

# END TERM EVALUATION REPORT FOR ZAMBIA DROUGHT EMERGENCY RESPONSE OPERATION 2019 - 2021

Final Report

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# CONTENTS

CONTENTS	2
LIST OF FIGURES	5
LIST OF TABLES	6
EXECUTIVE SUMMARY	7
KEY ACRONYMS	13
1.0 INTRODUCTION AND BACKGROUND INFORMATION	15
1.1 Drought Response within International Federation of the Red Cross and Red Crescent (IFRC)	15
1.2 The Zambia Red Cross Society (ZRCS)	15
1.3 Brief Description of the Kalabo Drought Response Operation	16
2.0 OBJECTIVES OF THE EVALUATION	17
2.1 Objectives	17
2.1.1 Overall Purpose	17
2.1.2 Scope of the Evaluation and Summary of Key Tasks	17
2.1.3 Additional Scope in line with evaluation best practices	17
3.0 KEY FINDINGS AND DISCUSSIONS	17
3.1 Household Survey Characteristics	18
3.1.1 Actual Survey Population	18
3.1.2 Sex of the respondent	18
3.1.3 Household Composition	18
3.2 Beneficiary Selection and Inclusion	19
3.2.1 Assistance Received	19
3.2.2 Selection Criteria of Beneficiaries	19
3.2.3 Household Perceptions on beneficiary selection	21
3.3 Agricultural Input Support and Utilization	22
3.3.1 Yield Impact	22
3.3.2 Income from Sale of Surplus Crops	23
3.3.3 Crop diversification for Nutrition	24
3.4 Household Source of Food and Food Consumption	25
3.4.1 Source of food	25
3.4.2 Activities Carried Out to Meet Household Food Needs	26
3.4.3 The number of meals per day	26
3.4.4 Current Food Availability and Storage	27
3.4.5 Common Goods and Services Recently Bought from the Market	28
3.5 Cash Transfer Modalities	28
3.5.1 Preferred Form of Household Support	29
3.5.2 Dissemination of information concerning unsuccessful cash distributions	29
3.5.3 Access to cash for beneficiaries	30
3.5.4 Impact of Cash Transfer Case Study 1	30

3.5.5 Time taken to reach cash distribution point and time taken to be served	31
3.5.6 Perception on prices changes for staple food during the transfer period.	32
3.5.7 Shortage of food purchase during transfer	33
3.5.8 House Recommendations to Improve Use of Cash Transfers and Mobile Money	33
3.5.9 Impact of Cash Transfer Case Study 2	34
3.6 Household Income and Expenditure	35
3.6.1 Source of Income	35
3.6.2 Household Indebtedness	38
3.6.3 Household Priority needs	39
3.6.4 Household Assets	39
3.7 Water Sanitation and Hygiene	40
3.7.1 Sources of Water	40
3.7.2 Problems Related to Access to Water	41
3.7.3 Time taken to collect water	42
3.7.4 Payment for water	42
3.8 Enhanced NS Capacity in Livelihoods and WASH Sector	43
4.0 ANALYSIS OF KALABO OPERATION KEY FINDINGS BASED ON CORE EVALUATION CRITERIA	44
4.1 Relevance	44
4.2 Effectiveness	45
4.3 Impact	47
4.4 Sustainability	49
4.5 Coherence and Coordination	50
4.6 Efficiency and Value for money	52
4.7 Mainstreaming of Accountability, gender, and inclusion	53
5.0 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED	54
5.1 Main Conclusions	54
5.1.1 Lives saved, livelihoods safe guarded, dignity preserved, and gender equality improved	54
5.1.2 Policy Advocacy opportunities for improving drought response emergency declaration processes and enhancing complementarily of cash-based interventions for emergency response and social cash transfers in Zambia and the Southern Africa Region	54
5.1.3 Cash-plus approach for better impact but it may not be measured together with the cash component.	55
5.1.4 Beyond drought response towards social protection and resilient livelihoods in Kalabo	55
5.1.5 Embracing Technology with Drought Emergency Response Mechanisms	56
5.1.6 Enhanced ZRCS institutional Capacity	57
5.2 Main Recommendations	57
5.3 Summary of Key Lessons Learned	59
6.0 ANNEXES	62
6.1 List of References	62
6.2 Assignment Approach, Methods and Limitations	63
6.2.1 Assignment Phase Description	63
6.2.2 Key Challenges and Limitations	65

6.3 Review of Project Context, Description and Execution	66
6.3.1 Main stakeholders	66
6.3.2 Project Timelines	66
6.3.2 Coordination and Management arrangements	66
6.3.4 Overview of the project's barriers and strategy	67
6.3.5 Review of Project Design and Formulation	67
6.4 Coordination Arrangements	73
6.5 Terms of Reference	77
6.6 Checklist for data collection	81
6.7 Evaluation Household questionnaire	87

## LIST OF FIGURES

Figure 1: Distribution of Survey Respondents by Sex	18
Figure 2: Type of Assistance Received from ZRCS	19
Figure 3: Reasons for being selected to receive cash transfer	20
Figure 4: Maize Harvest Before the Drought, During the Drought after the ZRCS Operation .....	23
Figure 5: Household Income from Sale of Surplus Crops	24
Figure 6: Percentage of Respondents that Produce Surplus	24
Figure 7: Main Sources of Food by % of Respondents	25
Figure 8: Activities Carried Out to Meet Household Food Needs	26
Figure 9: Number of meals per day last 7 days in 2021 & During crisis (Baseline)	27
Figure 10: Common Goods and Services Recently Bought from the Market	28
Figure 11: Dissemination of Information on Unsuccessful cash Distribution	29
Figure 12: Cash Distribution Status.....	30
Figure 13: Time taken to reach cash distribution point and time taken to be served	32
Figure 14: Perception on food prices during the operation	32
Figure 15: Shortage of Type of Food Household Wanted to Purchase	33
Figure 16 Household Sources of Income at baseline and end line	36
Figure 17: Household Sources of Income before, during and after drought	36
Figure 18: Household Sources of Income at end line	37
Figure 19: Household Sources of Income at baseline and end line	37
Figure 20: Household Indebtedness by respondents	38
Figure 21: Household Indebtedness by gender	38
Figure 22: Priority needs of Households ..	39
Figure 23: Household Assets .....	40
Figure 24: Sources of Water at Baseline and End line	40
Figure 25: Problems Related to Access to Water	41
Figure 26: Time taken to collect water.....	42
Figure 27: Payment for Water .....	43
Figure 28: Results Framework .....	68

## **LIST OF TABLES**

Table 1: Selection of Cash Transfer Beneficiaries .....	20
Table 2: Selection of Farm Inputs Beneficiaries .....	21
Table 3: Community involvement in determining who was on the final list of beneficiaries .....	21
Table 4: Household Production/Output (Main Staple Food).....	22
Table 5: Other Crops Produced to Promote Household Nutrition.....	25
Table 6: Current Food Availability and Storage.....	27
Table 7: Preferred Form of Household Support .....	29
Table 8: House Recommendations to Improve Use of Cash Transfers and Mobile Money .....	34
Table 9: Problems Related to Access to Water .....	41

## EXECUTIVE SUMMARY

This executive summary for the Kalabo Drought Response Operation evaluation report highlights the purpose of the evaluation, key questions, research methodology, evaluation findings, conclusions, and recommendations.

### **Purpose/Objective:**

The overall purpose was to undertake an evaluation for the drought response operation in Kalabo District thereby determining the relevance and effectiveness of the Red Cross intervention, the Movement cooperation within the operation and identification of lessons learned and recommendations to inform future similar operations. In addition to the final evaluation assessed the outcomes of the Cash Transfer, Agricultural input support and WASH programs against the planned project results.

### **Methodology:**

The assignment was undertaken in 3 phases. Phase I focused on inception (developing shared understanding between IFRC and consultant on the assignment). This involved desk review of relevant documents and initial brief systematic consultations with IFRC staff before proceeding with the rest of the assignment. Phase II involved data collection, detailed literature review, stakeholder consultations, household Survey and Key informant interviews. Phase III focused on data analysis, report compilation and presentation. This phase focused on consolidation of information collected, categorization of the information, data entry and analysis and report writing paying adequate attention to the assignment terms of reference and the emerging issues captured in the inception report.

### **Key Challenges and Limitations:**

The evaluation team recognizes the following limitations:

- **Timelines:** The period allocated was short considering scope defined by IFRC to be covered in the evaluation. The evaluation team managed to address this challenge through support from the project team who provided enumerators and handled study logistics in timely fashion.
- **Potential enumerator bias:** Some of the enumerators used in the household and community data collection process were ZRCS volunteers that had been part of the operation delivery.

- **Availability of respondents:** The data collection process in Kalabo coincided with the start of the fishing season which involves households camping away from their households as such it became difficult to find targeted respondents<sup>1</sup>.
- **Baseline Report:** The baseline report had information gaps and without some of baseline data, it was difficult to estimate any changes or to demonstrate progress made by the intervention. The evaluation team attempted to address this limitation through use of proxy indicators enabling triangulation of outcomes.

### **Key Findings:**

*Relevance:* The operation was found relevant as there was evidence that it fulfilled the set development and emergency goals. However, observation was made on how the design and execution would have been optimised to better achieve results. The operation results chain was found to be valid, and the project made significant efforts to address strategic requirements of the beneficiaries, partners, national government although there were minor gaps especially at community leadership level.

*Effectiveness:* The operation was effective since the evaluation findings demonstrate that activities were useful on the lives of the target people. Most of the project objectives were over - achieved although the planned target for household access to clean drinking water was significantly low. People in Karabo had meaningful participation and engagement with the operation and they did take ownership of the project. Furthermore, the operation introduced technology and equipment which is being managed well by the beneficiaries with the support of key stakeholders like government ministries.

*Impact:* The operation has had positive net social, economic and environmental changes. The overarching target humanitarian impact to assist drought affected households was achieved. Among others the intervention contributed significantly to addressing emergency food security and livelihoods needs for target beneficiaries, however, food and nutrition security is yet to be fully realised. Agricultural production had improved by 48.1% compared to the drought year after households received agricultural inputs and the related climate smart agriculture training compared to the drought year. However, the level of production was lower than previous years where there were better rains. Reliance on rain fed agriculture production is a key challenge to crop production hence the need to intensify investment in irrigation farming systems. WASH impact indicators were not considered at project design and at baseline. However, from the key outputs reported number of safe and clean water sources increased in Kalabo which has a contribution to increased percentage of households with access to improved, safe and clean water sources and quantity of water used per capita per day. Awareness raising on good hygiene practices were also undertaken and stakeholders both at district and

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<sup>1</sup>Targeted respondents were the beneficiaries of the operation based on the beneficiary list provided by ZRCS, alternative respondent was a spouse to the beneficiary or an adult who was knowledgeable of the project activities.



community levels confirmed reduced prevalence of water borne diseases within households and schools in the district.

*Sustainability:* The operation managed to achieve short-term improvements with potential long-term sustainable results. The emergency cash transfers were meant to be a short-term relief intervention as such they were phased out within the agreed period. Evidence from the consultations and the case studies suggest there are long-term benefits that will continue among beneficiaries like cell phone connectivity, those that started IGAs and those that invested in housing or purchase of assets like land. Within the agricultural productivity farmers gained access to seed for some crops which are recyclable and gained skills and knowledge related to climate smart farming which will continue to assist farmers increase productivity. Similar WASH infrastructure if well maintained will continue to provide water to the community for years and hygiene education will assist with medium to long term behaviour changes. Although the project did not develop a dedicated exit strategy at inception it managed to have some aspects related to exit strategies streamlined within the execution of the interventions. There is also evidence of institutional collaboration that will ensure continuity and sustainability of some of the initiatives. Solar based water and irrigation systems are great demonstration that project was sensitive to environmental sustainability.

*Coherence and Coordination:* The operation demonstrated adequate coherence as its focus aligned well with ZRCS, IFRC and Zambia Government policy objectives. The interventions in the Kalabo Operation supported the 2015 National Disaster Management Policy, 2030 IFRC's Strategic goals and IFRC Southern Africa Disaster Risk Management Strategy among others. Movement coordination and broader project level of cooperation at multiple levels worked well. There was adequate cooperation between and among international, national, and community actors for the project.

*Efficiency and Value for money (vfm):* A comprehensive criterion of efficiency and vfm was not applied fully in this assessment due to data limitations. More focus was therefore put into assessing the timeliness of delivery of interventions under a crisis. The evaluation revealed that the outputs were completed in specified time and within allocated budget regardless of the delays to declare the drought emergency that subsequently delayed the IFRC Appeal processes. Cost efficiency for rural humanitarian interventions is not easy to calculate in part due to lack of cost-estimation methods, limited scope for comparison to national and global benchmarks and limited capabilities related to sensitivity analyses. However, based on the information provided, cost per beneficiary can be estimated at USD 189 per household or USD 37 per person. The operation objectives were achieved on time and both recruitment and procurement processes were competitive and due diligence was taken as observed in the selection and contracting of the individuals and the service providers.

*Mainstreaming of Accountability, gender and inclusion:* There was no dedicated project gender mainstreaming strategy, but gender was streamlined across all interventions. For instance, initial consultations and the project baseline had some form of gender analysis

although not too elaborate. Community based targeting considered gender and inclusion dimensions in prioritising poor female headed households, lactating females, child headed households, households with orphans and the elderly.

In terms of accountability and transparency, IFRC and ZRCS accountability systems were applied for Kalabo operation including the financial systems at all levels throughout the entire project cycle. Project financial documents including cash transfer files are held in a transparent manner and files are accessible on demand. There are further internal ZRCS and IFRC systems to prevent, measure, and report fraud and corruption not unique to the Kalabo Operation but institutional in nature. The Kalabo Operation also had adequate internal monitoring and control mechanisms including a logical framework which had a slight mix up in the intervention pathway although a minor reorganization or re-arrangement of the pathways would have still contributed to the same broader outcome.

There was adequate monitoring of implementation and processes including the targeting, registration, and distribution processes. A project baseline was carried out to set the out key indicators for monitoring progress, however it was not as comprehensive to cover all key required indicators. The project did not develop a dedicated Monitoring and Evaluation (M and E) plan which normally assist staff and partners with adherence to set M and E commitments. Post distribution monitoring exercises were undertaken for the cash transfer programme.

#### **Main Conclusions:**

- **Lives saved, livelihoods safe guarded, dignity preserved, and gender equality improved:** The interventions supported by the Kalabo Drought Operation contributed to restore and strengthen livelihoods of the drought affected households lifting majority out of hunger, risk of diseases and death, restoring their asset base and livelihoods in the process. The Cash transfers assisted the targeted beneficiaries to meet their basic needs such as food, shelter and generate an income for other household needs. This intervention preserved people's dignity as it gave them greater choice for which to buy unlike if they were provided maize. Cash transfer was appropriate in the Kalabo case as the supply of food to markets and shops was sustained but affected communities had lost the means to buy it. Beyond the cash transfers the households also increased food production from own gardens due to agricultural inputs and training provided through the intervention. Clean and safe water sources have been increased for household and agricultural purposes plus hygiene awareness and education has been provided.
- **Advocate for reforms in drought declaration processes and complementarity with social cash transfers and emergency cash transfers:** Currently in Zambia and other SADC countries technical evidence regarding drought emergencies is ignored or downplayed by political interference consequently this delays drought response fundraising and programming. On the other hand, IFRC based on the

Kalabo experience IFRC can focus on raising stakeholder awareness to reduce existing misconceptions related to social cash transfers with emergency cash transfers in terms of design, execution, and complementarity.

- **The future is cash-plus:** Cash-plus approaches are proving to provide better impact in emergency droughts responses, but the other interventions such as WASH, support agricultural productivity, health services among others may not be measured together with the cash component.
- **Beyond drought response towards adaptive and resilient livelihoods:** There is need to consider social protection and resilient livelihoods in Kalabo District. Social protection as the appropriate intervention in the longer term for current beneficiaries mostly those who were beneficiaries of the cash component of the drought response and for the other high potential farmers to consider adaptive and transformative capacity strengthening towards resilient livelihoods. More women compared to men were the targeted beneficiaries in their role as household managers and mothers and were empowered to fulfil these roles more effectively through the intervention. While no significant long-term change in women's roles or behaviours can be inferred at this point intra-household effects on gender such as reductions in domestic violence and better relations between spouses and other household members were reported.
- **Technology in emergency drought response:** Embracing integration of technology within drought emergency response mechanisms beyond food trucks harness innovative technologies such as mobile-money based cash transfers, solar water pumping systems and multi purposes water utilization for domestic and productive use.

#### **Main Recommendations:**

- **Hybrid approach to cash transfers:** mobile money is not always reliable in remote areas due to coverage limitations. Therefore, there is need for hybrid solutions to cash disbursements involving multiple mobile money service providers, using cash in transit facilities or linking beneficiaries to the existing banking systems.
- **Collaborative assessment key to better project design:** It is important to undertake a thorough assessment of the preferred and practical mechanisms for disaster-affected people before setting up any mechanism.
- **You win the leaders you win the community:** Traditional leaders need to be sensitized on who the project is targeting and should be involved in the validation of the beneficiary list.

- **Improve Monitoring and Evaluation for Impact Analysis:** A dedicated project M and E framework and plan is a prerequisite for all interventions of this nature. The ZRCS project log frame and baseline were not comprehensive. The impact pathways were mixed up and the baseline only focused on beneficiary households without considering surveying a control population. Similarly, the post distribution monitoring was mostly focused on checking if the money was received and did not investigate matters such as dietary intake and diversity.
- **Peer to peer learning for enhanced productivity:** For livelihood interventions such as input support efforts, ZCRS should consider organizing farmers to work in groups to boost production and better manage and training beneficiaries in good agricultural practices. Demonstration farms or plots should be used to teach various agricultural techniques and technologies, showcase new or improved crops to encourage farmers to adopt and apply these in their own fields.
- **Plan project activities with consideration on Access to Kalabo:** Expected seasonal changes between project inception and closeout and their possible impact on the timeliness and deliverables need to be anticipated and controlled at planning stage. There were incidences of inputs being delivered late or boreholes being sunk late due to seasonal changes that resulted into impassable roads.
- **Support to traders during cash transfer programmes:** There is need to consider supporting traders with once-off grants that will help them to restock their shops with food stuffs and essential items to meet the high demand triggered by excess cash during future cash transfer programmes. Grants to traders would not only prevent/reduce food shortages but also prevent inflation resulting from excess cash and high volume of activity on local markets. This would in turn keep prices stable.
- **Follow up on investment made:** Since significant resources in terms of funds, human resources and time were made available to ensure that water supply for domestic and irrigation system are installed and functional it will be critical that ZRCS make a deliberate follow up plan on these investments linked to development programming in the area to ensure sustainability of the investment is made. As part of this follow up process a detailed market assessment would be recommended to understand market systems in the area.

## KEY ACRONYMS

CBI	Cash Based Intervention
CHF	Swiss franc
CEA	Community Engagement and Accountability
CSA	Climate Smart Agriculture
CWAC	Community Welfare Assistance Committee
CTP	Cash Transfer Programme
CTWG	Cash Technical Working Group
DREF	Disaster Relief Emergency Fund
DCPC	District Civil Protection Committees
DEC	District Executive Committees
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DMMU	Disaster Management and Mitigation Unit
FGD	Focus Group Discussions
HH	Household
ICRC	International Committees of the Red Cross
IFRC	International Federation of the Red Cross
INGOs	International Non-Government Organizations
KII	Key Informant Interview
MTN	Mobile Telephone Network
NGO	Non-Government Organizations
NLRC	Netherlands Red Cross
PEC	Provincial Executive Committee
PDM	Post Distribution Monitoring
PGI	Protection, Gender, and Inclusion
PNS	Partner National Societies
OVC	Orphans, and vulnerable Children
SADC	Southern African Development Community
VFM	Value for Money
WASH	Water Sanitation and Hygiene
ZRCS	Zambia Red Cross Society



## **I.0 INTRODUCTION AND BACKGROUND INFORMATION**

This chapter provides a summary of the background of the project, the problem, the national and the institutional contexts for the project under evaluation. It also provides a brief description on what an end-line evaluation is and how this is undertaken.

