment of impact will address only those domains in which the project can be expected to show changes in view of the nature of its objectives and the activities undertaken.

operational issues. In evaluating non-lending service performance, just as in the case of the project portfolio assessment, the CPE will also review the progress made in furthering the main elements of the Paris Declaration on Aid Effectiveness. A final assessment and rating for non-lending activities will be generated by the CPE team.

59. The assessment of the performance of the COSOP is central to the CPE. This will include assessing COSOP relevance in seven specific areas: (i) strategic objectives; (ii) geographic priority; (iii) sub-sector focus such as e.g. agribusiness development, value chains; promotion of rural financial services; (iv) main partner institutions including Ministry of Finance, and relevant line ministries such as Ministry of Agriculture and Livestock, and Ministry of Lands and Environmental Protection; (v) targeting approach used, including emphasis on selected social groups such as women; (vi) mix of instruments in the country programme (loans, grants and non-lending activities); and (vii) the provisions for country programme and COSOP management. The CPE will assess the effectiveness of the COSOP by determining the extent to which the specific COSOP objectives from 2004 and 2011 have been or are being met. In assessing the performance of the COSOP along the above-mentioned criteria, the CPE will analyse the priorities and experiences of other donors such as the WB, USAID, EU and WFP in Zambia. An overall rating for the performance of the COSOP will be provided by the CPE, taking into account the assessments of relevance and effectiveness. The evaluation will assess the two more recent COSOPs prepared for Zambia in 2004 and 2011.
60. **Process.** The CPE entails five phases. These are: (i) preparation, discussion and completion of the Approach Paper; (ii) desk work phase; (iii) country work phase; (iv) report writing; and (v) communication activities.
61. The desk work phase includes the preparation of short desk review notes on the projects included in the CPE. Each desk review note will follow a standard format developed by IOE. In addition, a separate desk review note will be prepared on non-lending activities. All desk review notes will be used to prepare a consolidated CPE desk review report.
62. In addition, during the desk work phase, the East and Southern Africa Division (ESA) and the Government of Zambia will be asked to prepare their respective **self-assessments** using as overall reference the questions contained in the CPE framework shown in Annex 1. IOE will provide more specific set of questions to both ESA and GOZ for consideration for the preparation of their respective self-assessments. Among other issues, the preparatory mission (see next paragraph) will provide IOE with the opportunity to brief Government on the overall objectives and approach to the self-assessment.
63. The country work phase entails various activities including; (i) a preparatory mission to Zambia to discuss the approach paper with the Government and other stakeholders²⁹; and (ii) the main CPE mission which will be undertaken by a team of experts in all relevant disciplines for the Zambia programme (see section VII on the Evaluation team) to ensure an appropriate evaluation of the IFAD-Government cooperation. The main mission will spend around three to four weeks in the country. It will hold discussions in Lusaka, travel to several provinces in various parts of the country for consultation with key partners, and visit selected IFAD-supported projects and programmes to see activities on the ground and hold discussions with beneficiaries.
64. At the end of the main CPE mission, the evaluation team will prepare an aide memoire and present it to the Government, ESA and other key partners in Lusaka in a wrap up meeting, which will also be attended by the IFAD CPM for Zambia and the

²⁹ This will also provide an opportunity to brief the government on the Evaluation Policy, IOE's CPE methodology, and the requirements for the self-assessment.

IOE lead evaluator for the Zambia CPE. The aide memoire will capture the main preliminary findings from the CPE's field work.

65. The CPE report writing phase will follow the country work phase. During this phase, the CPE team will prepare their independent evaluation report, based on the data collected throughout the evaluation process. The report will be exposed to a rigorous internal peer review within IOE³⁰. Thereafter, it will be shared with ESA for comments. Following the incorporation of ESA's comments, the report will be sent to the Government and other partners in the country for their feedback. A dedicated mission will be organized by IOE to Zambia to discuss with the Government their comments.
66. IOE will hire a Senior Independent Adviser for the Zambia CPE with ample evaluation experience and knowledge of rural development issues in Zambia. S/he will be providing inputs to finalize the draft approach paper, and will be responsible to reviewing the final report as well as comment on the overall quality of the evaluation.
67. The final phase of the evaluation, communication, will entail a range of activities to ensure timely and effectively outreach of the findings, lessons learned and recommendations from the CPE – see section VIII for more details.

V. The Core Learning Partnership

68. The core learning partnership (CLP) consists of the main users of the evaluation, and as per the Evaluation Policy, it is mandated to provide guidance to IOE at critical stages in the evaluation process. Furthermore, by ensuring that the evaluation asks relevant questions, and by becoming involved in it from an early stage in the process, the CLP also plays a role in developing ownership of the evaluation and in facilitating the utilization of evaluation recommendations and learning. The CLP will be involved, in particular, in:
 - (a) reviewing and commenting on the draft Approach Paper;
 - (b) reviewing and commenting on the draft CPE report;
 - (c) reviewing and commenting on the draft Issues Paper to be discussed at the Zambia CPE National Roundtable Workshop (see section VIII); and
 - (d) participating in the above-mentioned workshop, which will provide an opportunity to discuss the main findings, conclusions and recommendations of the evaluation.
69. Representatives from the following institutions are proposed as part of the CLP for the Zambia CPE. From the Government of Zambia: (i) Ministry of Finance; ii) Ministry for Agriculture and Livestock; iii) Ministry of Lands and Environmental Protection; and (vii) Embassy of Zambia in Rome. From IFAD: (i) Director IOE; (ii) Director of ESA; iii) Senior Portfolio Manager PMD; (iv) Zambia CPM; and (v) Zambia CPE Lead Evaluator, IOE. The CLP will also include the Senior Independent Adviser for the CPE, and relevant representatives from academia and civil society. The composition of the CLP will be finalized following the CPE preparatory mission in April 2011.
70. The CPE will ensure that - in addition to the CLP - other key users of the evaluations are adequately informed through the evaluation process such as the directors of all IFAD-funded projects in the Country, and representatives of co-financiers and key development institutions active in Zambia such as the World Bank, the African Development Bank, the EU, UNDP, FAO, WFP and key bilateral donors in the country (USAID, FINNIDA, SIDA).

