

# Evaluation of Government of the Republic of Zambia - UNICEF Country Programme of Cooperation, 2016-2021



**ZAMBIA CONTEXT** has changed significantly during the period covered by the evaluation:

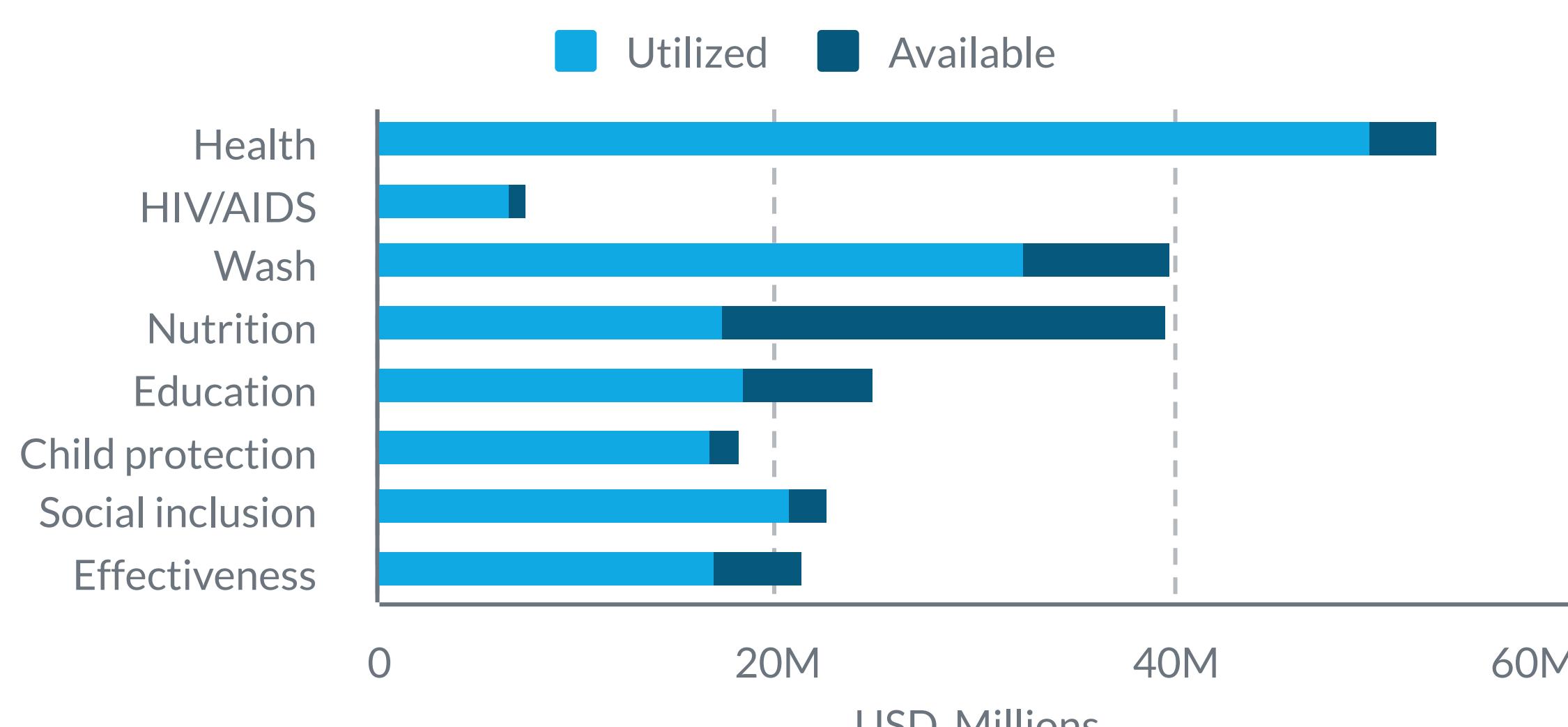


Fiscal challenges and a rising debt burden



Increase in number of humanitarian emergencies (conflict and violence in neighbouring countries, El Niño events, with floods and droughts, and disease outbreaks including COVID-19)

## Available versus utilization of funds by UNICEF outcome area 2016-21



## EVALUATION



The evaluation aimed to:

- assess UNICEF's performance in implementing the country programme June 2016-20
- learn from experience and draw useful lessons and recommendations that can be used to improve the overall development effectiveness of UNICEF to deliver on its mandate



Review of documentation, including existing evaluation and research reports



Interviews and group discussions with **121** key informants



Findings validated and verified through presentation to UNICEF staff and national stakeholders

## CONCLUSIONS



UNICEF contributed to addressing the needs of Zambia's children through support to national systems, as well as through its own deliveries



UNICEF is a leading development partner in a number of sectors (WASH, Child Protection, Social Inclusion) and has effectively coordinated efforts of other partners



The increasing fiscal crisis in Zambia and the growing number of humanitarian challenges pose a risk to the sustainability of UNICEF's development efforts



There are gaps in the quality of monitoring, and analysis of monitoring data, including data collected from partners



Attention to gender dynamics and disability inclusion across all elements of the programme has not always been meaningful

## RECOMMENDATIONS

**1** Strengthen planning for humanitarian responses in Country Programme

**2** Develop Theory of Change to provide long-term view of UNICEF programming in Zambia

**3** Develop a comprehensive gender strategy

**4** Strengthen engagement and relationships at sub-national level

**5** Increase monitoring activities and strengthen validity of partner monitoring data

**6** Advocate and provide technical support to Government administrative and financial management systems and capacities

**7** Reflect and act on lessons learnt from UNICEF's rapid and responsive actions to Covid-19

**8** Improve measurement, analysis and reporting of Value for Money