### ***1.1 Drought Response within International Federation of the Red Cross and Red Crescent (IFRC)***

The International Federation of Red Cross and Red Crescent Societies (IFRC) has been a force for humanity for over 100 years. As a global network of 194 local Red Cross and Red Crescent organizations and volunteers, IFRC has contributed to the well-being and aspirations of the most vulnerable and the most marginalized throughout the world, in accordance with its humanitarian principles and values. Its work is guided by the Strategy 2030 and other policies built on this long and unique history keeping constant its commitment to be always there when needed as well as its commitment to independent, impartial, and neutral action.

IFRC is unified in its efforts against disasters and crises. With National Societies permanently present in the local communities most affected by disasters, the IFRC global work is focused across three priorities namely sustaining health and WASH, addressing socio-economic impacts, and strengthening National Societies. This commitment is further re-emphasized through the Global 2030 Agenda for Sustainable Development Goals and the Sendai framework and other global, regional and sub regional commitments related to Climate Change and Resilience building including addressing key hazards such as drought. IFRC strives to ensure that a well-functioning, relevant global disaster management system is in place to address the needs of vulnerable people affected by disasters and crises, by working as part of an effective global disaster management team to provide leadership for the development of global disaster and crises management policies and programming approaches.

IFRC also supports tools and capacities for disaster and crises in the areas of response preparedness and contingency planning, disaster needs assessment, relief to recovery planning, the scaled-up use of cash in emergencies and global surge capacity systems. Evaluations of major operations that assess the effectiveness and impact of IFRC leadership and management support is an integral part of IFRC disaster management system. The evaluation of drought response operations in Zambia is therefore among the key IFRC commitments to demonstrate impact of its work and accountability to its key stakeholders.

### ***1.2 The Zambia Red Cross Society (ZRCS)***

The Zambia Red Cross Society (ZRCS) has been in existence since 1966, with branches in nearly all the districts of the ten provinces and with an estimated volunteer membership of about 10,000. It is implementing programmes in Disaster Risk Reduction, Disaster Preparedness and Response, Migrant and Refugee services, Restoring Family Links, Health Care services, First Aid, Blood donor recruitment, Orphans, and vulnerable Children (OVC) and HIV prevention among others.

The National Society has almost 40 staff covering different departments and field staff on projects. The ZRCS in collaboration with IFRC made an Emergency Appeal for the drought response in 2019 in line with National Society's 2017 to 2020 strategic plan on strengthening and enhanced disaster and environmental management systems.

The intervention builds upon the National Society's history of Disaster Response actions that foster community resilience especially in epidemic control and floods response. The ZRCS is known for the capacities of its first responders, who act in coordination with the Government's Disaster Management and Mitigation Unit (DMMU). As a result, the ZRCS has earned the trust of the communities with whom it works with, enabling its continued access to these and particularly to reach the population groups in situation of vulnerability. The ZRCS works with local authorities and other humanitarian partners in line with the Movement Fundamental Principles with special attention to Neutrality, Impartiality, and Independence.

### ***1.3 Brief Description of the Kalabo Drought Response Operation***

Zambia faced acute food insecurity, shortage of clean and safe drinking water, high chronic malnutrition, energy deficit and livestock diseases in the 2018 to 2019 hydrological year, this was within the main agricultural season. The devastating effects of prolonged dry spells coupled with late onset of the rain season on agriculture production resulted in reduced food availability and access to food, thus contributing to the acute food insecurity conditions across the country.

According to the 2019 Zambia Vulnerability Assessment report, a total population of 1.7 million were facing food scarcity in the period May to September 2019 and the affected population was projected to rise to 2.3 million in the period of October 2019 to March 2020. The prolonged dry spells between January and March 2019 affected Southern, North-Western, Western and parts of Lusaka, Eastern and Central provinces. In most districts, most households, who were facing the second consecutive season with prolonged dry spells, had limited and depleted stocks of cereal, with cereals depleting during the first three months of the April 2019 — March 2020 consumption period<sup>2</sup>. Most of these households rely entirely on rain-fed crop production for food and income and depended on cereals as their main staple food.

Zambia Red Cross with support from IFRC launched a drought response Appeal of 3.5 million CHF for a period of 18 months. A total of 1.1million CHF was mobilized by the end of June 2020 which was used for implementation of activities for the drought response operation. The appeal targeted 3 Districts of the affected Districts in Western and Southern Provinces i.e. Pemba (Southern), Kalabo and Limulunga in Western.

However, due to limited resources mobilized, implementation of activities targeted only the District of Kalabo with the aim of expanding to the remaining Districts as more resources are mobilized. The major intervention carried out with this funding was mainly the cash-based intervention targeting 4000 households for the whole appeal, drilling of 5 multiple use water points and some livelihood activities related to enhancing crop production. ZRCS also received bilateral support from Netherlands Red Cross (NLRC) which allowed then to increase the number of Cash Transfer

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<sup>2</sup> 2019 Zambia Vulnerability Assessment report



beneficiaries to 6000. 6 more boreholes were drilled. All the 11 drilled boreholes were equipped with propelled solar equipment for domestic, livestock and irrigation activities.

## **2.0 OBJECTIVES OF THE EVALUATION**

This chapter is a summary of the project objectives, planned outputs, outcomes, impacts and stakeholders of the project. It provides the purpose of this evaluation which is to assess the degree of achievements of the objectives and results of the project, as outlined in the terms of reference alongside the consultant's own expert interpretation and recommendation on the evaluation requirements. It also provides a summary of key deliverables of the evaluation.

### ***2.1 Objectives***

#### **2.1.1 Overall Purpose**

The overall purpose was to undertake an evaluation for the drought response operation in Kalabo District thereby determining the relevance and effectiveness of the Red Cross interventions, the Movement cooperation within the operation and identification of lessons learned and recommendations to inform future similar operations. In addition to the final evaluation assessed the outcomes of the Cash Transfer, Agricultural input support and WASH programs against the planned project results.

#### **2.1.2 Scope of the Evaluation and Summary of Key Tasks**

In alignment with the Terms of Reference the consultant undertook the following tasks as part of the evaluation criteria to achieve the assignment objective:

- a) Determine the relevance of the operation and programmes in relation to the needs of the affected population in the context of Zambia.
- b) Determine the effectiveness of the intervention in meeting the needs of the target population.
- c) Determine to what extent there was Movement coordination in implementing the intervention.

#### **2.1.3 Additional Scope in line with evaluation best practices**

Based on the TORs the scope envisaged by IFRC on the Kalabo operation covers relevance, effectiveness, and coordination. The consultant recommends that four additional aspects be considered namely impact, value for money sustainability and equality and inclusion. It is however recognized that the implementation period was short for typical impact pathways, but an effort was made to consider outcomes.

## **3.0 KEY FINDINGS AND DISCUSSIONS**

This chapter provides the key finding synthesized based on the desk review, key informant interviews at regional, national and district levels and the household survey that was carried out in the impact area. It analyses the household characteristics of the survey sample, beneficiary

selection and inclusion, agricultural input support and utilization, household source of food and food consumption, cash transfer modalities, household income and expenditure, water, sanitation and hygiene and analysis of the enhanced NS capacity in livelihoods and WASH sector.

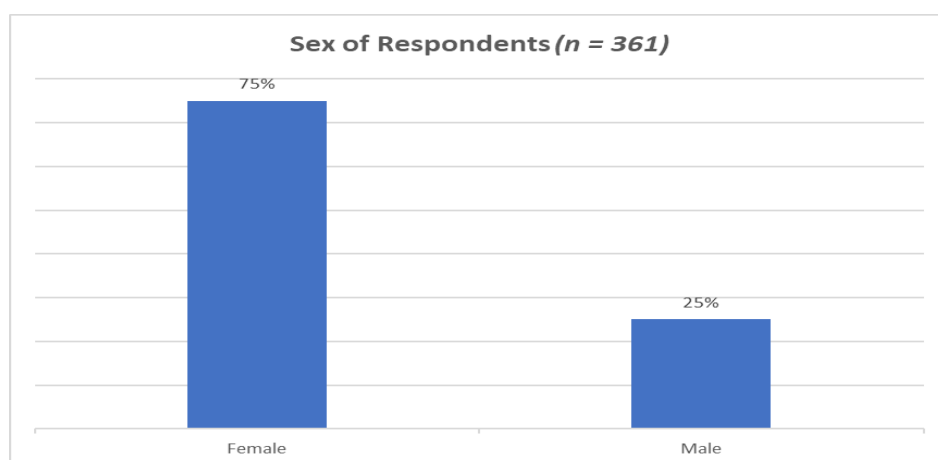
### 3.1 Household Survey Characteristics

#### 3.1.1 Actual Survey Population

The target survey population was initially set at 375 as provided in section 3.1.1c but due to challenges in the field related to finding beneficiaries the final surveyed population was 361. This is statistically significant based on Conroy (2010)<sup>3</sup> that argued that most statisticians agree that the minimum sample size to get any kind of meaningful result is 100 and that if the population is less than 100 then there is need to survey all of them. Conroy also observed that a good maximum sample size is usually 10% if it does not exceed 1000 because the larger your sample, the less uncertainty about the true prevalence. However, to be a bit more certain scientific tables for random sampling are used or sampling formula as used in the case below provided by the work by Krejcie and Morgan<sup>4</sup> which confirms the actual sample size to be valid and appropriate.

#### 3.1.2 Sex of the respondent

As indicated in Figure 1 below most of the survey respondent were females at 75%. This resonates well with the fact that most of the targeted beneficiaries were female headed households which are considered among vulnerable households in the target area.



**Figure 1: Distribution of Survey Respondents by Sex**

#### 3.1.3 Household Composition

Out of 361 households, 75% were headed by female. The total number of people working per household reduced from the baseline findings of 118 persons down to 41 persons. Generally, only 11% of the sampled persons were working. Moreover, 25 persons (62%) of the working persons were female, thus recording an increase from the 58% baseline value of working females. Only 38%

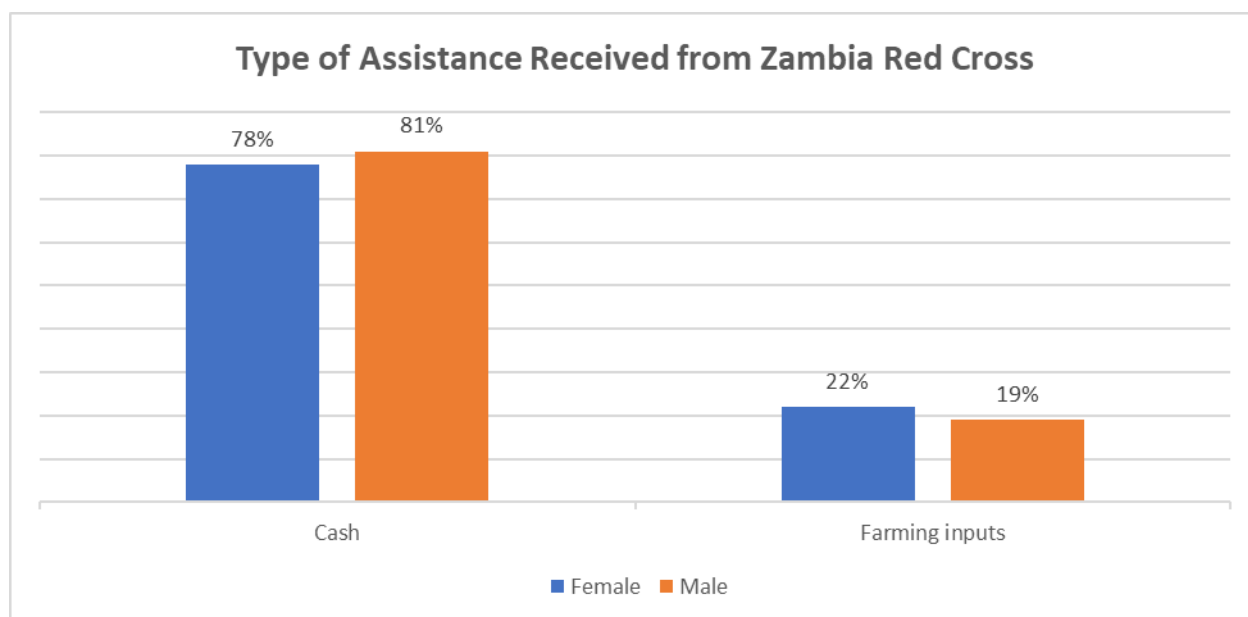
<sup>3</sup> Conroy (2010) Sample size A rough guide (online) available from <http://www.beaumontethics.ie/docs/application/samplesizecalculation.pdf>

<sup>4</sup> Krejcie R.V and Morgan D.W (1970) Determining Sample Size for Research Activities (online) available from ([https://home.kku.ac.th/sompong/guest\\_speaker/KrejcieandMorgan\\_article.pdf](https://home.kku.ac.th/sompong/guest_speaker/KrejcieandMorgan_article.pdf))

of the working persons recorded were Male respondents. From the data, it can be noted the overall working population reduced drastically during the survey period. However, the social cash transfer programme had a positive impact on the working status of females as evident by the slight increase in their working percentages. The number of households with pregnant or lactating women increased from 104 persons (baseline) to 155 persons. A threshold of 80% and 20% were from female and male headed households respectively.

### 3.2 Beneficiary Selection and Inclusion

#### 3.2.1 Assistance Received

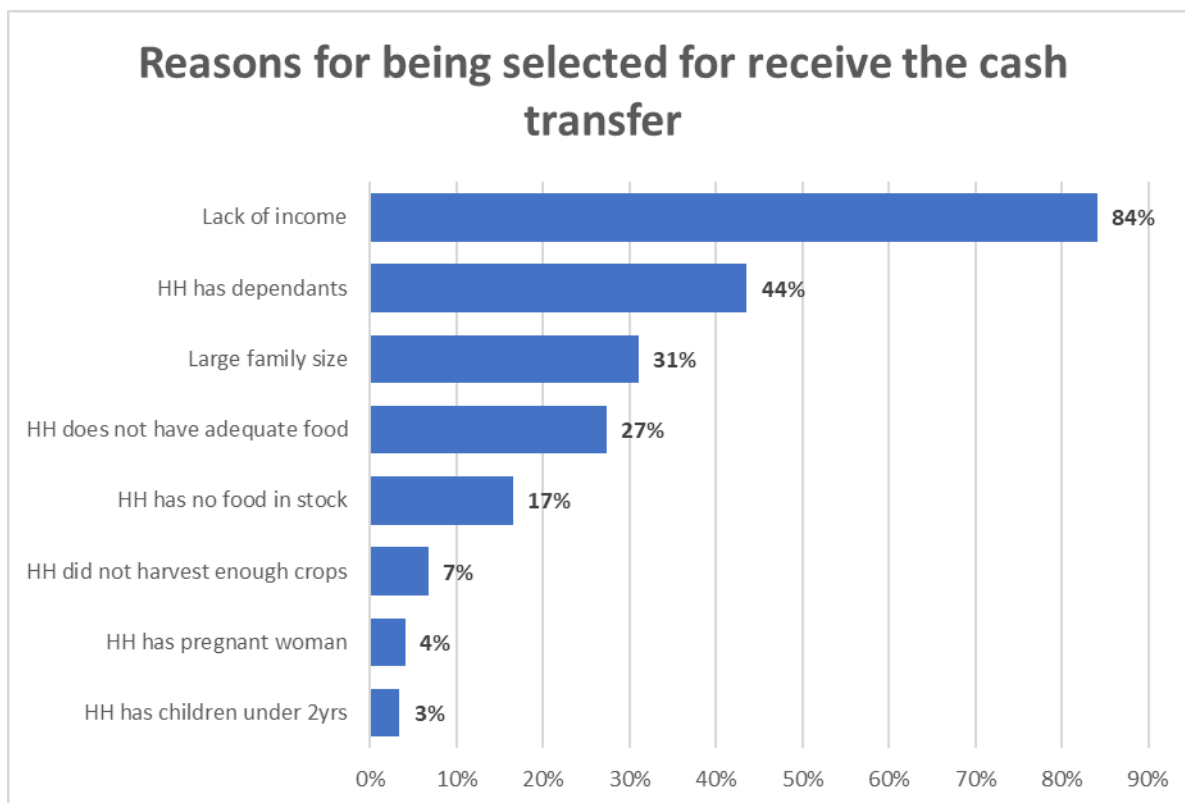


**Figure 2: Type of Assistance Received from ZRCS**

The graph above shows that majority of the respondents received Cash transfer support while minority of respondents received support in the form of Farming Inputs. A larger portion of 81% of male headed households received cash transfer support while 22% of female headed households received farming input support. This indicates the main intervention was cash transfers in the operation.

#### 3.2.2 Selection Criteria of Beneficiaries

The selection criteria considered household vulnerability and poverty shown in Figure 3 as lack of income accounted for almost 84% of the beneficiaries. Based on the targeting guidelines an additional criterion was applied within this category focusing on female headed, households, child headed household and households living with the elderly. Further, prioritization based on gender mainstreaming considered households with a pregnant woman, household with young children.



**Figure 3: Reasons for being selected to receive cash transfer**

The Tables 1 and 2 below highlighted the respondents' feedback regarding the selection criteria for both Cash Transfer and Farming Input support respectively. Majority of the respondents indicated that the selection criteria for both Cash Transfer and Farming Input Support was fair. Only 3% of Female Headed households reiterated that the selection criteria for farming inputs was unfair.

The percentage that felt the processes for beneficiary section was unfair is statistically insignificant which means the process was fair. While in most cases it is not possible to have 100% concurrence that process was fair it always important to probe why others felt process was not fair. Community based targeting which was used in the case of Kalabo District aimed at the poorest, based on community perceptions of poverty and vulnerability. It reflects well on local understanding of poverty and vulnerability as an advantage. However, community-based targeting has a disadvantage of significant inclusion and exclusion errors and to some extent can perpetuate local patronage structures, gender bias and can be divisive when those considered well-of are selected over those who feel poorer.

**Table 1: Selection of Cash Transfer Beneficiaries**

<b>(a) Cash Transfer Support (n=296)</b>		
<b>Selection Criteria</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Fair</b>	98	99
<b>Unfair</b>	2	1
<b>Grand Total</b>	100	100

<b>(a) Farming Inputs (n=81)</b>
----------------------------------

Selection Criteria	Female (%)	Male (%)
Fair	97	100
Unfair	3	0
Grand Total	100	100

**Table 2: Selection of Farm Inputs Beneficiaries**

### 3.2.3 Household Perceptions on beneficiary selection

Furthermore, majority of respondents also provided feedback regarding the extent of the community involvement in the selection process. Respondents reiterated that ‘Some community participation was implemented through engaging Village Chief, as well as the committee and the community’.

Based on Table 3 below, over 76% confirmed that village chiefs were involved in the selection of beneficiaries and over 12% confirmed that the community was involved in the selection of beneficiaries this seemed to be the norm in most sites. However, based on the FDGs there were selected sites where the evaluation team captured complaints about the selection criteria.