³⁰ This will include the Director of IOE and one or two other evaluation officers.

VI. The Agreement at Completion Point

71. As per the IFAD Evaluation Policy, each IOE evaluation is concluded with an Agreement at Completion Point (ACP). The ACP is a short document which captures the main findings and recommendations contained in the CPE report that IFAD and the Government agree to adopt and implement within specific timeframes. The ACP will be prepared at the end of the CPE process, and benefits from the comments of the participants of the CPE national roundtable workshop (see section VIII). Once finalized, the ACP will be signed by the Government of Zambia (represented by the Minister of Finance) and IFAD (represented by the Associate Vice President, Programmes, Programme Management Department). The ACP will be included as an integral part of the final published version of the CPE report.

VII. Evaluation Team

72. The Director of IOE, will have the overall responsibility for the Zambia CPE. He has designated Mr Miguel Torralba, Evaluation Officer in IOE, as the lead evaluator for the purpose. Mr Torralba will be supported by other IOE staff, Ms Catrina Perch, Evaluation Officer, and Ms Ximena Novoa Cleves, Evaluation Assistant.
73. The CPE consultant's team will be headed by a Consultant's Team Leader who will be supported by specialists in the following fields: (i) smallholder enterprise development and value chains; ii) rural finance; iii) livestock; iv) natural resource management; v) local development and gender.

VIII. Communication and Dissemination

74. A CPE national roundtable workshop will be organized in Lusaka by IOE in close collaboration with the Government of Zambia and ESA towards the end of the evaluation process. This workshop, which will focus on learning, will allow multiple stakeholders to exchange views on key evaluation issues and provide inputs for the preparation of the evaluation's ACP. The Associate Vice President, Programmes, IFAD's Programme Management Department, Directors IOE and ESA, and other IFAD staff are expected to take part in the workshop.
75. The published final CPE report will thereafter be widely distributed. An evaluation Profile and Insight³¹ will be prepared on the Zambia CPE, and distributed together with the final evaluation report. The CPE report, Profile and Insight will also be disseminated through selected electronic networks such as the United Nations Evaluation Network (UNEVAL). The main text of the CPE report will be around 50 pages, written in English.
76. It is important to note that written comments of the Government and ESA on key CPE deliverables will be treated with utmost consideration by IOE, in line with the provisions contained in the IFAD Evaluation Policy. This requires IOE to: (i) rectify any factual inaccuracies that may be present in the CPE report; and (ii) carefully assess the comments of partners on substantive issues, and decide whether or not they should be included in the report. Comments of a substantive nature that, according to IOE, would not lead to changes in the evaluation's overall findings may be flagged in the main CPE report as dissenting views in the form of footnote(s), clearly indicating the issue at hand and source of comment. Finally, IOE will prepare and share an "audit trail" of how it has treated the comments of the Government and ESA in finalizing the CPE report.

³¹ The Profile is an 800 word brochure capturing the main findings and recommendations from the CPE. The Insight will focus on one key learning issue emerging from the CPE, with the intention of raising further attention and debate around the topic among development practitioners.

IX. Evaluation Roadmap

The provisional timetable for the CPE is given below. It is utmost important that ESA and the Government carefully review the various activities and proposed timeframes, given that their inputs and participation will be essential at key steps to ensure the success of the CPE.

Date	Activity/Milestone
06 February	Fax to Government of Zambia informing about the CPE
6-10 May	Preparatory mission to Zambia
April- May	CPE desk review phase: preparation of desk review notes, consolidation of the CPE desk review report, dedicated performance assessment
1-26 July	CPE main mission in Zambia
26 July	CPE wrap-up meeting with GOZ in Lusaka
August- Sept.	Report Writing
October- Dec.	IOE Internal peer review PMD and GOZ comments on draft CPE report
2013	
January-March	CPE Finalized, National Roundtable Workshop in Zambia*

*The dates of the workshop still have to be agreed with the Government of Zambia.