**Table 3: Community involvement in determining who was on the final list of beneficiaries**

Level of community involvement in selection process (n=296)	Percent (%)
Significant. Community screened the list from the committee	12.84
Some. We worked with the committee in selection e.g. committee members	9.80
Some. Village Chief was involved, as well as the committee and the community	76.35
None. The decision was made by the committee without input from the community	0.68
None. The decision was made by the Village Chief with no input from the community	0.00
None. The decision was made by the Village/Town Chief	0.34
None. The decision was made by the elders (men)	0.00
None. The decision was made by others with no input from the community	0.00
None. The decision was made by Community Social Welfare officer (ZRCS)	1.35

For instance, during the FGD in Libonda and Salunda, traditional leaders raised concerns about level of transparency in the selection process because they were not consulted in identification of beneficiaries as this was only done by ZRCS volunteers and Community Welfare Assistance Committee (CWACs). The indunas also pointed out that they were not engaged in validating the final beneficiary list. The leaders reported that they felt side-lined and believed households that were better off and did not qualify to be beneficiaries were included on the beneficiaries list.

*“The selection of beneficiaries was done without consulting the Kuta, the whole process was handled by Red Cross staff and volunteers. Us as Indunas and headmen know who is more vulnerable and we can advise or recommend who should be considered for help. There are some people who were included on the beneficiary list that did not deserve the cash transfers because they are doing well. We also know people who need help but were left out from the project. (FGD contribution at Libonda palace)”*

### 3.3 Agricultural Input Support and Utilization

The agricultural input and support interventions were linked to the target outcome on increased food production from own gardens. The broader context relates to the need to improve community resilience to climate change impacts and increase productivity and post-harvest management (agriculture-based livelihood). This was achieved through climate smart agriculture training of the volunteers, lead farmers and Government camp extension officers as trainers of trainers. ZRCS volunteers then trained 2300 direct beneficiaries in climate smart agriculture practices through community trainings under the bilateral support funding.

Both interventions, i.e. the Emergency Appeal and the bilateral support supported farming inputs. Through this component, communities' preparedness and knowledge on climate smart agriculture has been enhanced. In addition, household were able to meet their food needs with potential in future based of the knowledge and skills acquired to be able to achieve food security and resilience through better harvests. Some households used their yield entirely for consumption while some sold part of it. Moreover, some households kept some of the harvest for seed for the next farming season.

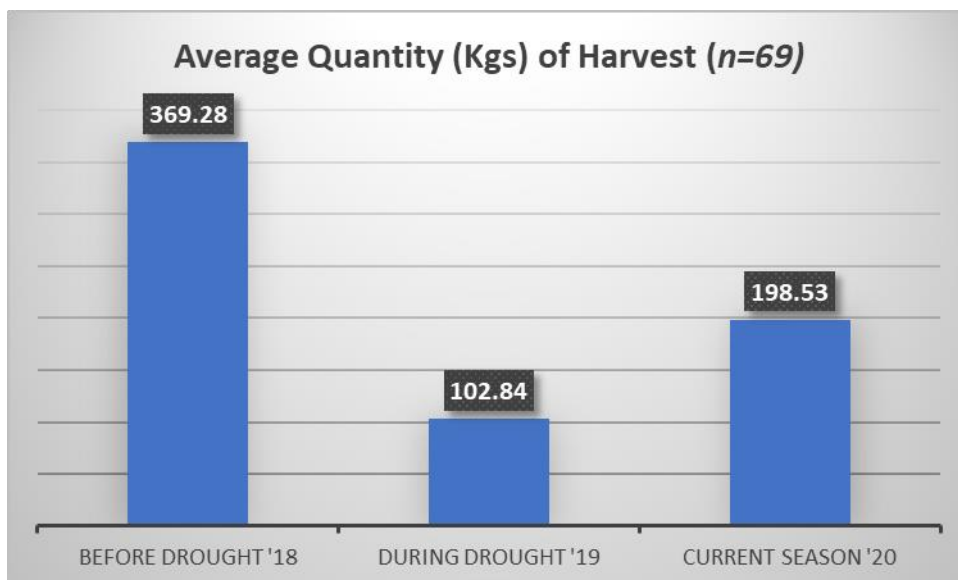
#### 3.3.1 Yield Impact

Unfortunately, due to absence of baseline data on yield, the evaluation could not carry out any meaningful comparison with the end-line data. The evaluation team therefore considered recall data on preintervention yield estimates, during the drought and after intervention yield to develop a comparison.

**Table 4: Household Production/Output (Main Staple Food)**

Did you harvest from what you planted?			
Row Labels	Female %	Male %	Total %
No	25	25	25
Yes	75	75	75
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

The Table 4 above highlighted that out of those that received farming inputs. 25% of indicated that they did not harvest anything while the other 75% managed to harvest the main staple food of which at least 53% (Figure 6) registered a surplus. A wide range of reasons account for why others did not harvest including selling of inputs, exchange of inputs for food, poor agronomical practices (late planting, poor weed management, not applying fertiliser) and lack of adequate labour for production.



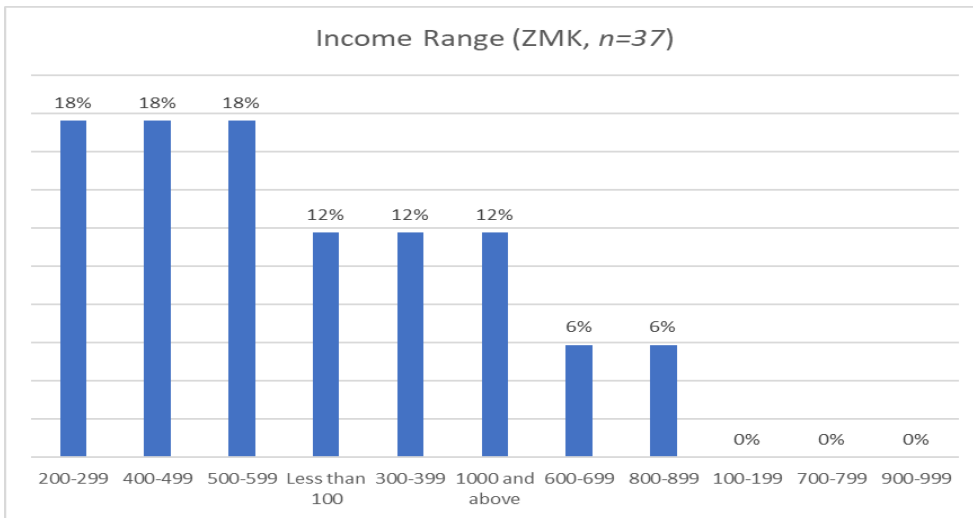
**Figure 4: Maize Harvest Before the Drought, During the Drought after the ZRCS Operation**

In accordance to Figure 4 the findings indicate that the harvest season before the 2018-2019 Drought, yielded the highest average output of the main staple (maize in this case) harvest (369 kgs), while the 2018-2019 Drought Season yielded the lowest average output (102.84 kgs) per household. It is also important to note that yield after the intervention was 48.1% higher than during the drought but not as high as before the drought and key reasons related to this include the fact that poorer households sold labour to others instead of using it for own production due to the critical nature of the food insecurity and persisting livelihood challenges. The analysis also revealed that most households were involved in other minor crop enterprises such as cowpeas, rice, cassava among others.

### 3.3.2 Income from Sale of Surplus Crops

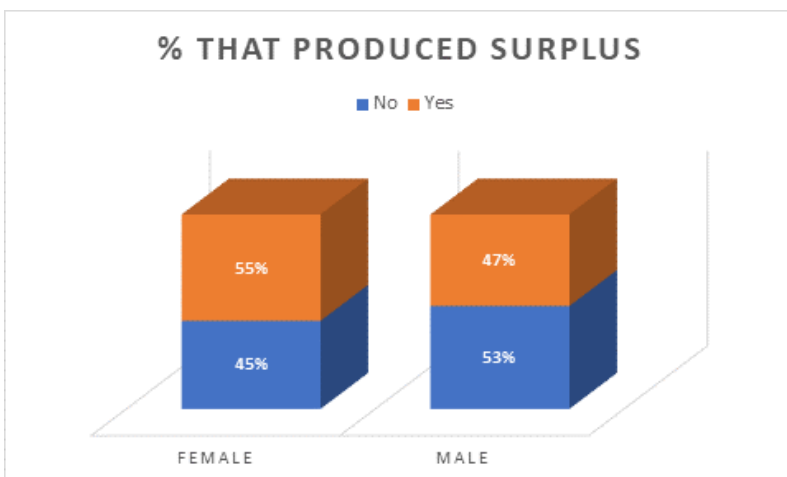
Respondents highlighted that they realised income from the sale of surplus crops. Although slightly more women had surplus production than men, there is no significant difference between male (47% and female (55%) respondents in terms of surplus production. This aspect helps to understand the sustainability of the production, harvest and sale of surplus crops. This is shown in Figure 5 below, as highlighted, households generated an 'Average Income' of K517.29 (approximately 30 USD) from the sale of surplus crops in the 2020-2021 harvest season with the majority obtaining between K400-600.

This means most households only managed to produce for consumption which is typical for poorer households in areas affected by hazards such as drought. It is important to note that although surplus income was reported by the least number of people such agricultural surpluses are critical to stimulate a sounder and more rapid livelihood recovery and sustainability.



**Figure 5: Household Income from Sale of Surplus Crops**

The surplus income realised cannot be analysed further due to limited scope and time for the evaluation not to cover market analysis to understand the size of the produce market both in volume and in value, the various customer segments and buying patterns, the competition, and the economic environment in terms of barriers to entry and regulation.



**Figure 6: Percentage of Respondents that Produce Surplus**

### 3.3.3 Crop diversification for Nutrition

The operation enabled the household to diversify their agricultural productivity through crop diversification for purposes of improving household nutrition. There is no data regarding this aspect at baseline so only end line data is available as presented in table 5 below. The yield data provided for these crops was not clear to allow meaningful analysis. However, we can confidently

*“The provision of Integrated seeds by ZRCS provided was a very innovative intervention especially for areas like Kalabo where the seeds sold in agro-shops are limited to maize and a few vegetables. The introduction of seeds like cowpeas which are not found here has helped to meet nutritional needs at Household level”- Ministry of Agriculture-Crops and Husbandry officer*

*“In as much as those who were given cash were able to buy food when they had limited food, those that received input are the ones seeing long term improvement in nutrition. They now have food and able to sell some to earn money” Kalabo District Administration officer*



deduce from the data below that most of the households i.e. 88% were involved in fruits and vegetables production contributing to their nutritional needs including vitamins, minerals, fiber, energy, and antioxidants. These crops also have high market value in dry areas, sale of surplus produce is a vital source of income for poor households – even small quantities can be sold or exchanged at village markets.

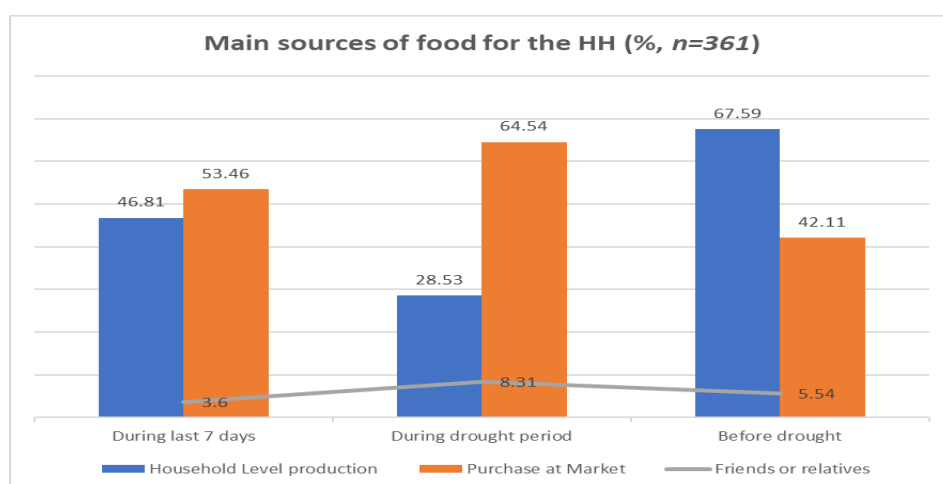
**Table 5: Other Crops Produced to Promote Household Nutrition**

Type of Seeds Received	# of HH	% of HH
Tomato	77	21%
Onion	30	8%
Rape	71	20%
Okra	37	10%
Cabbage	67	19%
Cow Peas	34	9%
<b>Total HH involved in fruits/vegetables</b>	<b>316</b>	<b>88%</b>

### 3.4 Household Source of Food and Food Consumption

#### 3.4.1 Source of food

Food insecurity has continued to be a source of concern among communities and Kalabo district is not an exception. One of the contributing factors is reduced purchasing power which may come due to destruction of their livelihood base by natural disasters such as the 2018/2019 drought season. With little or no social network and food assistance to cushion the food insecurity in the district a lot of challenges manifest. The following gives the findings of the end line evaluation study under the different categories.



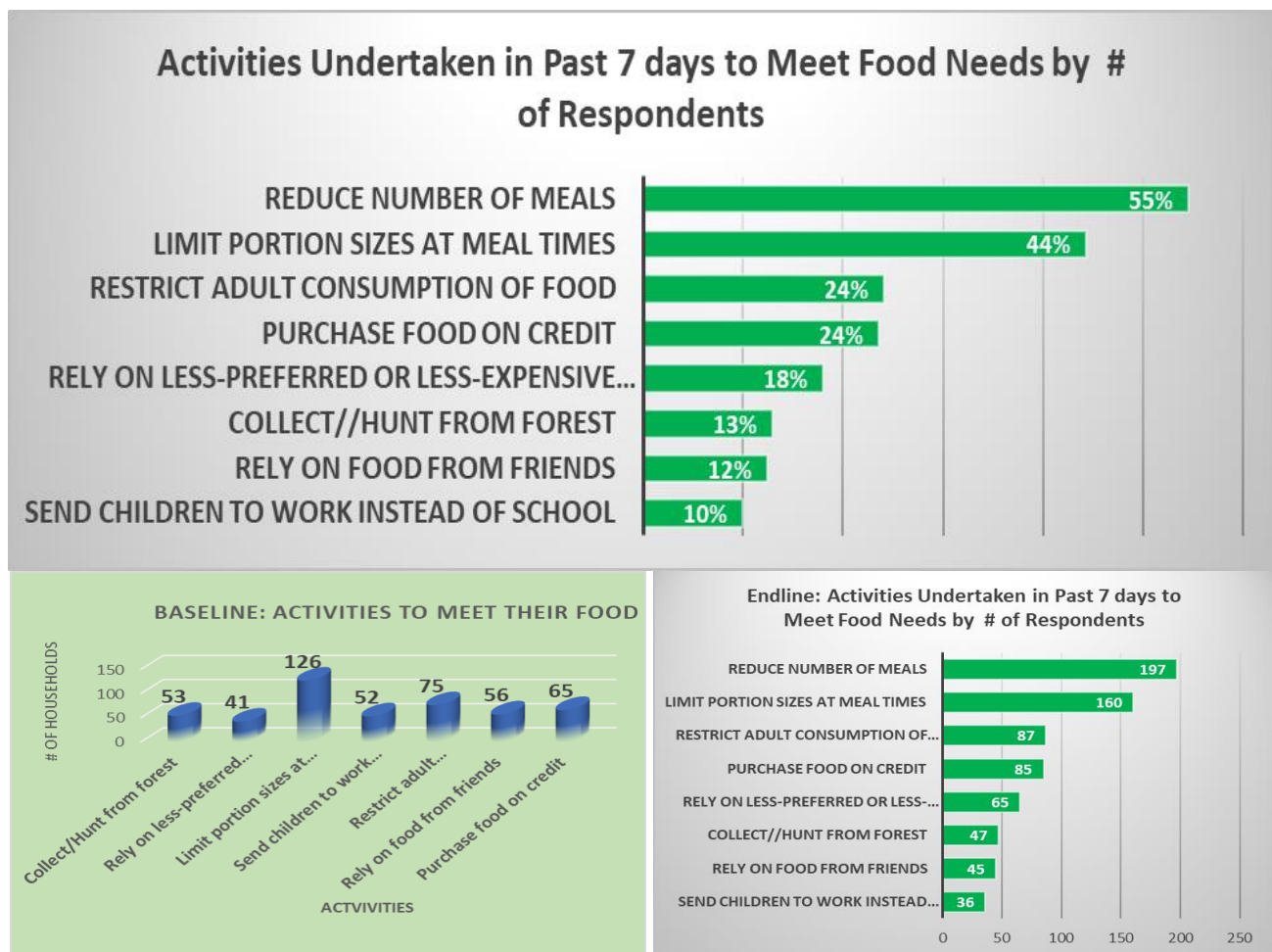
**Figure 7: Main Sources of Food by % of Respondents**

The graph in figure 7 above provides a comparative analysis on food sources before the drought, during the Drought period and in the past 7 days prior to the survey. The graph depicts that ‘own food production’ was a common coping strategy for most of the respondents (67%) before the drought this reduced to 28.5% during the drought and it was reported at 46.8 during the survey

period painting a slightly better picture than during the drought. Food purchases have remained prominent during (64%) and after the drought (53%). Food assistance from friends and family also saw a rise during the crisis followed by a drop after the crisis. This underscores the prominent role friends and family played in supporting the vulnerable during the drought period. As a result, these findings correspond with the baseline findings that indicated that the relative prominence of own food production among survival measures denotes rising vulnerability in the face of climate change-related impacts that undermine food production.

### 3.4.2 Activities Carried Out to Meet Household Food Needs

The figure 8 below provides graphs that show consistent trends in the use of coping activities 'reduced number of meals', 'limits in meal portion sizes', and purchase of food on credit, to meet food needs. In comparison to the baseline, there was a reduced implementation of strategies such as 'sending children to work instead of school' and 'reliance of food from friends'. This illustrated slight improvements in the socio-economic indicators of the community as well as improved livelihoods at the time of the end line survey.

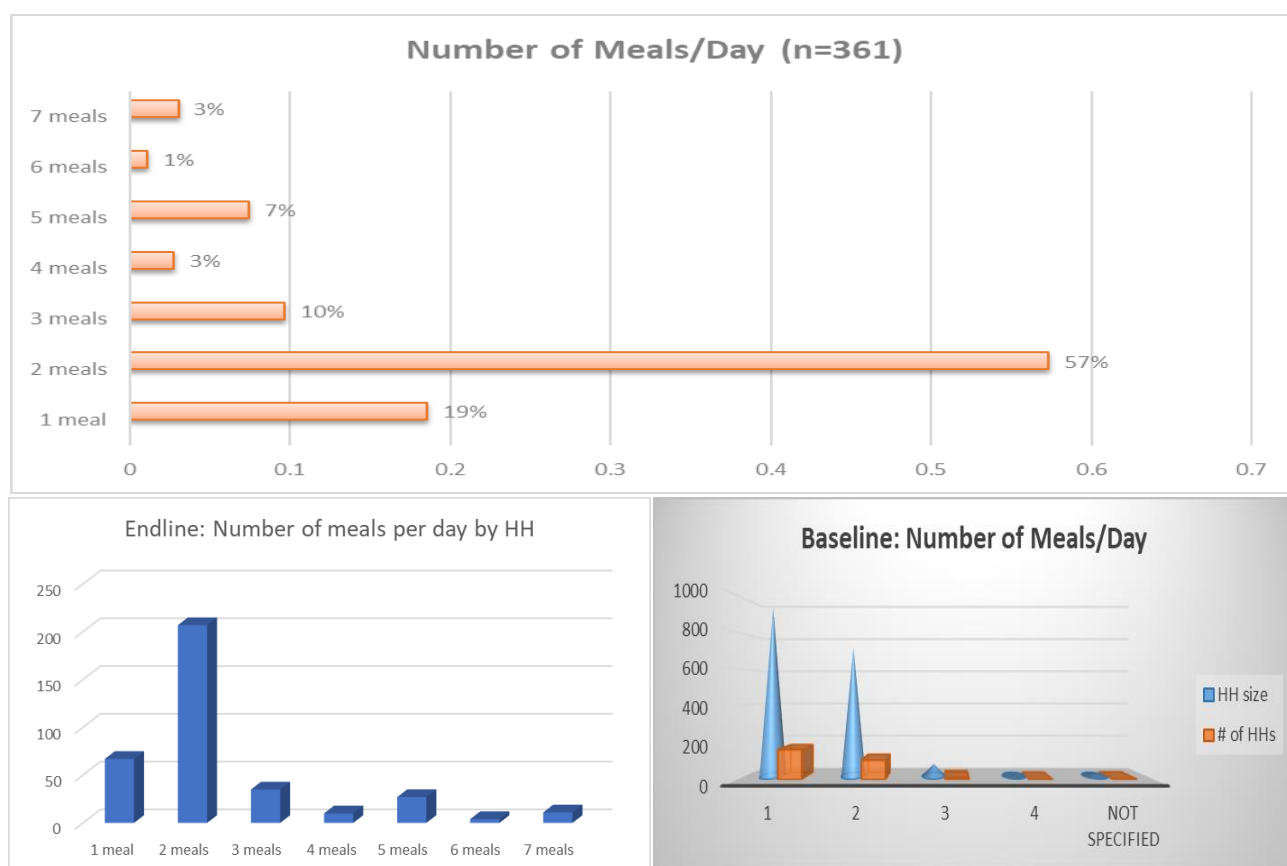


**Figure 8: Activities Carried Out to Meet Household Food Needs**

### 3.4.3 The number of meals per day

The Figure 9 below depicts the number of meals per day per household size, in the 7 days prior to the survey. Majority (57%) of the households sampled consumed 2 meals per day, and 1 meal per day (19%) respectively. Furthermore, the households with a head count of 5 and 6 persons respectively recorded the highest average food consumption during the 7-day period at 2 meals per day. The findings indicate an improvement in the food security situation, in comparison to the baseline study, because household consumption of 1 Meal per day reduced from 54% down to 19%, while household consumption of 2 meals per day increased from 41% up to 57%. The sample population managing to eat 3 meals per day increased from 4% up to 10%.

This further confirms the improved food security in the target area and its surrounding villages. For those that reported having 6 to 7 meals a day it was in the context of post-harvest abundance where other meals included pumpkins, sweet potatoes ground nuts etc.



**Figure 9: Number of meals per day last 7 days in 2021 & During crisis (Baseline)**

### 3.4.4 Current Food Availability and Storage

Based on data presented in Table 6 most of the households (73%) indicated they were not having food stored in their houses.

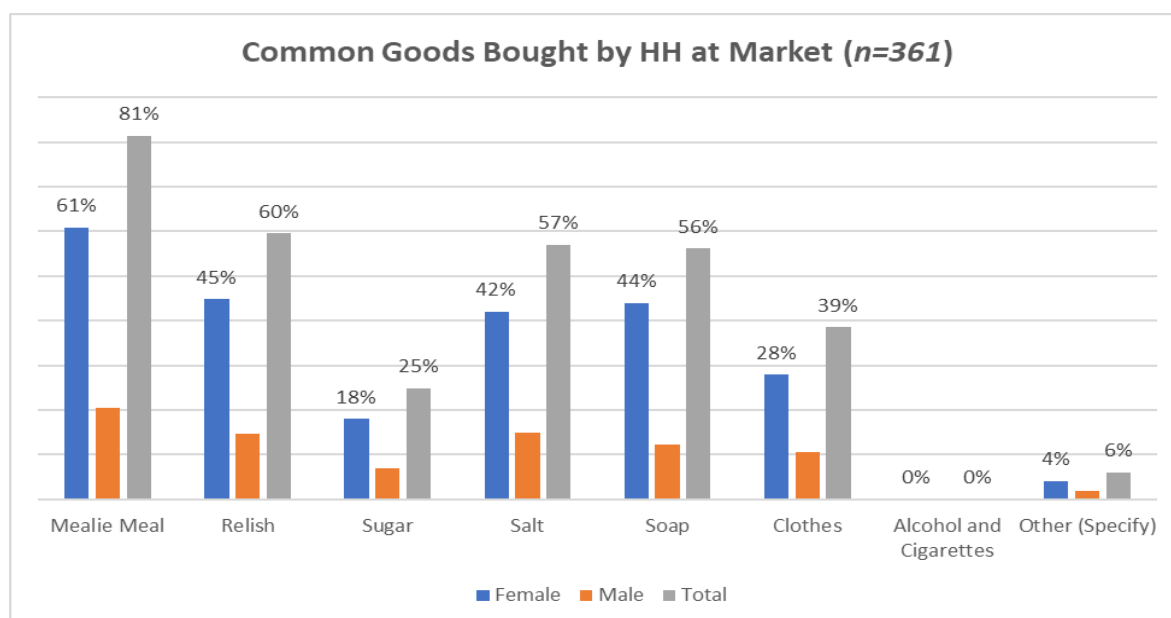
**Table 6: Current Food Availability and Storage**

Have storage (n=361)	Percent
No	73.13
Yes	26.87
<b>Total</b>	<b>100.00</b>

This means either most households live on a hand to mouth basis i.e. they are only able to mobilise food enough to sustain themselves within a day or two with no longer term acquisition and storage of food. Another explanation based on the key informants' interpretation is related to the fact that respondents were not willing to indicate that they had food in fear they would miss out on planned cash or food distribution programmes by ZRCS.

### 3.4.5 Common Goods and Services Recently Bought from the Market

What a household can afford helps characterise the income and food security situation of the household. This data was not collected at baseline but based on the end line data as provided in Figure 10 below most of the households (81%) recently bought mealie meal followed by relish (60%), salt (57%) and soap (56%). This information collaborates with the aspect on food storage confirming most of the household are still at the livelihood survival threshold meaning household efforts are invested to access basic needs such as mealie meal, relish and soap instead of acquiring assets such as televisions, bicycles, livestock or spending on child education related aspects.



**Figure 10: Common Goods and Services Recently Bought from the Market**

### **3.5 Cash Transfer Modalities**

ZRCS just as most National Societies have found use of cash transfers critical to emergency response where markets and financial sector are functioning. As such the cash transfers intervention was designed to contribute to achieving food security and nutrition outcomes. The choice of cash transfers over other alternatives such as food aid is meant to empower people with choice to address their essential needs in local markets, while also helping to boost these markets. Cash transfers include assistance distributed as physical bank notes, e-money, mobile money, through debit cards or value vouchers which are redeemable at locally contracted shops. The case in Kalabo District used mobile money through MTN Zambia.

### 3.5.1 Preferred Form of Household Support

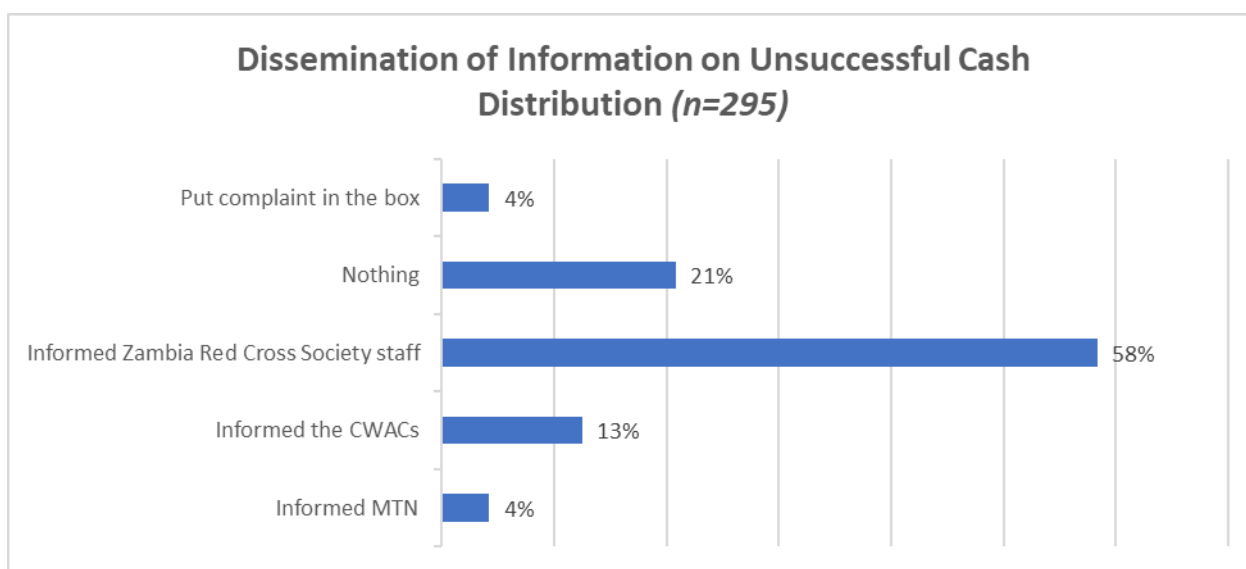
While cash transfers are preferred by many including IFRC it is always important to validate this with the target community. As indicated in Table 7 below the households were prompted to detail which forms of support they would choose to be assisted with. The majority indicated the preferred cash to other alternatives and based on their Knowledge was food. A threshold of 98% male headed households stated that they preferred cash support while 3% of female headed households preferred support in the form of Food. This demonstrates that cash transfer was an appropriate intervention for the target beneficiaries.

**Table 7: Preferred Form of Household Support (n = 361)**

Item	Female (%)	Male (%)
Prefer Cash	97	98
Prefer Food	3	2
Grand Total	100	100

### 3.5.2 Dissemination of information concerning unsuccessful cash distributions

Cash transfer by nature involves a lot of technical and logistical arrangements which in some cases may mean that cash distribution dates or time may change depending on the readiness of the critical players in the system. Critical in this regard is communication with beneficiaries on information on cash distribution especially if there is a planned postponement of such distribution.

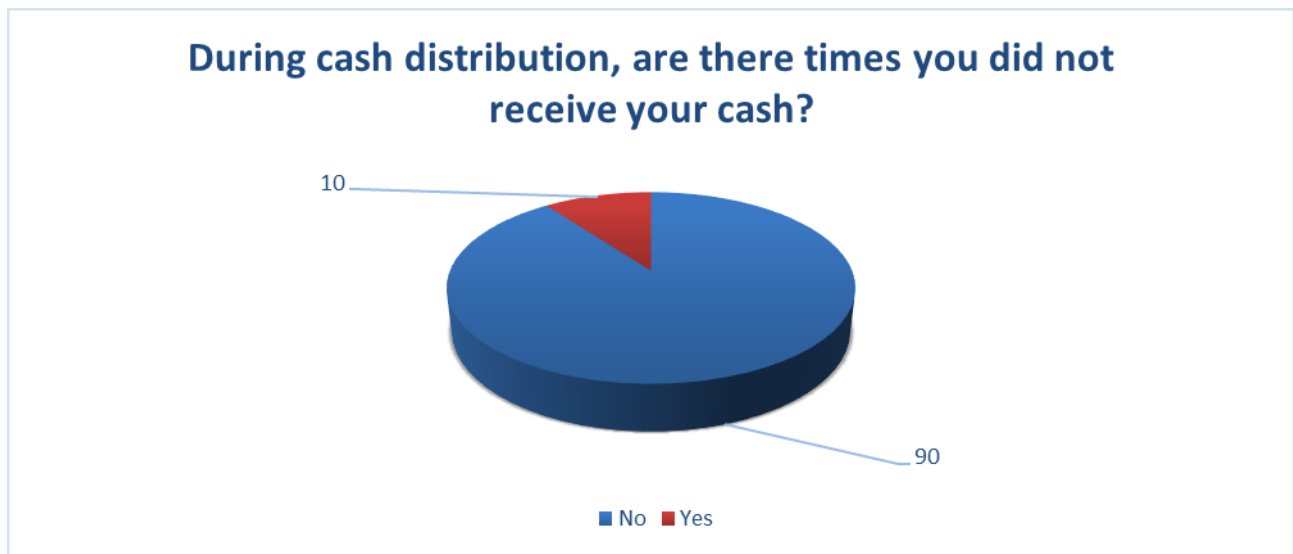


**Figure 11: Dissemination of Information on Unsuccessful cash Distribution**

As indicated in Figure 11 above there were cases when cash distribution was not done as planned. Most of the respondents (58%) were informed by the Zambia Red Cross Society staff or the CWACs about the changes for the cash distribution, while about 21% of the respondents reported that they did not access any information related to such changes.

### 3.5.3 Access to cash for beneficiaries

Respondents were requested to share their various experiences of the cash distribution process. The graph below in figure 12 indicates that the majority (90%) respondents always received their cash, while 10% of the respondents stated that there were times during cash distribution when they did not receive their cash. There are two explanations related to those that indicated they did not receive cash, firstly this could have been technical challenges related to MTN that were later fixed and enable those who did not receive funds to do so. The other reason is related to target beneficiary changes in relation to funding that was secured bilaterally compared to the initial appeal funding.



**Figure 12: Cash Distribution Status**

### 3.5.4 Impact of Cash Transfer Case Study 1

Name: Kalumbu Kabanda

Gender: Female

Village: Silunda

Age: 46

Mrs. Kalumbu Kabanda was selected to be a beneficiary of the emergence cash transfer because she is a widow and a female head of a household looking after children including orphans. Prior to receiving the cash transfer from Zambia Red Cross Society, Mrs. Kambanda's only source of income was doing piece-works in other people's homes and fields.

She also supplemented her income by making reed mats which she sold in Kalabo to people who use them as fencing around their houses. On average, Mrs. Kabanda earns K100 to K150 per month (between 4 to 7 USD).



When asked how the cash transfer program has helped her, Mrs. Kabanda explained that one of the things that the cash transfers has helped her with is to build a more stable and durable house. The following is what she had to say:

*“The money from Red Cross has been very helpful to me, it was a blessing, I have done a number of things with the money that I received. One of the things that I did and I am proud of is the fact that I used some of the money to build a house, I bought iron roofing sheets, poles and paid for labour for the house to be built. Without the money from Red Cross, I would have not been able to build the house”.*

Apart from building the house, the beneficiary pointed out that cash transfer enabled her to pay for school fees for her children. *“With the money that I received, I was able to pay school fees for two children who were in grade 12, I also paid school fees for one child who is in grade 10, and the last one who is in grade 6. For the first time I was able to pay schools fees without asking anyone to help me with money. Red Cross was really helpful, and I hope they will help us again”.*

Using the money from the cash transfer program, Mrs. Kabanda also used some of the money as capital for a small business of selling fish. The business has however stopped because of several competing needs. *“Using the Red Cross money, I had started going to the river to buy fish from fishermen and then resale in the community. The business was doing well, I was earning a good income, but I had stopped because I had other needs that needed money”.*

In addition to being able to build a house and pays fees for school going children Mrs. Kabanda is grateful that during the period that she was receiving the cash transfer, her family was able to have 3 meals unlike previously when they would go to bed without eating. Mrs. Kabanda also mentioned that through the money she received from ZRCS, she was able to buy beddings for herself and children. In cases where a member of the household was unwell, the cash transfer money was used to buy medicines.

### 3.5.5 Time taken to reach cash distribution point and time taken to be served

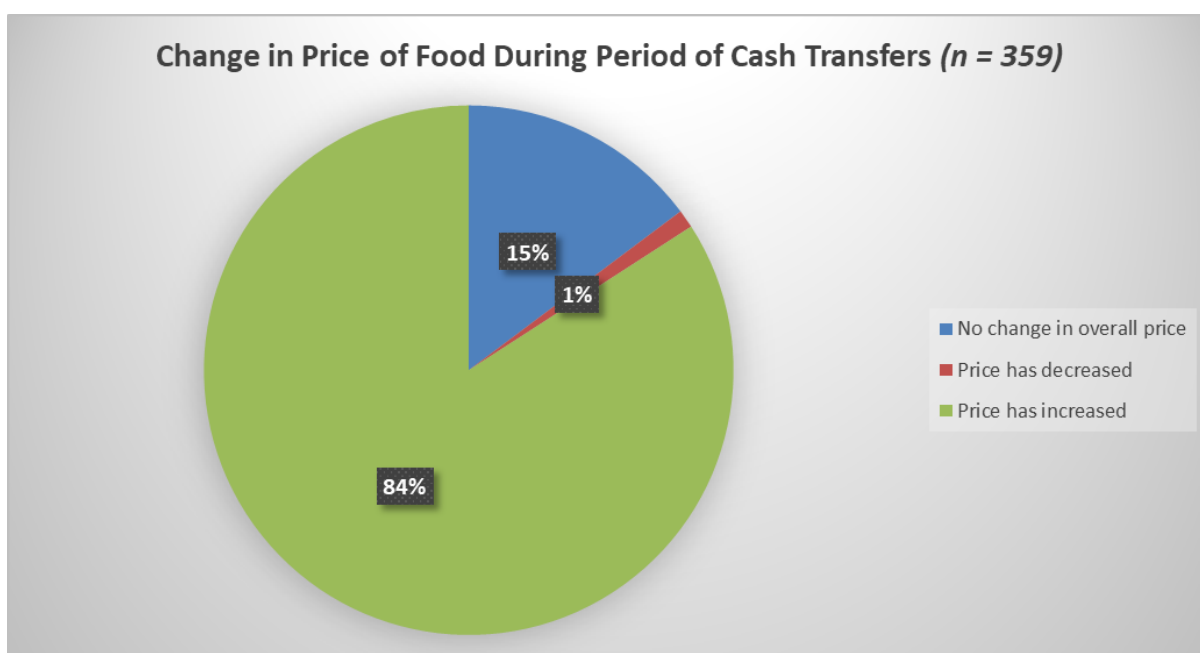
Given cash transfers may create security risks to the recipients, measures are put in place to reduce such risk as was the case in Kalabo. Such measures may include minimizing the number of people who have information about the date, time, and location for transfers. However, in the process of mainstreaming safety it is also important that processes of distribution of payments allow the recipients access the transfer within reasonable distance and with reasonable waiting periods to afford them sufficient opportunity to reach their homes during daylight hours.



**Figure 13: Time taken to reach cash distribution point and time taken to be served**

The case in Kalabo District as indicated in Figure 13 above most of the respondents spent more than an hour to travel to cash distribution points which is significant travel given the targeted beneficiaries included older women. The results further indicate that the majority spent more than an hour to access cash which is also fairly a long period.

### 3.5.6 Perception on prices changes for staple food during the transfer period.



**Figure 14: Perception on food prices during the operation**

Since cash transfers are set at a level sufficient to purchase a basket of commodities in local markets such as basic food items the case of Kalabo maize or rice, beans, cooking oil etc monitoring food prices becomes critical in case there may be need to adjust the transfer amount.