Zambia CPE (Evaluation) Framework³²

	Key Questions	Main sources of data and information
Portfolio Performance	<p style="text-align: center;"><u>Project Relevance</u></p> <ul style="list-style-type: none"> • Are project objectives realistic and consistent with Zambia's national agriculture and rural development strategies and policies, the COSOP and relevant IFAD sector and sub sector policies. Are project objectives relevant to the needs of the rural poor? • Was the project design (including synergies among activities and services, financial allocations, project management and execution, supervision and implementation support, and monitoring and evaluation arrangements) appropriate for achieving the project's core objectives? • How coherent was the project in terms of its fit with the policies, programmes and projects undertaken by the Government and other development partners in Zambia? • Was the project design participatory in the sense that it took into consideration the inputs and needs of key stakeholders, including the Government, executing agencies, co-financiers and the expected beneficiaries and their grassroots organizations? • Did the project benefit from available knowledge (for example, the experience of other similar projects in the area or in the country) during its design and implementation? • Did project objectives remain relevant over the period of time required for implementation? In the event of significant changes in the project context or in IFAD policies, has design been retrofitted? • What are the main factors that contributed to a positive or less positive assessment of relevance? <p style="text-align: center;"><u>Project Effectiveness</u></p> <ul style="list-style-type: none"> • To what extent have the objectives of the project and its components been attained both in quantitative and in qualitative terms? • If the project is not yet complete, is it likely that so far unattained objectives may be accomplished in full/in part before its closure? • What factors in project design and implementation account for the estimated results in terms of effectiveness? • In particular, what changes in the overall context (e.g. policy framework, political situation, institutional set-up, economic shocks, civil unrest, etc.) have affected or are likely to affect project implementation and overall results? <p style="text-align: center;"><u>Project Efficiency</u></p> <ul style="list-style-type: none"> • What are the costs of investments to develop specific project outputs (e.g. what is the cost of constructing one kilometre of rural road)? The quality of works/supplies needs to be fully (and explicitly) recognized for such input/output comparisons. • Is the cost ratio of inputs to outputs comparable to local, national or regional benchmarks? • What are the loan costs per beneficiary (both at the time of appraisal and at the time of evaluation) and how do they compare to other IFAD-funded operations (or those of other donors) in the same country and/or other countries? 	<p>Government of Zambia Plans; IFAD project design documents, IFAD policy statements and Zambia COSOPs. Interviews with IFAD managers, Government of Zambia and project officials.</p> <p>Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports, Country Portfolio Reviews. Surveys of project beneficiaries.</p> <p>Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports. Surveys of project beneficiaries. Interviews with project managers.</p>

³² This will also provide an opportunity to brief the government on the Evaluation Policy, IOE's CPE methodology, and the requirements for the self-assessment

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
<p>Portfolio Performance</p>	<ul style="list-style-type: none"> • If revenues and monetary value of benefits can be obtained, how do they compare to costs? How does the economic rate of return at evaluation compare with project design? • What are the administrative costs per beneficiary and how do they compare to other IFAD-funded operations (or those of other donors) in Zambia of other countries, especially in Near East and North Africa Countries? • A number of IFAD projects have had substantial delays in effectiveness? What has been the cause of these delays and how costly have these delays been? • By how much was the original closing date extended, and what were the additional administrative costs that were incurred during the extension period? • What factors helped account for project efficiency performance? <p style="text-align: center;"><u>Rural Poverty Impact</u></p> <p>I. Household income and assets</p> <ul style="list-style-type: none"> • Did the composition and level of household incomes change (more income sources, more diversification, and higher income)? • What changes are apparent in intra-household incomes and assets? • Did farm households' physical assets change (farmland, water, livestock, trees, equipment, etc.)? Did other household assets change (houses/pucca houses, bicycles, radios, television sets, telephones, etc.)? • Did households' financial assets change (savings, debt, borrowing, insurance)? • Were the rural poor able to access financial markets more easily? • Did the rural poor have better access to input and output markets? • Do the better health and education promoted by the programme allow the rural poor to obtain higher incomes and more assets? <p>II. Human and social capital and empowerment</p> <ul style="list-style-type: none"> • Did rural people's organizations and grassroots institutions (such as e.g. water user groups) change? • Are changes in the social cohesion and local self-help capacities of rural communities visible? • To what extent did the project empower the rural poor vis-à-vis development actors and local and national public authorities? Do they play more effective roles in decision-making? Did the devolution process facilitated by the project? • Were the rural poor empowered to gain better access to the information needed for their livelihoods? • Did the rural poor gain access to better health and education facilities? • Two important social areas – youth and migration – have not figured prominently in IFAD's programme in Zambia. Should there have been a greater effort to integrate these issues into the programme? <p>III. Food security and agricultural productivity</p> <ul style="list-style-type: none"> • Did cropping intensity change? Was there an improvement in land productivity and, if so, to what extent? Did the returns to labour change? How many tribal households have transferred from subsistent shifting cultivation to economic agricultural activities? • Did children's nutritional status change (e.g. stunting, wasting, underweight)? 	<p>Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports. Surveys of project beneficiaries. Special Performance Assessment AMRP II. Interviews with beneficiaries and project managers.</p> <p>Visits to sites of completed projects and interviews with beneficiaries and project managers. In selected cases consideration will be given to commissioning new surveys.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
<p>Portfolio Performance</p>	<ul style="list-style-type: none"> • Did household food security change? • To what extent did the rural poor improve their access to input and output markets that could help them enhance their productivity and access to food? <p>IV. Natural resources, and the environment, including climate change</p> <ul style="list-style-type: none"> • Did the status of the natural resources base change (land, water, forest, pasture, fish stocks, etc.)? In tribal development, how many shifting cultivation land were treated with sound conservation measures? • Did local communities' access to natural resources change (in general and specifically for the poor)? • Has the degree of environmental vulnerability changed (e.g. exposure to pollutants, climate change effects, volatility in resources, potential natural disasters)? • Have the projects facilitated the implementation of policies and legislation such as those relating to the access of the poor to natural resources, adaptation to climate change, and the protection of biodiversity? <p>On Climate Change:</p> <ul style="list-style-type: none"> • Discuss whether the approaches presented in the IFAD climate change strategy were adequately reflected in the COSOP and/or project being evaluated? • Evaluate whether climate change issues were treated as an integral dimension in the risk analysis that informed project/COSOP design? • Did the project contain specific adaptation⁷ and mitigation activities⁸ and what was their effect on the livelihoods of the rural poor? • Did the adaptation and mitigation activities ensure the sustainability of rural livelihoods within changing climate conditions? If yes, what were the results achieved? Did the budget include all costs associated with these activities? • Did the project help the rural poor to restore the natural resources and environment base that (may) have been affected by climate change? • Were adequate funds allocated to measures aiming at mitigating the climate-change related risks identified in the risk analysis? • Did the project contain activities and resources to capture and disseminate across the organisation and externally experiences, lessons and innovations on climate change? • Provide an analysis of any disaster preparedness measures, for example, in terms of agro meteorological warning systems, drought contingency plans, response to flooding, weather-indexed risk insurance, etc.? <p>V. Institutions and policies</p> <ul style="list-style-type: none"> • Were there any changes in rural financial institutions (e.g. in facilitating access for the rural poor)? • How did public institutions and service delivery for the rural poor change? 	

Zambia CPE (Evaluation) Framework

	Key Questions	Main source of data and information
<p>Portfolio Performance</p>	<p>What improvements were discernible in local governance, including the capacity and role of government departments, NGOs, the private sector, and elected bodies and officials?</p> <ul style="list-style-type: none"> • Were there any changes in national/sectorial policies affecting the rural poor? • Did the regulatory framework change insofar as its impact on the rural poor? • Did market structures and other institutional factors affecting poor producers' access to markets change? <p><i>Note: For each domain, the evaluation should describe the impact achieved and also the underlying reasons (i.e., the "why" factor) behind the observed or expected changes.</i></p> <p style="text-align: center;"><u>Project Sustainability</u></p> <ul style="list-style-type: none"> • Was a specific <i>exit strategy</i> or approach prepared and agreed upon by key partners to ensure post project sustainability? • What are the chances that benefits generated by the project will continue after project closure, and what factors militate in favour of or against maintaining benefits? What is the likely resilience of economic activities to shocks or progressive exposure to competition and reduction of subsidies? • How robust are the institutions that have been established under IFAD projects, and are they likely to be able to ensure the continuation of benefits to the rural poor? • Is there a clear indication of government commitment after the loan closing date, for example, in terms of provision of funds for selected activities, human resources availability, continuity of pro-poor policies and participatory development approaches, and institutional support? Did the IFAD project design anticipate that such support would be needed after loan closure? • Do project activities benefit from the engagement, participation and ownership of local communities, grassroots organizations, and the rural poor? • Did the NGOs involved continue their support to village organizations after project closure? • Are adopted approaches technically viable? Do project users have access to adequate training for maintenance and to spare parts and repairs? • Are the ecosystem and environmental resources (e.g. fresh water availability, soil fertility, and vegetative cover) likely to contribute to project benefits or is there a depletion process taking place? • IFAD is one of the few agencies that has operated in conflict situations in Zambia. Are there lessons from IFAD's involvement in such situations? 	<p>Interviews with Government of Zambia and State and Local Governments. In depth reviews of project documents. Discussions with IFAD managers.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
<p>Portfolio Performance</p>	<p style="text-align: center;"><u>Innovations, Replication and Scaling up</u></p> <ul style="list-style-type: none"> • What are the characteristics of innovation(s) promoted by the project or programme? Are the innovations consistent with the IFAD definition of this concept? • How did the innovation originate (e.g. through the beneficiaries, Government of Zambia, IFAD, NGOs, research institution, etc.) and was it adapted in any particular way during project/programme design? • Are the actions in question truly innovative or are they well-established elsewhere but new to the country or project area? • Were successfully promoted innovations documented and shared? Were other specific activities (e.g., workshops, exchange visits, etc.) undertaken to disseminate the innovative experiences? <p>- Did the innovation translate into actions and into processes?</p> <ul style="list-style-type: none"> • Have these innovations been replicated and scaled up and, if so, by whom? If not, what are the realistic prospects that they can and will be replicated and scaled up by the Government, other donors and/or the private sector? <p><u>On scaling-up</u></p> <ul style="list-style-type: none"> • Did COSOP and project design have an explicit strategy and define pathways for scaling up, and was an ultimate scale target included? • Did the project design build on prior successful experiences and lessons with scaling up? • Did the project design documents – or related background documentation including, but not limited to, RB-COSOP and/or other sources - address what are the potential drivers and constraints that will affect the scale-up potential of the project? • Did project implementation – under this or any other complementary intervention supported by IFAD in the same country - support the development of relevant drivers (e.g. in terms of resources allocation for knowledge management) that are essential for scaling up? • Were proactive efforts made to identify and develop strategic partnerships with organisations which could potentially be involved in scaling up of successfully piloted innovations? • Did the projects M&E system – under this or any other complementary intervention supported by IFAD - help capture successful innovative activities that have potential for scaling up? • Were efforts related to scaling up assessed and reported upon in the MTR and periodic supervision processes? <p style="text-align: center;"><u>Gender Equality and Women’s Empowerment</u></p> <ul style="list-style-type: none"> • Is the relevance of design in terms of gender equality and women’s empowerment? This will include assessing the results-framework of COSOPs and projects to assess whether IFAD’s corporate objectives on gender are adequately integrated therein. • How effective have projects being in promoting gender equality and women’s empowerment? • Were gender dimensions adequately included in the project’s annual work plans and budgets? • What percentage of total project resources was invested for gender equality and women’s empowerment activities? 	<p>Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, GOY officials NGOs and IFAD managers.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
<p>Portfolio Performance</p>	<ul style="list-style-type: none"> • What was the impact of the project in terms of promoting gender equality and women’s empowerment? Among other issues, this would include assessing whether: there are changes to household members including women’s workload, women’s health, skills (professional and personal levels, including e.g. knowledge, management skills), income and nutritional levels; women have greater influence in decision-making; women have been empowered to gain better access to resources and assets; there are changes in gender relations within the households and communities in the project area; etc. • To what extent is the gender-related impact likely to be sustainable after the completion of the IFAD-funded project period? • To what extent did the project: (i) Monitor gender-disaggregated outputs to ensure gender equality and women’s empowerment objectives were being met; (ii) Adapt project implementation as required to better meet gender equality and women’s empowerment objectives; (iii) supervision and implementation support address and report on gender issues; (iv) Engage in policy dialogue to promote changes to government and other partner systems and processes that would improve gender equality and women’s empowerment; and (iv) systematically analyse document and disseminate lessons on gender equality and women’s