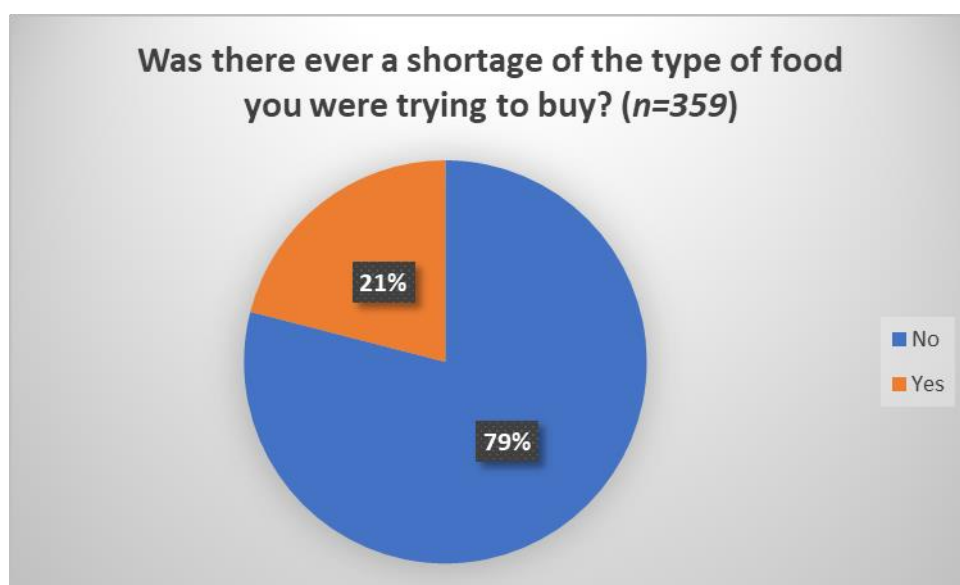


Prices can increase due to general price inflation, seasonal cycles, or price spikes associated with the drought and its impacts.

This aspect further assisted to assess potential impact of market conditions on the purchasing power of cash disbursements. According to Figure 14 above, 84% of respondents reiterated that prices of food 'hiked upwards' during the cash transfer period, while only 1% alluded to decreasing food prices. However, despite the rising food prices, 79% of respondents (refer to Figure 15) mentioned that there were no shortages on the type of food the targeted to purchase. Food price increase is not strange in the context of the Kalabo operation and this could be attributed to increased demand due to reduced production especially for maize but also increased demand linked to the cash transfer programme with more individuals having increased buying power.

### 3.5.7 Shortage of food purchase during transfer

Once households receive cash within emergency cash programmes it is expected that they should be able to buy the required food. Unfortunately, there are times where food shortages exist that may limit ability for household access food. As indicated in Figure 15 below 21% reported that they faced situations where they were not able get the type of food, they wanted due to shortages. It is not strange that such would happen in a drought context.



**Figure 15: Shortage of Type of Food Household Wanted to Purchase**

### 3.5.8 House Recommendations to Improve Use of Cash Transfers and Mobile Money

Cash transfers interventions are not perfect just as most emergency relief operations there is need to get feedback on how to improve future interventions. It is important to learn from for the Kalabo response being among the inaugural mobile money-based emergency cash transfer initiatives in Zambia.

According to the Table 8 below, most respondents (75%) stated that the status of cash transfers and mobile money was perfect and not much was required to improve it. A considerable number of respondents suggested that 'the transfer amount was too low' while other respondents mentioned

that ‘the distribution point was too far’. Overall, the Kalabo best practices can be scaled up and the aspects that need improvements should be noted for improvements.

**Table 8: House Recommendations to Improve Use of Cash Transfers and Mobile Money**

How can we improve the use of Cash transfers and Mobile Money?		
Narrative	# of Respondents	%
Nothing, it's perfect	233	75.6
The transfer amount is too low	40	12
The distribution point is too far	9	2.9
Other (specify)	6	1.9
I do not understand how mobile money works	4	1.29
People who are vulnerable are not on the beneficiary list	4	1.29
The closest mobile money agent is too far	3	0.97
There is not network coverage in my community	3	0.97
People who are not vulnerable were on the beneficiary list	2	0.64
The transfer amount is too high	2	0.64
I was not informed with enough time to go to the distribution point	1	0.32
I do not know when I receive money on my phone	1	0.32

### 3.5.9 Impact of Cash Transfer Case Study 2

Name: Sitali Liswaniso  
 Gender: Male  
 Ward: Silunda  
 Village: Simbondwe  
 Age: 71

Mr Liswaniso was selected to be a beneficiary because of his age, and he also looks after a grandson who is living with disability. He is the head of a household of 13 people comprising of his wife, three daughters and 8 grandchildren.

Prior to being a recipient of the cash transfer from Zambia Red Cross Society, Mr. Liswaniso’s only source of income has been making reed mats which he sells in with the community and in Kalabo. On average, he would earn between K200 to K300 (11 to 17USD) per month from the selling the mats an income he described as “insufficient and not consistent”.



When asked how helpful the money received from cash transfers was to him, Mr. Liswaniso had the following to say: *“I have not had a steady income in a very long time, as you can see, I am an old man and there are very few things I am able to do to earn money. So being registered by the Red Cross to receive the cash transfer was a very rare opportunity for me to have a good income for a good number of months. The money was very helpful to me, and I managed to achieve a number of things that were initially impossible.”*

One of the major things that Mr. Liswaniso managed to accomplish using the money that he received from the cash transfer was to build two houses, one for himself and the other for the daughter. Before building the two houses, Mr. Liswaniso and his family were staying in a small house, the following was his explanation for building two houses: *“Before I build this bigger house, we used to sleep in this small old house. When I received money from the Red Cross, I saw it as an opportunity to build a much better and bigger house. I think that even if you have assets and money if you do not have a house then you are nothing. I therefore used the money I received to buy the poles, thatch and hired labour. And now I have a good house. I also built a house for my daughter where she sleeps with the other children. The cost of buying the materials for the two houses was K2000. I’m very grateful to Red Cross”*.

Apart from building two houses, Mr. Liswaniso had also bought a cow which he sees as one of the most valuable assets that he currently owns. *“After building the houses, I realized that I still had some money and I decided to buy a cow. I bought myself my first cow, I have never had livestock. I hope that the cow will multiply so that in a few years I can have more than one cow”*.

When asked which other ways the cash transfer helped him, Mr. Liswaniso also pointed out that during the cash transfer period, he was able to buy enough food for the family; *“during the time we were receiving money, we were able to have enough food in the household and more options”*. In addition, he was able to buy new clothes for himself. Furthermore, Mr. Liswaniso explained that he had been struggling with joint problem and he only managed to buy medication using the money that he received from ZRCS *“I have been suffering from joint pains and I only managed to buy good medicine when I received medicine from Red Cross, this was very helpful to me”*.

### **3.6 Household Income and Expenditure**

Household income and expenditure are key to analysing household status as income sources and expenditure patterns vary by wealth group. In rural Zambia, richer households tend to rely more on selling their crops and livestock whilst the poor rely more labour and loans. Such differences are connected to asset ownership, often the poor had limited access land and own fewer livestock compared to richer households.

#### **3.6.1 Source of Income**

The Figures 16 to 19 below shows a comparison of the various sources of income between the baseline findings and the end line survey period. According to the graphs, the three main source of income are casual labour, small businesses and sell of agriculture products. These factors have been consistent with the baseline survey findings which reiterated that many households do not have regular source of income but engage in other activities to meet their food at the same time own assets. To survive, households perform various activities to earn an income. However, there was a declining reliance on various sources of income such as Debt, sale of Charcoal, and sale of Firewood. Moreover, salaries and remittances consistently provided low thresholds of average income for households.

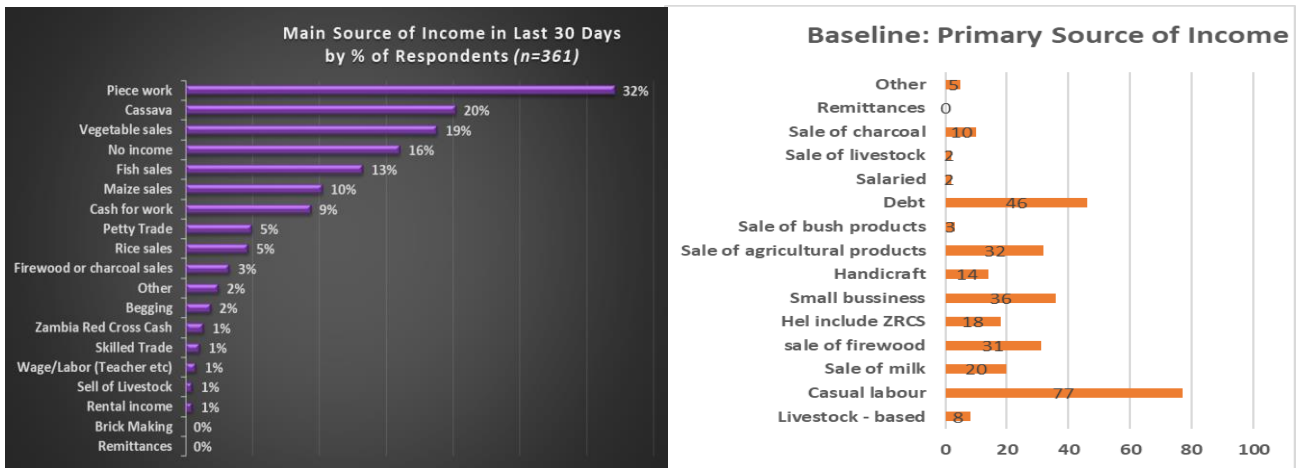


Figure 16 Household Sources of Income at baseline and end line

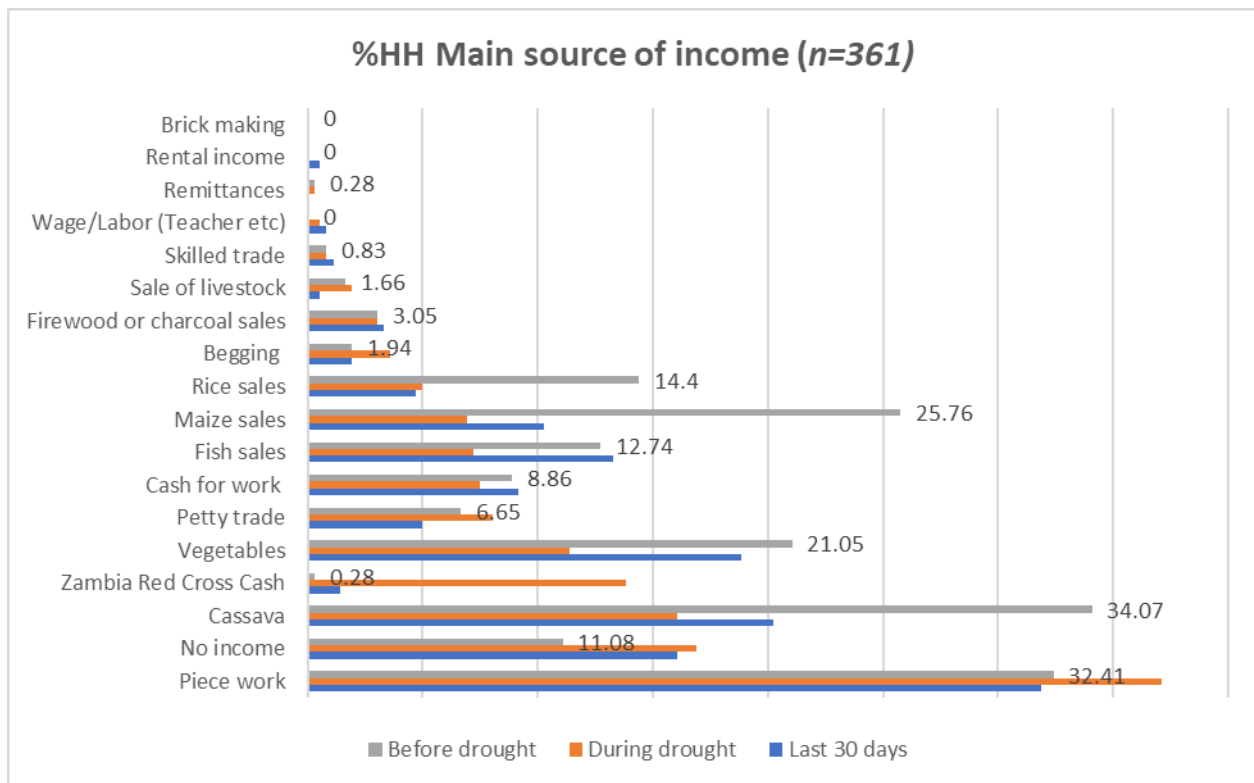
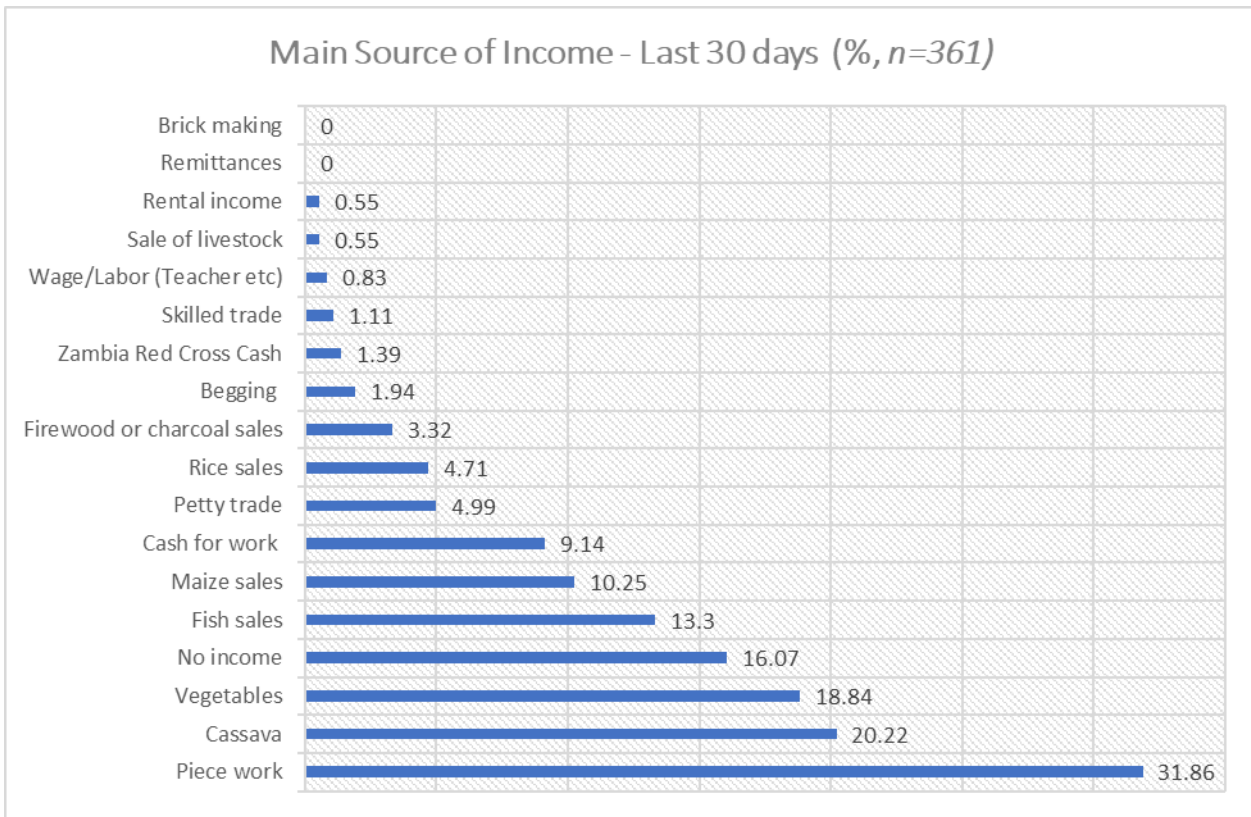
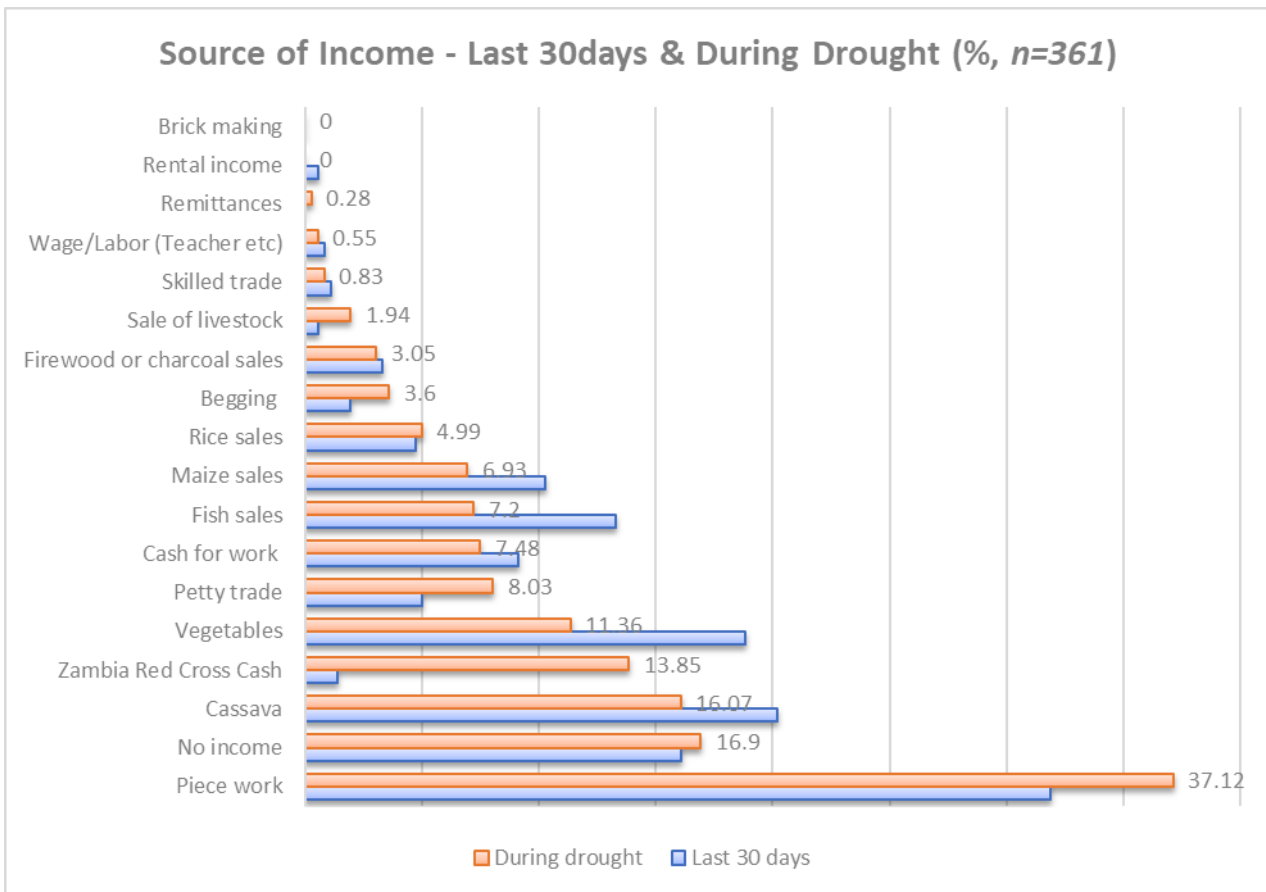


Figure 17: Household Sources of Income before, during and after drought



**Figure 18: Household Sources of Income at end line**



**Figure 19: Household Sources of Income at baseline and end line**

### 3.6.2 Household Indebtedness

Household indebtedness is a key indicator of household income status. This information was also not collected at baseline so the consultant could not compare changes realised thus far. As indicated in Figure 20 below 38% of the respondents confirmed that they had incurred debt at the time of the study. The percentage number (around 33 to 35%) of households with debt remained almost the same between the baseline period and the time of the survey. Figure 21 shows that more males were in debt than females. This can be explained mostly by the fact that men as head of the household are more like to take loans on behalf of the family to meet household needs for households where a male and female are present.