empowerment? • What were the strengths and weaknesses of the contributions of IFAD and the Government, respectively, in promoting gender equality and women’s empowerment? <p style="text-align: center;"><u>Performance of Partners</u></p> <p>IFAD</p> <ul style="list-style-type: none"> • Did IFAD mobilize adequate technical expertise in the project design? • Was the design process participatory (with national and local agencies, grassroots organizations) and did it promote ownership by the borrower? • Were specific efforts made to incorporate the lessons and recommendations from previous independent evaluations in project design and implementation? • Did IFAD adequately integrate comments made by its quality enhancement and quality assurance processes? • Did IFAD (and the Government) take the initiative to suitably modify project design (if required) during implementation in response to any major changes in the context, especially during the MTR? • Was IFAD efficient in supporting and facilitating implementation by GOZ? <p>What was the performance of IFAD in projects that are under direct supervision and implementation support? In the case of the supervision of a cooperating institution, how effective was IFAD in working with the institution to carry out the mandated task? In both cases, has IFAD exercised its developmental and fiduciary responsibilities, including compliance with loan and grant agreements?</p> <ul style="list-style-type: none"> • Was prompt action taken to ensure the timely implementation of recommendations stemming from the supervision and implementation support missions, including the MTR? • Did IFAD undertake the necessary follow-up to resolve any implementation bottlenecks? 	<p>Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, Government of Zambia, officials NGOs and IFAD managers.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
<p>Portfolio Performance</p>	<ul style="list-style-type: none"> • Where applicable, what is the role and performance of IFAD’s country presence team in Zambia (including proxy country presence arrangements)? Did IFAD headquarters provide the necessary support to its country presence team, for example, in terms of resources, follow-up and guidance, adequate delegation of authority, and so on? • Has IFAD made proactive efforts to be engaged in policy dialogue activities at different levels in order to ensure, inter alia, the replication and scaling up of pro-poor innovations? • Has IFAD been active in creating an effective partnership and maintaining coordination among key partners to ensure the achievement of project objectives, including the replication and scaling up of pro-poor innovations? • Has IFAD, together with the Government, contributed to planning an exit strategy? <p>Government of Zambia</p> <ul style="list-style-type: none"> • Has the Government assumed ownership and responsibility for the project? Judging by its actions and policies, has the Government, including national, state and local governments, been fully supportive of project goals? • Has adequate staffing and project management been assured? Have appropriate levels of counterpart funding been provided on time? • Has project management discharged its functions adequately, and has the Government provided policy guidance to project management staff when required? • Did the Government ensure suitable coordination of the various departments involved in execution? • Has auditing been undertaken in a timely manner and have reports been submitted as required? • Did the Government (and IFAD) take the initiative to suitably modify the project design (if required) during implementation in response to any major changes in the context? • Was prompt action taken to ensure the timely implementation of recommendations from supervision and implementation support missions, including the MTR? • Has an effective M&E system been put in place and does it generate information on performance and impact which is useful for project managers when they are called upon to take critical decisions? • Has the Government (and IFAD) contributed to planning an exit strategy and/or making arrangements for continued funding of certain activities? • Have loan covenants and the spirit of the loan agreement been observed? • Has the Government facilitated the participation of NGOs and civil society where appropriate? • Have the flow of funds and procurement procedures been suitable for ensuring timely implementation? • Has the Government engaged in a policy dialogue with IFAD concerning the promotion of pro-poor innovations? 	<p>Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, Government of Zambia, officials NGOs and IFAD managers.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
Non-lending activities	<p style="text-align: center;"><u>Relevance</u></p> <ul style="list-style-type: none"> • Are policy dialogue, partnership-building, and knowledge management objectives clearly outlined in the COSOP? Are they in line with the needs of the poor and are they consistent with the strategic objectives of the COSOP and lending operations, as well as with the Government’s priorities? • Do the selected non-lending activities provide sufficient support for country programme objectives as per COSOP, as well as the loan portfolio in the country? • Were resources earmarked for non-lending activities and explicitly outlined in the COSOP (e.g. in the form of grants and/or the IFAD administrative budget)? • Was the selected mix of policy dialogue, partnership-building and knowledge management appropriate and relevant? • Were the advisory services delivered by other partners taken into account in selecting the focus of non-lending work? 	<p>Review of IFAD documentation on non-lending activities. Discussions with counterparts responsible for implementing these activities.</p>
	<p style="text-align: center;"><u>Effectiveness</u></p> <ul style="list-style-type: none"> • Describe the extent to which non-lending activities achieved their objectives if they were explicitly articulated. • How did non-lending activities contribute to the replication and scaling up of innovation promoted by IFAD? • Has IFAD systematically engaged in and contributed to the deliberations of donor working groups related to agriculture, food issues and rural development? • How much progress has been made as a result of non-lending activities in furthering the application of the provisions contained in the Paris Declaration on Aid Effectiveness in terms of ownership, alignment, donor coordination and harmonization, managing for results and mutual accountability? • With regard to knowledge management, was the COSOP’s strategic objectives and project design and implementation properly informed by IFAD experiences in Zambia and elsewhere? • Were the most appropriate approaches deployed to achieve the desired results? • What have been the roles of the IFAD country representative, where applicable, and of the main government institutions in making non-lending services effective? <p style="text-align: center;"><u>Efficiency</u></p> <ul style="list-style-type: none"> • Could alternative instruments and activities be implemented to reduce costs in non-lending activities? • What were the costs of the different types of non-lending activities and how do they compare to IFAD benchmarks (where available)? • Was the administrative burden on country officials minimized? 	