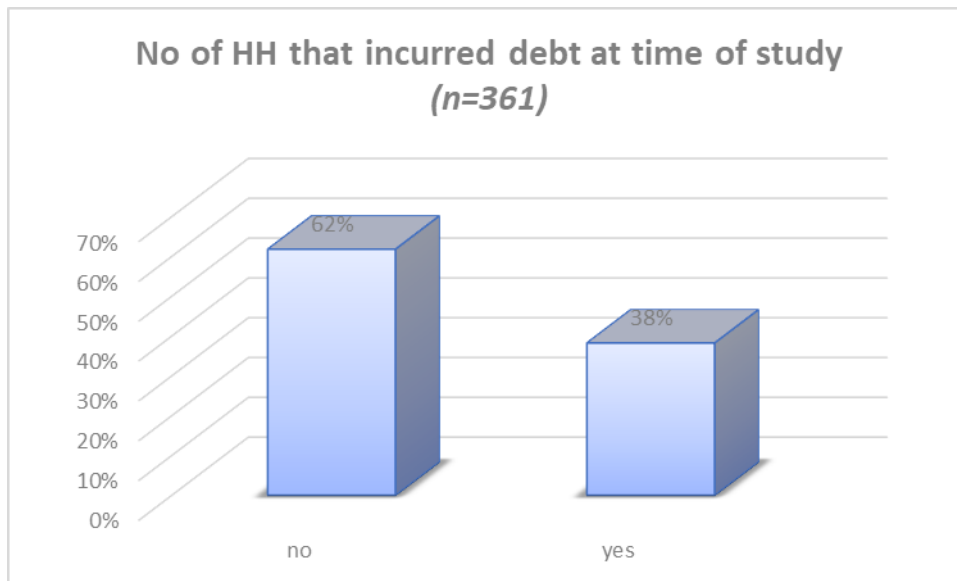


Figure 20: Household Indebtedness by respondents

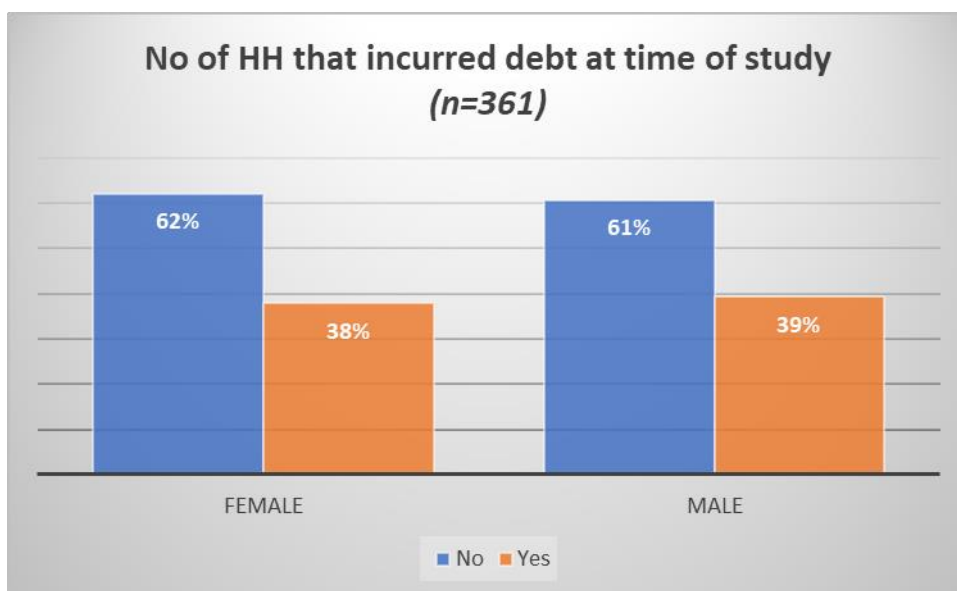
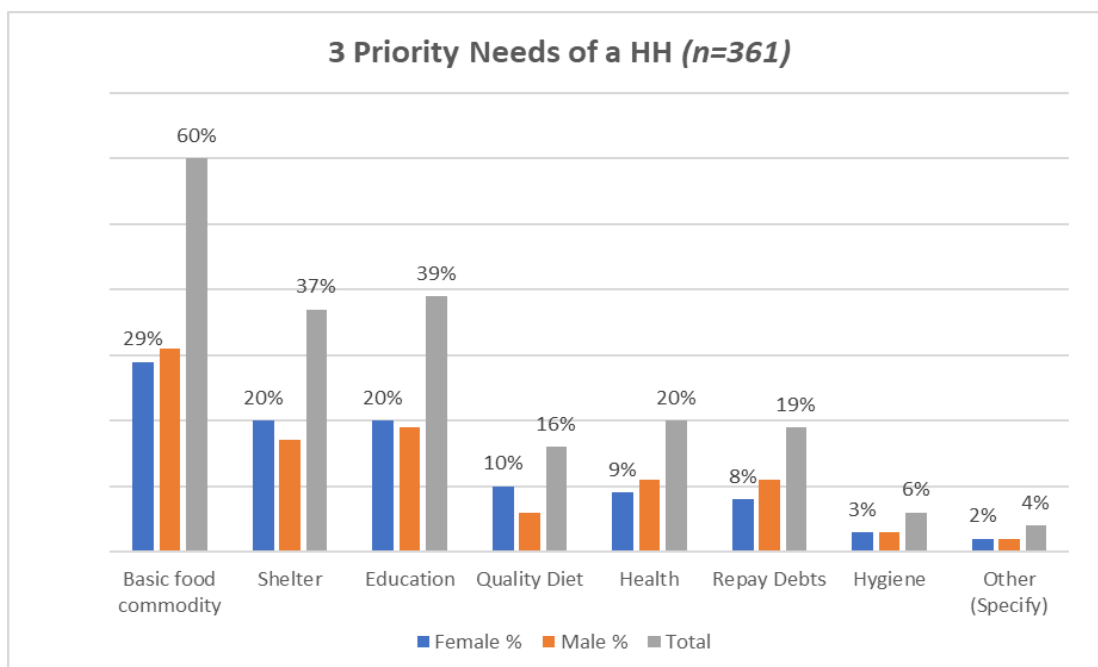


Figure 21: Household Indebtedness by gender

The household debt in question is mostly related to cash used for buying basic needs such as food, soap etc as seen on the expenditure patterns and not for key household assets. The fact that the household can be in debt to meet basic needs is an indication most of the households are within livelihood survival threshold.

### 3.6.3 Household Priority needs

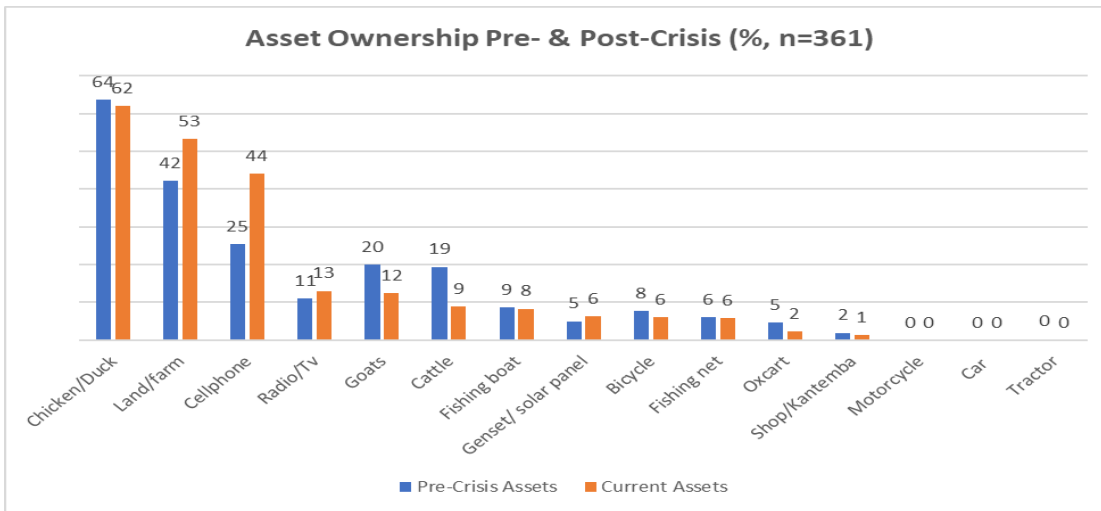
According to the survey findings presented in Figure 22 below, most households placed a lot of priority on basic food commodity, education, and shelter. In comparison to females' households, most male headed households recorded respectively higher ranking of importance or necessity for basic food commodities, debt repayments, and health. Hence, there was not much diversion from the baseline findings which indicated that main priority needs of households in the area were: food, health and productive assets, with many expenditures of the income being channelled to health, education and basic food commodity ranks the highest among needs of the households, followed by education, Shelter, hygiene and quality diet with paying Debts being the least.



**Figure 22: Priority needs of Households**

### 3.6.4 Household Assets

As indicated in Figure 23 below, most of the households did not sell any assets in the recent past. Since the majority had chicken (63%) and land (42%) as their main assets prior to drought, it is understandable these could not be sold. Land is particularly tricky. Current status still show a similar trend in asset ownership and in some cases it has either remained static or improved i.e., in 2021 around 62% of the households still had chickens and a higher number of households (53%) now own land while 44% (up from 25% before drought) now have cell phones.



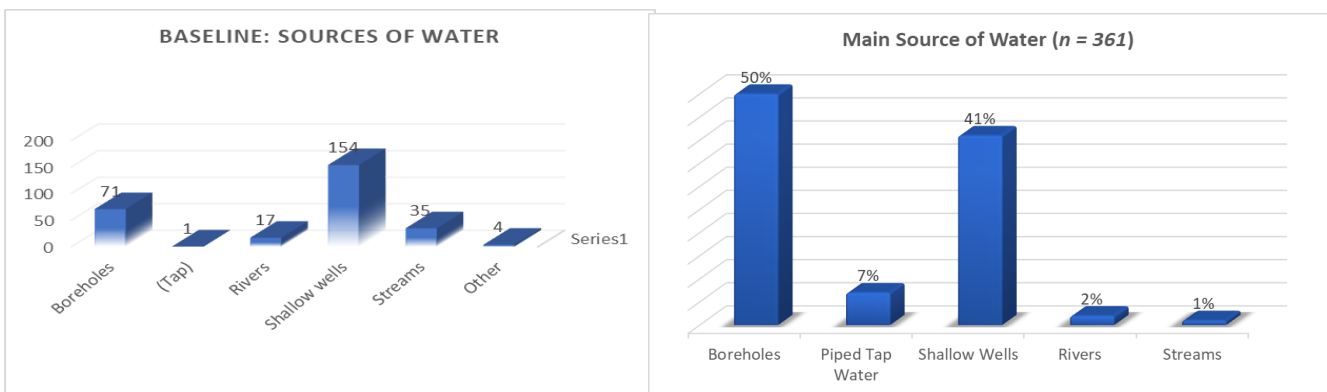
**Figure 23: Household Assets**

### 3.7 Water Sanitation and Hygiene

The objective was to reduce risk of waterborne and water related diseases in targeted communities through increasing access to clean drinking water, provision of training in hygiene and sanitation and rehabilitation of water points. 11 boreholes were drilled in total with 5 of them under the appeal and 6 drilled through the NLRC bilateral support. All the 11 boreholes were equipped with propelled solar equipment for domestic, livestock and irrigation activities.

There was an increase in the number of households (50%) accessing water from boreholes and a drastic drop in households relying on shallow wells compared to baseline while piped tap water sources also increased. On the other hand, rivers, and streams accounts for the least source and on average the quality of water is either good or bad quality. The main source of water for the animals are rivers or steams with boreholes and shallow wells being the least. The Kalabo picture in terms of access to improved water sources is closer to the national situation where in 2020 57.3 percent of the population had access to improved water sources consisting of borehole (38.3%), protected well (15.6%) and piped water (3.4%). The remainder drew water from unimproved sources which were unprotected wells (18.4%) and open sources such as rivers and lakes (23.6%)<sup>5</sup>.

#### 3.7.1 Sources of Water



**Figure 24: Sources of Water at Baseline and End line**

<sup>5</sup> IFRC (2021) Final Report Zambia: Bilateral Support - Drought Appeal



The ZCRS investment in Kalabo through the solar boreholes has significantly changed the situation in terms of sources of water being used. As indicated in Figure 24 above those accessing borehole water increased from 25% at baseline to 50%. Those who reported to access water from rivers and streams (considered not good sources for clean water) at baseline were around 18% and at end line this number was reduced to 3%.

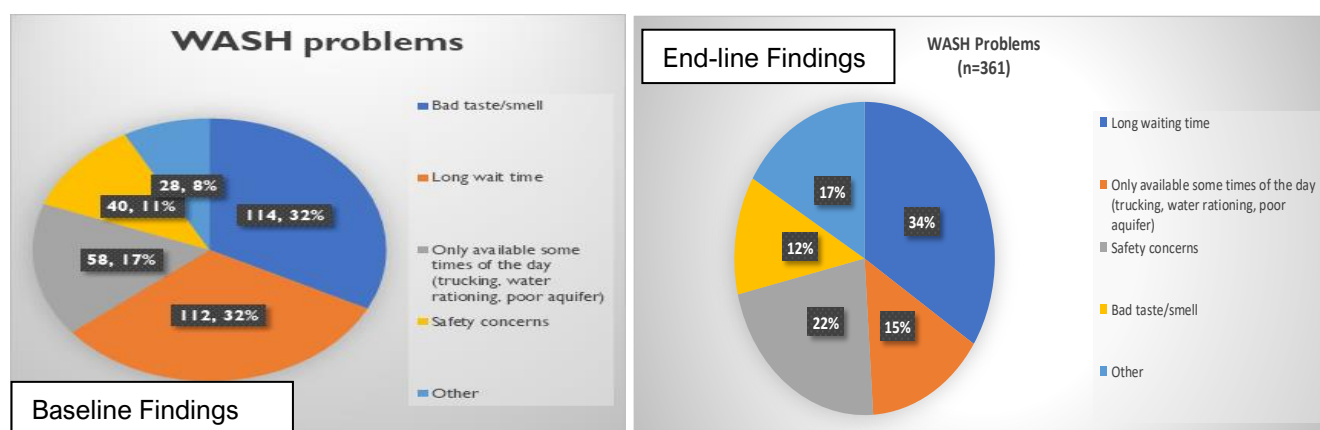
### 3.7.2 Problems Related to Access to Water

Despite many sources of water, as presented in Table 8 below, 35% of the households reported that they have problems with collecting water which is mainly collected by adult females and child females.

**Table 9: Problems Related to Access to Water**

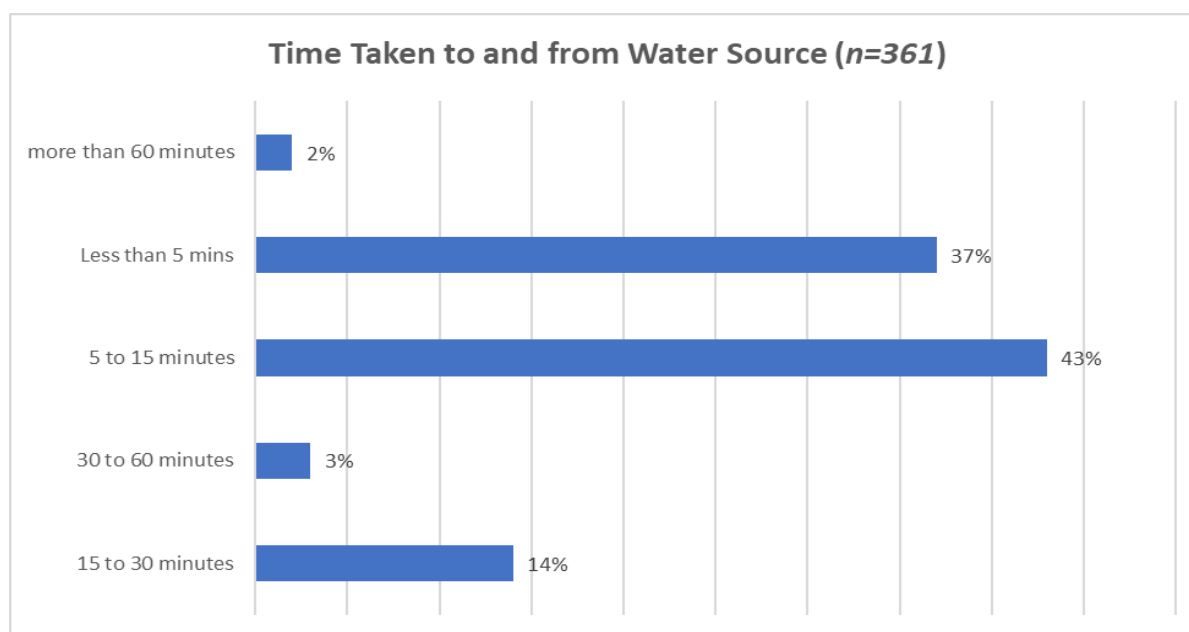
Do you have any problems with collecting water?		%
No	233	65
Yes	128	35
<b>Grand Total</b>	<b>361</b>	<b>100</b>

As indicated in Figure 25, at baseline major concerns related to access to water were ‘long waiting time’ 32% and “bad taste/smell” 32%. At the time of the survey there is a drastic shift on bad smell from 32% to 15% still facing this issue. However, although cleaner water is available but the issue of long waiting time to collect water is still there now at 34% which could indicate that there is now higher demand for portable water. Safety concerns especially for women and children during water collection still exist and this is an issue requiring further investigation in view of IFRC’s work on promotion of protection of women and girls and reduction of violence against women and girls.



**Figure 25: Problems Related to Access to Water**

### 3.7.3 Time taken to collect water



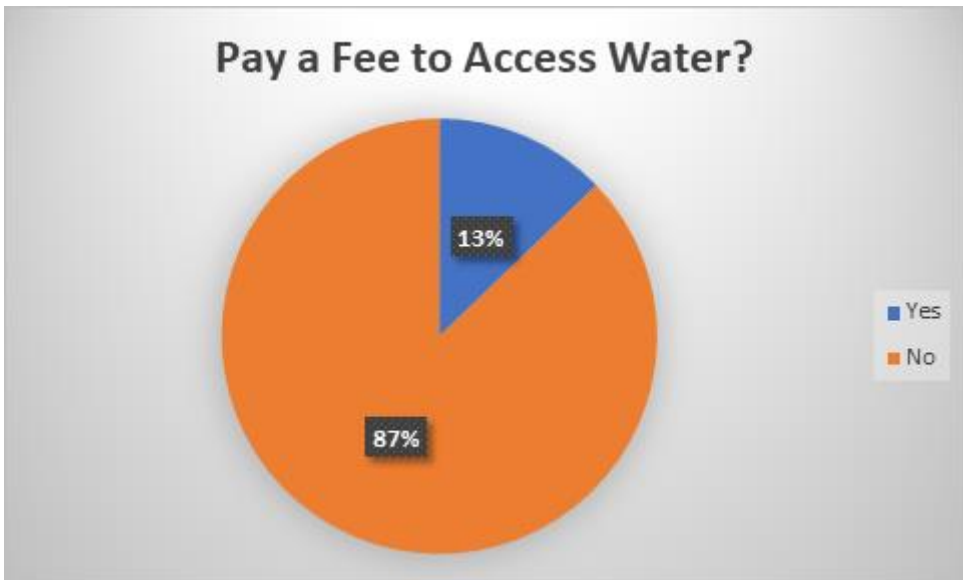
**Figure 26: Time taken to collect water**

The baseline did not capture time taken by women and girls to collect water. But it is a key indicator for access to water so end line captured information on this as presented in Figure 26. According to UNICEF, in sub-Saharan Africa, one roundtrip to collect water is 33 minutes on average in rural areas and 25 minutes in urban areas<sup>6</sup>. The situation in Kalabo based on these findings is much better in that the majority reported that it takes 5 to 15 minutes to go collect water and return home. A significant number also indicated that they take less than 5 minutes.