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
COSOP Performance	<p>Relevance Assessment of the alignment of strategic objectives</p> <ul style="list-style-type: none"> • Were the objectives set out in the COSOP consistent with the overarching objectives of the prevailing IFAD strategic framework and relevant corporate policies? • Were the strategic objectives identified in the COSOP consistent with the Government’s strategies and policies, such as the PRSP and agricultural sector framework, for agriculture and rural development as well as economic and social development? • Were the strategic objectives clearly defined and suitable for achieving sustainable rural poverty reduction? Was the basic approach adopted by IFAD, focused on support for women and socially excluded groups, too narrowly defined in terms of a broad strategy for rural poverty reduction? Should there have been an attempt to encompass issues such as youth, migration and addressing conflict in the rural areas? • Did the poverty analysis (economic and sector work) provide an adequate basis for the development of overall strategy; including the selection of the main elements of the COSOP (refer to Evaluation Manual)? • Are the strategic objectives aligned with the priorities of other bilateral and multilateral donors working in agriculture and rural development in the same country? If other donors pursued other priorities, should they have been convinced to align with IFAD? <p>Evaluating the coherence of the main elements of the COSOP</p> <ul style="list-style-type: none"> • Did the strategy succinctly articulate IFAD’s comparative advantage and competencies in the country (i.e. country positioning)? • Were the target groups clearly identified in terms of the nature of the assistance that IFAD would provide? • Did IFAD select the most appropriate sub sectors for investments? • Were the geographic priorities defined in the strategy consistent with the definition of the target groups? • Were the main partner institutions (e.g. for project execution, supervision and implementation support, community mobilization, co-financing) the correct ones for meeting the country strategy objectives? • Were specific objectives defined and resources allocated for non-lending activities, including policy dialogue, partnership-building and knowledge management? • Were appropriate synergies foreseen within and among investment activities and between lending and non-lending activities? That is, did IFAD’s overall assistance constitute a coherent country programme? For example, in terms of supervision and implementation support, the roles of the country programme management team and country presence arrangements. Country positioning is a measure of how well the organization responded to (or even anticipated) the evolving development challenges and priorities of the Government, built on the organization's comparative advantages, and designed its country strategies and programmes in a manner that took into consideration the support available from other development partners. • Did IFAD assess the extent to which the global policy environment (trade, migration, etc.) and exogenous factors (e.g. climate change, exposure to natural disasters) should guide the choice of lending and non-lending instruments and the priorities for IFAD engagement through lending and non-lending services? 	<p>COSOPs 2000, 2007. IFAD Policies Key Zambia policy and strategic documents. Interviews with Government of Zambia and IFAD managers.</p>