### 3.7.4 Payment for water

Traditionally most rural communities consider water a free commodity whether it is clean and healthy or unclean. As such payment for water often becomes a controversial issue in rural areas. On one hand free access to clean and safe water is seen as a core strategy to encourage those using unprotected water to use such. On the other hand, where clean and safe water is provided through borehole as the case in Kalabo where there are technical sophisticated solar based water points are installed lack of monetary contributions by households may affect maintenance and sustainability of the water points. As in Figure 27, only 13% indicated that they pay a fee to access water. It is not clear whether this is a payment for maintenance or access fees but whichever the concept is far from being a reality.

<sup>6</sup> UNICEF (2016) UNICEF: Collecting water is often a colossal waste of time for women and girls <https://www.unicef.org/press-releases/unicef-collecting-water-often-colossal-waste-time-women-and-girls>



**Figure 27: Payment for Water**

***3.8 Enhanced NS Capacity in Livelihoods and WASH Sector***

The objective was to strengthen the capacity of ZRCS in Livelihoods and WASH sectors through trainings, sharing lessons and collaborations. The training of the 18 staff members on Cash Based Interventions (CBI) level I and level II (Level II under bilateral support) prepared the team for the Cash Transfer Programs (CTP) under this and future interventions. The NS is now cash ready to implement cash transfer programmes having been trained and having gathered the required knowledge and practical experiences from the Kalabo Drought Response operation.

The NS's capacity to successfully coordinate, implement, monitor and evaluate the projects of similar nature has also been enhanced. At National level, ZRCS successfully attended Cash Technical Working Group (CTWG) meetings where all partners providing cash in Zambia for the food insecurity response met and discussed the different modalities and lessons learnt. Through the Provincial Administration as an entry point and later the District Disaster Management Committee (DDMC), ZRCS conducted a consultative meeting for government stakeholders which resulted in ZRCS intervening in 11 of the 20 wards in the District

## 4.0 ANALYSIS OF KALABO OPERATION KEY FINDINGS BASED ON CORE EVALUATION CRITERIA

This chapter builds on findings presented in chapter 5 above to analyse these findings based on standard and globally accepted evaluation criteria. The evaluation analysis considered relevance, effectiveness, efficiency and value for money, impact, coherence and coordination, sustainability and equality and inclusion.

### 4.1 Relevance

The following sub questions were prioritised to answer the question of relevance:

#### ***Was the intervention aligned to Zambia Government priorities?***

The ZRCS drought operation aligned with Zambia Government needs, priorities, and policies. The operation was consistent with the aspiration of the Vision 2030 which outlines long-term national and sector goals for attaining desirable socio-economic indicators, to fulfil the Zambian people's aspirations including that the economy would be self-sustaining, dynamic, and resilient to any external shocks. The intervention is also aligned to the Seventh National Development Plan (7NDP), which is the country's blue-print for development up to 2021 in relation to articulating how to achieve vision 2030 aspiration related to having a country free from hunger, poverty and other forms of deprivation and a healthy society with a low disease burden and low mortality rate<sup>7</sup>. The operation also supported the vision of the Zambia National Disaster Management Policy to have a sustainable safety-net for the protection of the citizenry, its assets, and the environment from disasters.

The Emergency response also complemented the Government's own Recovery Action Plan, which had the aim to provide life-saving and early recovery support to 2.3 million people in need over the period of 12 months<sup>8</sup>. The Government had mobilized USD 36.7 million for food security, nutrition, health, water, sanitation and hygiene, protection and education services against their own plan, and requested the support of international partners to fill the funding gap, hence the appeal by ZRCS was needed. The ZRCS appeal strategy and objectives were hinged on the findings of 2019 Zambia Vulnerability Assessment Committee led by the government through the DMMU.

#### ***Was the operation responsive to the need of the beneficiaries?***

Consultations also reviewed that the project was relevant to the needs of local population and for the development objectives of the district. The project was also aligned with the national and sectoral policy framework for poverty reduction, agriculture, and disaster risk reduction as indicated above. Further to the findings of the Feasibility study and market assessment for the cash intervention, consultations also showed that the interventions were all relevant and appropriate with more preference on the unconditional multipurpose cash transfer.

#### ***Were the activities carried out relevant in the context envisaged outcomes and impact?***

Based on the findings presented in chapter 5 the key activities that were undertaken fell into four broad intervention categories namely cash transfers for food and income security, inputs for

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<sup>7</sup> Government of Zambia (2017) The Seventh National Development Plan (7NDP), Ministry of National Development Planning

<sup>8</sup> Revised Emergency Plan of Action (EPoA) Zambia Food Insecurity

agricultural productivity, Water, Sanitation and Hygiene and capacity building for the National Society and partners. From the findings, the activities and interventions undertaken contributed to the envisaged key outcomes such as ensuring that immediate and basic food needs are met and increased food production from own gardens. However, due to limited information at baseline the report cannot demonstrate realization of some of the outcome related to the reduction in waterborne diseases which is implied to have been realized based on the fact that water sources were improved and that there was hygiene education and awareness.

### **Can the intervention really bring lasting changes in the community?**

Based on the case studies provided in chapter 5 cash transfer beneficiaries did not only get temporally relief during the drought period as other managed to start income generation activities while others were able to acquire key assets like houses, land and solar equipment. WASH interventions have significantly changed access to water situation in Kalabo for drinking, livestock and for small scale crop production.

However, in terms of WASH interventions could have been more sustainable if aspects related to toilets were dealt with during the intervention. The Sphere standards require that people have adequate, appropriate, and acceptable toilets to allow rapid, safe, and secure access at all times. Given resource constraints maybe the intervention would have not been able to support toilet construction but a better analysis of the situation around toilet access would have been useful for the advocacy with government and other actors and also this could have informed the hygiene education and awareness. Key indicators include ratio of shared toilets with key target being minimum 1 toilet per 20 people, distance between dwelling and shared toilet with target being maximum 50 metres, percentage of toilets that have internal locks and adequate lighting, percentage of toilets reported as safe by women and girls and percentage of women and girls satisfied with the menstrual hygiene management options at toilets they regularly use.

### **Were the activities culturally relevant?**

Across all key interventions from cash transfers through to agricultural inputs and WASH there were no key cultural concerns expect that in some areas some chiefs felt not well involved in beneficiary selection. In Zambia chiefs have a strong influence on community activities and beliefs as such it will be important to demonstrate that they are critically involved.

## ***4.2 Effectiveness***

The following key questions address issues of effectiveness for the Kalabo Operation:

### **What is the degree of usefulness, of the activities on the lives of the people?**

All the activities under key broad interventions were critical to beneficiaries in terms of meeting basic needs such as food, water, hygiene education, access to inputs, awareness on climate smart agriculture practices. Chapter 4 and 5 have provided adequate evidence that the activities were useful to lives and livelihoods of the people in Kalabo. Households were able to meet immediate needs through the unconditional multipurpose cash transfers. The PDM and the consultations provide evidence that most targeted households had improved capacity to meet their immediate needs of food and water. On average 30% based on the PDMs used cash for food and prioritized housing and covering education expenses for their children. Some beneficiaries utilized the cash on diversifying their livelihood sources such as starting new businesses such as livestock, trade, food processing and marketing and purchasing other household necessities such as blankets.

They also managed to increase productivity and post-harvest management (agriculture-based livelihood) through smart agriculture training and farming inputs distribution. Around 2000 Farmers were trained in climate smart agriculture and farm inputs such as fertiliser, seed and spraying chemicals were provided to them. The targeted population was also supported with 11 boreholes installed with solar panels for water for both domestic and irrigation activities. Staff and volunteers were in CEA, PGI and Cash Based Interventions. The water sanitation and hygiene situation at Primary Schools was improved by the construction of hand washing facilities formation of School Hygiene Clubs (SHC) for hygiene and sanitation sensitization.

#### **To what extent were the objectives achieved?**

Most of the project objectives were over - achieved although the planned targets in terms of number of households except for output 2.1 target number of people with increased access to clean drinking water was significantly low. The project successfully facilitated the distribution of unconditional cash transfer to targeted households for 4 months reducing the burden of food shortages. 11 boreholes were drilled and installed solar panels for irrigation activities. Farmers were provided with fertiliser, seed, spraying chemicals and training on smart agriculture. The project capacitated ZRCS staff with level one and level two trainings on Cash Based Interventions and 30 volunteers with CEA.

#### **How did people in Kalabo engage with the operation and did they take ownership of the project?**

People from Kalabo have a good working relationship with ZRCS. They were engaged since inception of the project through consultations at different levels. Setting up of the cash transfer modality was complex and took long but the communities in Kalabo were patient and understanding. The solar power water points are being managed by the community including ensuring that there is no vandalism and there is commitment for repair and maintenance of the installations.

#### **What was quality of management for the operation?**

ZRCS and IFRC are organised institutions with resources, experience and clear policies and procedures governing key systems (programming, human resources, procurement, and financial management) relevant for the execution of projects as was done with the Kalabo Operation. The operation was executed with adequate systems for accountability, quality management and back up plans. The personnel and human capacity were adequate and had the relevant skills to undertake the operation and where skills gaps existed training was provided.

#### **Is there technology and/or equipment that the project has introduced? How is this being managed?**

The operation brought technology innovation to the beneficiaries in the form of mobile money and solar water pumping technology. Mobile money is a technology that allows people to receive, store and spend money using a mobile phone and at times just a phone sim card. Mobile money is a service that stores funds in a secure electronic account, linked to a mobile phone number. This technology is easy to use and manage since it is at a personal level. Two aspects critical for mobile money in Kalabo is the risk of loss of sim cards by beneficiaries which may limit their full integration in the technology and other is maintenance of network infrastructure by MTN to sustain the initiative.

Solar water pumping is based on PV technology that converts sunlight into electricity to pump water. The PV panels are connected to a motor (DC or AC) which converts electrical energy supplied by the PV panel into mechanical energy which is converted to hydraulic energy by the pump. The projects worked with the Ministry of Water Development, Sanitation and Environmental Protection in Zambia including provincial and district teams to ensure sustainability of the water points

### **What were the challenging factors?**

**Poor infrastructure:** The telecommunication infrastructure in the district was not supportive to the use of mobile money as modes of cash transfer, mobile transfers were to some extent affected by the poor telecommunication infrastructure. Even though an assessment was done to assert the availability of MTN phone network coverage in the targeted wards, it was later discovered that some areas had poor or no coverage. Sibole and Lutwi were particularly noted to have had no coverage as pointed out the MTN representative:

*“There were a few hiccups but not very much, for example Sibole and Lutwi wards had bad network. Beneficiaries were disappointed but in the other wards everything went well”* MTN Area sales representative for Western Province.

For beneficiaries who lived in wards with limited or no coverage, MTN agents working with ZRCS staff and volunteers collected the sim cards from beneficiaries and withdrew the money on their behalf.

*“In the wards where the network was very poor, the solution was to collect all the sim cards from the beneficiaries and bring them to Kalabo where there is good coverage and withdraw money on behalf of the beneficiaries and then take cash back to them in envelopes”.* **ZRCS staff**

The concerns of poor network coverage was also raised by the traditional leaders, the district administration and DMMU who were of the view that the use of multiple service providers would have been more effective because in some areas where MTN coverage is unavailable, other service providers might have coverage.

**Low levels of literacy:** The use of the mobile money as a modality was also affected by low levels of literacy among some targeted beneficiaries. Due to inappropriate use of mobile money, some beneficiaries had their PIN numbers and sim cards blocked. This required MTN staff to reset and unblock sim cards.

### **4.3 Impact**

However, it is always not possible to measure overarching impacts directly as such it is necessary to consider contribution made knowing the impacts constitutes other contributing factors. It is important also while considering impact to use circumstantial evidence to determine attribution. Under normal circumstances, an impact evaluation should 3 to 5 years after the intervention so the case of Kalabo 18 months after means there might be a limited of the impact from the findings but this is acceptable taking into account the availability of resources and the timing of decisions about the intervention under investigation. Several indicators will be considered to ascertain impact as follows:

**Food security and nutrition:** based on the findings and when you consider the strict definition of food security which considers all people, at all times, having physical and economic access to

sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life then we can conclude that the intervention did not facilitate realization of food security for people in Kalabo. However, the intervention contributed significantly to addressing emergency food security and livelihoods needs for target beneficiaries for some period during and after the transfers (6 to 8 months). For nutrition, no parameters were captured at baseline hence the key assumption would be that beneficiaries of the cash transfer had relatively better nutrition outcomes. But often malnutrition in all its forms includes undernutrition (wasting, stunting, underweight), inadequate vitamins or minerals, overweight, obesity, and resulting diet-related noncommunicable diseases is rather complex and is it safe to draw conclusion based on evidence rather than speculation. Our study found that morbidity rates had dropped and that most households were able to engage in production of nutrient dense foods such as fruits and vegetables as a result of the seed they received from the programme.

**Agricultural production:** the findings indicate there was improved production after households received agricultural inputs and the related climate smart agriculture training compared to the drought year. However, the level of production was lower than previous years where there were better rains. Reliance on rain fed agriculture production is a key challenge to crop production hence the need to intensify investment in irrigation farming systems.

**Asset accumulation and ownership:** The findings do not show significant difference in terms of asset ownership before and after the intervention. Slight increases were noted in cell phones, house solar technology, land/farms, and radios. Slight reductions were registered in goats, cattle, and chicken/ducks. The intervention therefore to a greater extent contributed to maintenance of household assets that would otherwise be lost due drought coping mechanisms.

**Economic empowerment, labour, and productivity:** the cash transfer afforded the target households to have 2-3 meals in a day which is slightly higher than the 1 meal most households were having during the crisis. Beyond food some of the beneficiaries did buy clothes, soap for improved personal hygiene, iron sheets for housing and phones. Beneficiaries households were less likely to sell labour for income generation thereby using such for own productivity.

**Impact on non-recipients:** Rural Zambia just as most sub-Saharan countries there are very thin lines among the poorest, poor, and better households in the communities. It was reported by ZCRS that the money had a wall between those who received the money and those who did not in terms of social relation while social relations improved within families.

**Impact on local businesses:** The cash transfer intervention has had a positive impact on business in Kalabo as it boosted trade in food and non-food items. Cash transfers helped local entrepreneurs maintain their livelihoods, increasing firm profit, enhance spending, and food expenditures. The transfers also caused a re-opening of previously closed businesses. However, a detailed market assessment is required to assess the full impact of the operation on the local market systems.

**Impact on prices or inflation:** with the cash injections demand for food and other non-food prices increased and this led to temporal price inflation. Such perioding inflation negatively reduced purchasing powers of those that were not recipients of the cash.

- **WASH Related impacts:** The scope of WASH interventions was limited to water supply and hygiene education leaving out critical aspect related to toilet access and related sanitary facilities like bathrooms. Provision of water and hygiene education will not deliver full benefits if not



accompanied with provision of basic sanitation facilities which on or near the premises which may include a pit latrine with slab, a ventilated improved pit latrine, a flush toilet, a pour-flush toilet or a composting toilet. Unimproved facilities include a pit latrine without a slab, hanging toilets and bucket toilets while lack of adequate sanitary facilities or poor sanitation practices include on the extreme end open defecation.

The evaluation also noted that most WASH impact indicators were not considered at project design and at baseline these include measurement of prevalence of water borne diseases among children such as diarrhoea, percentage of population with access and using hygienic sanitation facilities, percentage of food preparers and child caretakers who report and demonstrate appropriate handwashing behaviour among others. However, from the key outputs reported number of safe and clean water sources improved in Kalabo which has a contribution to increased percentage of households with access to improved, safe, and clean water sources and quantity of water used per capita per day. Awareness raising on good hygiene practices were also undertaken although we cannot ascertain direct impact of such using data on the typical indicators key focus discussions both at district and community levels confirmed reduced prevalence of water borne diseases in within households and schools within the district.

#### ***4.4 Sustainability***

Sustainability would have been met if the key aspects of the project successfully continue once the external financial or technical support has been withdrawn. Some of the key considerations to ascertain sustainability include:

##### **Will the project benefits continue after completion of the project?**

The emergency cash transfers were meant to be a short-term relief intervention as such they were phased out with the agreed period. Evidence from the consultations and the case studies suggest there are long term benefits that will continue among beneficiaries like cell phone connectivity, those that started IGAs and those that invested in housing or purchase of assets like livestock and land. Within the agricultural productivity farmers have gained access to seed for some crops which are recyclable and there are skills and knowledge related to climate smart farming that will continue to assist farmers. Similar WASH infrastructure if well maintained will continue to provide water for the community for years and hygiene education will assist with medium to long term behaviour changes.

##### **Is there an exit strategy and how effective is the exit strategy?**

Although exit strategy was not formally written down the project had a clear exit strategy articulated within the execution of the interventions. The NLRC bilateral support which was an additional stream of funding parallel to the Appeal funding was noted to be part of the exit strategy that will contribute to project sustainability. The cash beneficiaries were aware and prepared transfers were for a fixed period. Likewise, agricultural inputs and related activities were clearly defined to be a boost household in relation to drought impact. The same with WASH where communities and government were asked to play key roles as key custodians for the facilities. The irrigation equipment installed is solar based hence it has a low running cost that can be sustained by communities after the lifetime of the project. However, it is important to note from the case studies and the community consultations that Kalabo communities have very high expectations from ZRCS which could be linked to previous support. ZRCS should ensure in future intervention to strengthen community awareness on the role of Government of Zambia as a primary duty bearer and that ZRCS is there just support government to deliver their mandate.

### **Are Institutional roles demonstrating continuity and sustainability?**

How various institutions collaborate, and coordinate can ensure optimum implementation that leads to continuity and sustainability. In the case of the Kalabo Operation the roles of ZRCS, Government, NGOs, UN agencies, donor partners, private sector (MTN), and volunteers were well defined and will contribute to continuity and sustainability. The operation demonstrated linkages to existing services and ministries. Consultations indicated that the Government of Zambia has existing structures such as Community Welfare Assistance Committees (CWAC) that routinely meet and can be the pillar of sustainability for the intervention. The knowledge and skills gained by ZRCS staff the volunteers and other stakeholders from this project on Gender and protection, Community Engagement and Accountability and data collection can be used to support future ZRCS operations or any other operations in the district.

The Kalabo Operation is a key contributor to ZRCS cash readiness which entails capability for the National to design, raise funds and execute cash-based interventions. The is a practical demonstration of IFRC mission to strengthen national humanitarian action and localisation of aid through investments into National Societies to build capacity of the humanitarian sector to deliver more effective and efficient humanitarian assistance through uptake of cash assistance.