Zambia CPE (Evaluation) Framework

	Key Questions	Main sources of data and information
COSOP Performance	<p>Country programme management and COSOP management</p> <ul style="list-style-type: none"> • Did the Fund and Government of Zambia select appropriate supervision and implementation support arrangements? • How did country presence support the COSOP strategic objectives? Was the most suitable country presence arrangement established in the country? • Were lessons learned and recommendations set forth in independent evaluations properly reflected in the country strategy? • Were sufficient administrative and human resources made available for the implementation of the country strategy by both IFAD and the Government? • Did the CPM and country Programme officer have appropriate skills and competencies to promote the policy dialogue and partnership-building objectives identified in the COSOP? • What is the quality of the COSOP results management framework, project status reports, and aggregated RIMS reports and country programme sheets? Were Management actions in connection with this information system appropriate? • Was the COSOP monitoring and evaluation performed properly? Were annual country programme reviews undertaken in a timely manner and were the corresponding recommendations implemented within the required time frames? • As the COSOP is dynamic, was it modified to reflect changes at the country level? • Did the CPM concept function appropriately and make the required contribution to country programme management? <p style="text-align: center;"><u>Effectiveness</u></p> <ul style="list-style-type: none"> • To what extent were the main strategic objectives included in the COSOP achieved? • If a new COSOP is not yet foreseen, is it likely that so far unattained objectives may be achieved in full or in part? • What changes in the context have influenced or are likely to influence the fulfilment of the strategic objectives? Was the COSOP properly adapted mid-course to reflect changes in the context? • Did the Fund devote sufficient attention and resources to promoting effectiveness? 	

Bibliography and references

IFAD DOCUMENTATION

Project related Documentation

A comprehensive list of project documents for the CPE team to review will be developed by IOE.

IFAD Strategy/Policy

Strategic Framework, 2007-2010; 2011-2015

Land policy – 2008

Innovation strategy – 2007

Knowledge management strategy –2007

Rural finance policy – 2000 and 2009 update

COSOPs –1997,2004, 2011

Anti-corruption policy – 2005

Rural enterprise policy – 2004

Evaluation policy – 2011

Evaluations Documents

Field Presence Pilot Programme – 2007

Direct Supervision Pilot Programme – 2005

Organic Agriculture – 2005

Local Knowledge and Innovations – 2004

Rural Finance – 2007

Independent external evaluation-2005

Project Performance Appraisal (PPA) - Forest Resource Management Project Yarmouk

Agricultural Resources Development Project (2012)

IFAD's Performance with regard to Gender Equality and Women's Empowerment (December 2010)

IFAD's Capacity to Promote Innovation and Scaling up (June 2010)

Other documents from IFAD Office of Evaluation

IFAD (2009) Evaluation Manual: Process and Methodologies. IFAD Office of Evaluation

OTHER RELEVANT DOCUMENTATION

Government of Zambia documents

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National Agricultural Policy (2004-2015). Republic of Zambia Ministry of Agriculture and Cooperatives. October 2004.

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UNDP (2011) Zambia Human Development Report

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AfDB, OECD, UNDP, UNECA (2012) African Economic Outlook for Zambia

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Evaluations

Ministry of Foreign Affairs of Denmark (2010) Evaluation of the Joint Assistance Strategy for Zambia (2007-2010)
UNDP (2010) Assessment of Development Results, Evaluation of UNDP Contribution for Zambia
The Netherlands Ministry of Foreign Affairs (2010) Evaluation of the Implementation of the Paris Declaration in Zambia
Oxford Policy Management (2010) Agriculture Case Study, Evaluation of Budget Support in Zambia

Websites consulted

FAO Country Profiles; www.fao.org/countries
World Bank databank; data.worldbank.org
Zambia Ministry of Finance and Planning; www.mofnp.gov.zm
Zambia Ministry of Agriculture and Livestock; www.agriculture.gov.zm/

List of IFAD Loans to Zambia

Project Name	Project Type	Total Project Cost US\$ 000	IFAD Approved Financing US\$ 000	Co financier Amount US\$ 000	Counter-part Amount US\$ 000	Board Approval	Loan Effectiveness	Current Project Completion Date	Cooperating Institution	Project Status
<i>Eastern Province Project</i>	AGRIC	20 412	10 980	WB: IBRD 5 720	3 712	22 April 81	11 March 82	31 Dec 87	World Bank: IBRD	Closed (14.07.88)
<i>North Western Province Area Development Project</i>	RSRCH	15 400	13 000	---	2 400	14 Sep 82	03 March 83	31 Jan 92	World Bank: IDA	Closed (26.10.92)
<i>Smallholder Services Rehabilitation Project</i>	AGRIC	25 700	20 500	Africa Fund 3 500	1 700	09 Sept 87	07 Apr 88	30 Jun 95	World Bank: IDA	Closed (05.06.96)
<i>Northwestern Province Area Development Project II</i>	AGRIC	20 500	16 333	Netherlands 655 OFID 1 000	Beneficiaries 2 481 31	11 Dec 91	26 Jun 92	30 Jun 00	UNOPS	Closed (21.10.03)
<i>Southern Province Household Food Security Programme</i>	RSRCH	23 414	15 460	UNDP 952	Beneficiaries 6 209 793	05 Dec 94	28 March 95	31 Dec 02	UNOPS	Closed (19.06.06)
<i>Smallholder Irrigation & Water Use Programme</i>	AGRIC	11 181	6 355	WB: IBRD 1 212	Beneficiaries 2 545 1 069	12 Apr 95	09 Apr 96	30 June 02	UNOPS	Closed (19.06.06)
Forest Resource Management Project	AGRIC	15 995	12 633	Germany 1 689 Ireland 123	Beneficiaries 908 642	09 Dec 99	26 June 02	30 Jun 07	UNOPS	Closed (10.12.09)
Smallholder Enterprise and Marketing Programme	AGRIC	18 316	15 937	---	Other domestic 1 579 800	09 Dec 99	07 Nov 00	30 Jun 08	IFAD Pilot	Closed (20.12.10)
Rural Finance Programme	CREDI	17 429	13 811	---	Dom. Fin. Inst. 3 043 431 Beneficiaries 144	02 Dec 04	07 Sept 07	30 Sept 13	IFAD/IFAD	Ongoing

Project Name	Project Type	Total Project Cost US\$ 000	IFAD Approved Financing US\$ 000	Co financier Amount US\$ 000	Counter-part Amount US\$ 000	Board Approval	Loan Effectiveness	Current Project Completion Date	Cooperating Institution	Project Status
Smallholder Livestock Investment Project	LIVST	14 993	10 114	---	2 628 Beneficiaries 2 251	13 Dec 05	07 Sept 07	30 Sept 14	IFAD/IFAD	Ongoing
Smallholder Agri-Business Promotion Programme (SAAP)	MRKTG	24 639	20 170	Swedish Comp 1 000	1 504 Beneficiaries 1 965	15 Sept 09	20 Jan 10	31 Mar 17	IFAD/IFAD	Ongoing
Smallholder Productivity Promotion Programme (S3P)	RSRCH	39 949	24 817	FINNIDA 7 109	6 522 Beneficiaries 1 501	15 Sept 11	09 Dec 11	31 Dec 18	IFAD/IFAD	Ongoing
TOTAL		247 928	180 110	22 960	44 858					

List of Grants to Zambia

<i>Grant N°</i>	<i>Recipient</i>	<i>Programme name</i>	<i>Approval</i>	<i>Effective</i>	<i>Closing</i>	<i>IFAD (US\$)</i>
COUNTRY GRANTS						
785	Zambia	Support to Ministry of Agriculture and Livestock in Food Security Focusing on M&E and Early warning Information System	16/09/2010	04/04/2011	30/09/2017	1.0
Sub-Total						1.0
REGIONAL GRANTS						
977	African Rural and Agricultural Credit Association (AFRACA)	Support to AFRACA Development Programme 2008-2012	12/09/2007	29/11/2007	30/06/2013	1.1
1080	AFRACA	Programme for Support Rural Financial Knowledge Management Phase II	17/12/2008	06/05/2009	31/12/2012	1.3
1168	International Water Management Institute	Improved Management of Agricultural Water in Eastern and Southern Africa Phase 2 (IMAWESA 2)	17/12/2009	02/06/2010	31/12/2013	1.5
1248	Institute for People, Innovation and Change in Organisations (PICO) – Eastern Africa	Network for Enhanced market Access for Smallholders (NEMAS) in East and Southern Africa	02/12/2010	18/04/2011	31/12/2014	1.5
1249	Regional Programme for Rural Development Training (PROCASUR)	Learning Routes: A Knowledge Management and Capacity-building Tool for Rural Development in East and Southern Africa (ROUTESA)	05/12/2010	12/04/2011	31/12/2014	1.5
I-R-1255	Growing Africa's Agriculture (AGRA)	Increasing the Impact of the Africa Enterprise Challenge Fund	15/12/2010	18/03/2011	30/09/2014	1.0
Sub-Total						7.9

List of Country Programme/ Portfolio Evaluations Undertaken by IOE

- Argentina** [Country Programme Evaluation](#) 2010
- Bangladesh** [Country Programme Evaluation](#) 2006, 1994
- Benin** [Country Portfolio Evaluation](#) 2005
- Bolivia** [Country Portfolio Evaluation](#) 2005
- Brazil** [Country Programme Evaluation](#) 2008
- Egypt** [Country Programme Evaluation](#) 2005
- Ethiopia** [Country Programme Evaluation](#) 2009
- Ghana** [Country Portfolio Evaluation](#) 1996, 2011
- Honduras** [Country Portfolio Evaluation](#) 1996
- India** [Country Programme Evaluation](#) 2009
- Indonesia** [Country Programme Evaluation](#) 2004
- Jordan** [Country Programme Evaluation](#) 2012
- Mauritania** [Evaluation du Portefeuille de Projets du FIDA](#) 1998
- Mali** [Country Programme Evaluation](#) 2007
- Mexico** [Country Programme Evaluation](#) 2006
- Morocco** [Country Programme Evaluation](#) 2006-2007
- Mozambique** [Country Programme Evaluation](#) 2009
- Niger** [Evaluation du Portefeuille de Projets du FIDA](#) 2009
- Nigeria** [Country Programme Evaluation](#) 2008
- Pakistan** [Country Programme Evaluation](#) 2008, [Country Portfolio Evaluation](#) 1995
- Papua New Guinea** [Country Programme Evaluation](#) 2002
- Rwanda** [Country Programme Evaluation](#) 2006
- Tanzania, United Republic Of** [Country Programme Evaluation](#) 2003
- Tunisia** [Country Programme Evaluation](#) 2003
- Senegal** [Country Programme Evaluation](#) 2004
- Sri Lanka** [Country Programme Evaluation](#) 2002
- Sudan** [Country Portfolio Evaluation](#) 1994, [Country Programme Evaluation](#) 2009

Syria [Country Programme Evaluation](#) 2001

Viet Nam [Country Programme Review and Evaluation](#) 2001

[Country Programme Evaluation](#) 2010

Yemen [Country Portfolio Evaluation](#) 1992