### **What are the key social and environmental issues that need to be managed in the long time due to the project?**

The project brought limited social uneasiness between selected cash beneficiaries and those who were not selected but this did not translate into anything serious conflict wise. However, there are a few community leaders who are still disgruntled for being side-lined in the targeting processes. The interventions therefore were socially acceptable and brought a lot of positive social cohesion in the communities. Solar based water and irrigation systems are great demonstration that project was environmentally sound to similar alternatives where water pumping for irrigation often use fuel-powered pumps.

## **4.5 Coherence and Coordination**

Coherence and coordination considered the coordination between different actors and thus emphasize the questions of synergies and avoidance of duplication efforts considering the following:

### ***Alignment with Key National Policies and Frameworks in Zambia***

The interventions in the Kalabo Operation supported the 2015 National Disaster Management Policy which has a vision to have a sustainable safety-net for the protection of the citizenry, its assets, and the environment from disasters. The policy mission is to develop, coordinate and monitor disaster risk management programmes to minimize loss of life, damage to property and the environment<sup>9</sup>. As such the restoration and strengthen livelihoods of drought affected household is well aligned with the aspiration of the National Disaster Management Policy in Zambia. The intervention also aligns with the provisions of Zambia's New Water Supply and Sanitation Policy Launched July 2020 which among areas aims to implement strategies for development, maintenance, rehabilitation, modernization, expansion, and operation of infrastructure for WSS with appropriate technology.

### ***Alignment with IFRC Policy Frameworks***

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<sup>9</sup> Government of Zambia (2015) National Disaster Management Policy

The Kalabo Operation demonstrates the implementation of 2 key 2030 IFRC's Strategic goals: namely that people anticipate, respond to, and quickly recover from crises; and that people lead safe, healthy, and dignified lives and have opportunities to thrive. The operation is also in support of IFRC Southern Africa Disaster Risk Management Strategy Towards Community Resilience Goal to give focused, high-quality, needs and demand driven support to southern African National Societies in order to save lives, significantly reduce the suffering and the humanitarian impacts of disasters and crises while building resilience within the most at-risk communities of the region.

***Level of cooperation at multiple levels:***

Regional and national Level: From the findings, there was adequate cooperation between and among international, national, and community actors for the project. The progress reports and the consultations provide evidence that there was joint support from key stakeholders to deliver the project starting with internal coordination among ZRCS, Netherland Red Cross and IFRC. As indicated in the section of project stakeholder analysis roles and responsibility were well defined and there were consultations with stakeholders across key project activities. The fact that one of the PNSs (Netherlands) is based in Zambia worked so well in terms of improving coordination with ZRCS and other key partners.

Provincial level: There was no strategic institutions participating in the coordination structure as was at national and district levels. There was no provincial steering committee that was put in place. The provincial DMMU office worked through the district administration office to coordinate with ZRCS at district level. In the inception phase, some meetings were held at provincial level to discuss and understand the scope of the project. Even though there was no steering committee at provincial level, DMMU had oversight of the implementation of the project through the district administration.

District level: Consultation with personnel confirmed that the coordination at this level worked relatively well. One observed element is that at district level, there are no DMMU offices, which means a key player in the response to the disaster was not represented. All disaster related interventions and matters are handled by the district administration through the office of the District Commissioner (DC). At district level, there was notable coordination with the district administration particularly the DAO and officers from the MCDSS. Consultation with the district leadership such as DAO showed that coordination was there but was not very efficient:

Community level: Analysis of data from the show that the engagement of the CWACs (a key coordination structure at community level) in project activities was not well planned and they did not engage with other community structure such as chiefs and headmen. The main reason given was that CWACs were not trained in what they needed to do. Their lack of full knowledge of their roles and understanding of the projects affected the quality of sensitization and beneficiary registration. FGDs with CWACs confirmed this trend:

*“We really did not fully understand what we needed to do in this project, it would have been nice if we were trained at the beginning of the project. Training would have been very helpful to make us understand how we needed to register households”.*

A traditional leader in a focus group discussion also attributed lack of training of CWACs and volunteers as the reason for poor coordination:

*“The selection of beneficiaries was done badly and the people registering did a bad job, they needed to be trained and work closely with indunas and headmen to coordinate things, we would have helped with identifying vulnerable households”.* (FDG participant in Salunda ward).

## **4.6 Efficiency and Value for money**

This involves looking at what other methods were available that could have achieved similar results. To determine efficiency the following key questions were considered:

### **Were the outputs completed in specified time and allocated budget?**

Based on feedback from ZRCS and IFRC all the required outputs were delivered within time and budget. This includes an agreed no cost extension that was necessary due to delays in the commencement of the cash transfers and COVID-19 pandemic related restriction implications. Other key stakeholders especially from government felt the cash transfer set up took too long than it is required, and it significantly delayed the delivery of the project. Other key stakeholders also observed that there was poor decision making on part of government to accept Zambia VAC results and declare the drought emergency subsequently delayed the IFRC Appeal process.

### **Were the activities cost efficient?**

Cost efficiency for rural humanitarian interventions are not easy to calculate in part due to lack cost-estimation methods, limited scope for comparison to national and global benchmarks and limited capabilities related to sensitivity analyses. One aspect commonly used is cost per beneficiary (total award value/total unique beneficiaries/distribution months). It is useful for programs with routine transfers, easy to understand and apply for single-sector programming it does not directly account for size/scale of transfer, and accounting for non-distribution related activities is a challenge<sup>10</sup>.

However, based in the information provided i.e. total project funding received (CHF1,039,739.23 app. USD 1,133,048.55) and targeted beneficiaries (6000 households app. 30,600 individuals<sup>11</sup>) it means cost per beneficiary can be estimated at USD 189 per household or USD 37 per person. This figure can make more sense if compared to a similar context in terms of interventions, geography etc. as such the evaluation team would encourage that ZRCS, IFRC or the donors compare such with other related initiatives. Given Kalabo is a rural remote district with less from government and humanitarian and development agencies most stakeholders indicated that ZRCS operations were done in the most efficient way possible as they are very few alternative options to undertake the activities.

### **Were objectives achieved on time?**

The operation faced difficulty in terms of commencing activities mostly due to reluctance on part of Government to declare the drought. Further delays were encountered during the Appeal and fundraising process. Engagement of MTN as service provider also contributed to project execution delays including setting up of systems on their part. Delays were also reported in the roll out of WASH and health interventions. The COVID-19 pandemic and the subsequent government travel and gathering regulations, inaccessibility of some of the target areas also delayed the activities. However, regardless to all these the project was able to realize all the intended objectives within the overall implementation period. There also reported incidences of inputs being delivered late or boreholes being sunk late due to seasonal changes that resulted into impassable roads.

### **How were Staff Recruitments and Project Procurement undertaken?**

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<sup>10</sup>USAID (2018) Cost Efficiency and Cost Effectiveness in Humanitarian Assistance Workshop Report [https://reliefweb.int/sites/reliefweb.int/files/resources/1528293663.CE2HA\\_Report.docx.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/1528293663.CE2HA_Report.docx.pdf)

<sup>11</sup> Average household size being 5.1 as provided by Zambia Central Statistical Office

The project recruited dedicated staff using ZRCS recruitment policy and procedures which are in line with industry wide standards. In terms of procurement, for the CBI component IFRC procurement procedures were followed while and the rest of the interventions used the Zambia Red Cross procurement procedures. Both recruitment and procurement processes were competitive and due diligence was taken as observed on the selection and contracting the individuals and the service providers.

#### ***4.7 Mainstreaming of Accountability, gender, and inclusion***

In accordance to IFRC, gender mainstreaming, which is a strategy to achieve the aim of gender equality, should be used throughout the project's lifecycle as part of the commitment to ensure equality and inclusion. Key elements in gender mainstreaming include gender-responsive objectives, outcomes, outputs, activities, and gender-specific indicators; Gender institutional structures set up under projects; Involvement of both men and women in beneficiaries' consultations and analysis; Gender-responsive monitoring; Inclusion of an evaluation scope, criteria, questions, and gender-responsive methodology, tools, and data analysis, including sex-disaggregated data.

There was no dedicated project gender mainstreaming strategy, but gender was streamlined across all interventions. For instance, initial consultations and the project baseline had some form of gender analysis although not too elaborate. Community based targeting considered gender and inclusion dimensions in prioritising poor female headed households, lactating females, child headed households, households with orphans and the elderly. 73% of the beneficiaries in the CTP were females and 24% were males. The Emergency Cash Transfer Program consisted of a six-fold strata namely: Vulnerable aged over 65 years, Female Headed Households, Child Headed Households, Lactating mothers, differently abled and the Chronically ill overtly selected and validated through community meetings by CWACs, Village headmen, Indunas and community members. Female Headed Households had the highest proportion of beneficiaries (41%) and Child Headed Households had the least number of beneficiaries (3%)<sup>12</sup>.

In terms of accountability and transparency, IFRC and ZRCS accountability systems were applied for Kalabo operation including the financial systems at all levels throughout entire project cycle. Project financial documents including cash transfer files are held in a transparent manner and files are accessible on demand. There further internal ZRCS and IFRC systems to prevent, measure, and report fraud and corruption were not unique to the Kalabo Operation but institutional in nature.

The Kalabo Operation also had adequate internal monitoring and control mechanisms including a clear logical framework. There was adequate monitoring of implementation and processes including the targeting, registration, and distribution processes. A project baseline was carried out to set the out key indicators for monitoring progress, however it was not as comprehensive to cover all key required indicators. The project did not develop a dedicated M and E plan which normally assist staff and partners with adherence to set M and E commitments. Post distribution monitoring exercises were undertaken for the cash transfer programme.

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<sup>12</sup> Drought (Food Insecurity) Project - Emergency Cash Transfer Program Operation Status Report

## 5.0 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

This chapter provides key conclusions drawn from the entire evaluation. The conclusions build on the findings from the analysis to highlight the key overall insights, successes, and shortcomings of the project. The recommendations focus on how future similar projects can be improved, how the risk of failure or limited impacts can be reduced. A section on lessons learned has been included as potential implications of the report findings beyond the scope of the project being evaluated can contribute to institutional learning, policy-making or other programme designs.

### 5.1 *Main Conclusions*

#### 5.1.1 Lives saved, livelihoods safe guarded, dignity preserved, and gender equality improved

The interventions supported by the Kalabo Drought Operations contributed to restore and strengthen livelihoods of the drought affected households lifting majority out of hunger, risk of diseases and death, restoring their asset base and livelihoods in the process. The Cash transfers assisted the targeted to meet their basic needs such as food, shelter and generate an income for other household needs. This intervention preserved people's dignity as it gave them greater choice for which to buy unlike if they were provided maize. Cash was appropriate in the Kalabo case Kalabo as the supply of food to markets and shops was sustained but affected communities lost the means to buy it. Beyond the cash transfers the households also increased food production from own gardens due to agricultural inputs and training provided through the intervention. Clean and safe water sources have been increased for household and agricultural purposes plus hygiene awareness and education has been provided.

#### 5.1.2 Policy Advocacy opportunities for improving drought response emergency declaration processes and enhancing complementarity of cash-based interventions for emergency response and social cash transfers in Zambia and the Southern Africa Region

There are two aspects that arise from the evaluation of the Kalabo Drought Response Operation that are key for ZRCS and IFRC to consider advocating with Zambia Government and IFRC to consider scaling this to other SADC Member States.

- a) **Enhance technical evidence over political Interference in drought declaration:** Technical recommendations on food security and vulnerability are provided by government led Vulnerability Assessment Committee. The Zambia Vulnerability Assessment Committee (ZVAC), a multi-stakeholder committee that conducts in-depth annual Vulnerability Needs Assessment in Zambia. These assessments confirmed the number of people that were food insecure due acute or chronic food insecurity and could be in a food crises or emergency based on the Integrated Food Security Phase Classification (IPC). Based on this, recommendations are made to mitigate the effects of the identified hazards in the affected districts. The recommendations are translated into a Response/Recovery Action Plan with specific activities and costing, targeting affected households. While the rationale for the implementation of recommended interventions is to protect and safeguard the lives of the citizenry they are times like the case in 2019 when the key government officials assigned with policy decision related to declaration the of

drought were in denial and could not release ZVAC results on time to allow partners to start responding. This contributed to the delayed IFRC Appeal and subsequent delays for the operation hence need for targeted advocacy to improve this for timely and better coordinated emergency response initiatives in future.

**b) Seek complementarity and not competition of emergence cash transfers and social cash transfers**

Cash and/or voucher transfers support people affected by disasters and conflicts to meet their basic needs such as food and shelter and generate an income. This approach as was implemented in the Kalabo operation preserves people's dignity as it gives them greater choice on what to buy compared to receiving food. Social cash grants are often given within social protection programmes for poor and vulnerable children and their families. Social cash transfers tend to be regular, predictable payments of cash aimed at promoting economic empowerment, while decreasing poverty and food insecurity. There are cases where both emergency cash transfer and social cash transfer are being implemented at the same time as was the case in Zambia in 2019. Challenges do arise where stakeholders are under pressure to harmonise transfer amount for emergency cash transfers with that for social cash grants. The former is calculated based on a minimum food basket while the latter is determined based on agreed objectives normally to keep beneficiary household above the poverty line or to break the cycle of intergenerational poverty. As such these two should be accepted as different initiatives, in Zambia social cash grants were at K200 (app. USD11) while emergency cash transfer was set at a transfer value of K510 (app. USD 27) it took key stakeholders time to accept that these are separate initiatives. ZRCS and IFRC should take this awareness creation forward to avoid future misconceptions.

**5.1.3 Cash-plus approach for better impact but it may not be measured together with the cash component.**

Typical cash-based interventions often focus on cash transfer and these become the main and at times the only option. Recent lessons and research for emergency cash programme scheme designers consider broadly regarding what can constitute an optimum package to address the disaster or humanitarian context which is often cash-plus something else. Just as indicated in the Kalabo Operation the 'plus' included key interventions to support agricultural productivity, WASH, health, and capacity development. Inaugural emergency cash transfer arrangements did not embrace the cash-plus approach and in most cases, evaluations were unable to determine sufficient impacts of such projects and programmes. While this evaluation could provide detailed evidence on the cash-plus interventions but envisaged possible impacts may include increased school enrolment linked to agricultural livelihoods, WASH, and health interventions. It may take years for some of the cash-plus supply interventions to take effect, but evaluations are often tied to completion of cash distribution. The climate smart agriculture skills acquired during the trainings delivered in Kalabo for instance may help households increase income generating from agricultural production and may support long term economic strengthening of affected households.

**5.1.4 Beyond drought response towards social protection and resilient livelihoods in Kalabo**

The Kalabo Drought Operation is just a drop in an ocean as the challenges in Kalabo go beyond the drought impact. There is a sad reality of chronic poverty and vulnerability in the district and as

part of the roll out of the IFRC FSL Operational Plan a holistic multi-stakeholder disaggregated, adaptive and transformative approach would be required in Kalabo. Such an approach should consider social protection as the appropriate intervention in the longer term for current beneficiaries mostly those who were beneficiaries of the cash component of the drought response. These households are more concerned with absorptive capacity which is the ability to minimize exposure to shocks and stresses through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. The broad-spectrum absorptive capacity interventions may include periodic informal safety nets by government or NSAs like ZRCS, long term social cash transfers by government, enhanced access to remittances (household level intervention) and enhanced asset ownership through sharing schemes.

Beyond the above category there are farmers in Kalabo who may have potential for sustainable food security and other with potential to produce beyond consumption but for the market. The former will be characterized by ability to produce adequate food that sustain their household within the consumption year, their food access is sensitive to seasonality and impact of hazards and shocks, employ positive coping strategies to sustain food security, maintain a considerable level household and livelihood assets and could be engaged in informal savings schemes. The latter will be characterized by often own production being above annual household food requirement, excess produce normally food crops and often not high value crops, household engaged in diversified livelihood strategies including non-farm enterprises, limited value addition or processing, household prioritises access to key social development services such as education, health care, WASH etc, maintains diversity of household and livelihood assets and engaged in formal savings schemes. For the two categories the focus should be to invest in building adaptive and transformative capacities.

Adaptive capacity is the ability to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Such may include enhancing social capital and mobilisation for governance, enhances skills development, education and training, livelihood diversification, access to information for development, high value asset ownership, access to financial services.

On the other hand, transformative capacity involves the governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute the enabling environment for systemic change. To achieve such change investment may focus on availability and access to productive safety nets such as cash for work, resilient livelihood strategies, availability and access to markets, access to value adding technologies, access to communal sustainable natural resources, enhances access to basic services and relevant infrastructure, availability and access to innovative agricultural services, Enhanced collective action and social cohesion and enhanced participation in local decision-making.

#### 5.1.5 Embracing Technology with Drought Emergency Response Mechanisms

Traditional drought response initiatives were limited to food distribution as such initiative were often synonymous to food trucks and beneficiaries carrying bags of maize in case of Zambia. The Kalabo operation brought in 3 innovative technologies namely mobile-money based cash transfers, solar water pumping systems and multi purposes water utilization for domestic and productive use.



Kalabo one of the remotest parts of Zambia at times provide food distributing has proved costly and logistically complex given some road are not in good condition. Cash transfer using mobile based technology with MTN as the vendor has proved to be a great solution. The mobile money service does not require users to have bank accounts, all they need to do is register at an authorised agent by providing their mobile number and their identification card. Recipients may not necessarily need to own a phone as they can use only the sim card when redeeming their cash at agent outlets.

For water points the operation introduced Solar water pumping which is based on PV technology that converts sunlight into electricity to pump water. The PV panels are connected to a motor (DC or AC) which converts electrical energy supplied by the PV panel into mechanical energy which is converted to hydraulic energy by the pump. Multiple water use covering domestic and use for agricultural production is innovation for an emergency response context. This assures household access to safe water and water for crop and livestock productivity.

#### 5.1.6 Enhanced ZRCS institutional Capacity

Through the intervention Zambia National Society is cash ready. This aligns with IFRC priority aimed at strengthening national humanitarian action and localisation of aid through investments into National Societies in building the overall capacity to deliver more effective and efficient humanitarian assistance through uptake of cash assistance. The Kalabo operation supported ZRCS and the IFRC Southern Africa cluster to improve their capacities and operational readiness to provide scalable and timely cash assistance in humanitarian context. Beyond internal ZRCS capacity there is national wide recognition of ZRCS as a key player in cash-based interventions in Zambia evidenced by the ZRCS role in the national cash transfer Task Force.

## 5.2 *Main Recommendations*

- ❑ **No magic bullet with mobile money transfers:** Mobile money transfer is a cheap and quick modality to disburse money to people affected by a disaster. However, one of the the lessons learnt from the project is that such mobile money is not possible in all parts of the country especially rural area due to coverage limitations. Therefore, there is need to explore different mechanisms that can be used to transfer money to beneficiaries in areas with poor coverage. Solutions could include having multiple providers, using cash in transit, or link into the banking system.
- ❑ **Collaborative Assessment Key to better project design:** It is important to undertake a thorough assessment of the preferred and practical mechanisms for disaster-affected people before setting up any mechanism. These assessments should be done in collaborations with key players such telecom companies, government departments and other service providers.
- ❑ **You win the leaders you win the community:** Working with traditional leadership in the planning and implementation of cash transfer projects is likely to enhance ownership, transparency, and sustainability. Traditional leaders need to be sensitized on who the project is targeting and should be involved in the validation of the beneficiary list.

- **Improve Monitoring and Evaluation for Impact Analysis:** Project monitoring and evaluation design should be strong enough to enable determination of impact. There was a need to have a dedicated project M and E framework and plan. An M&E framework is a charter that describes the indicators that are used to measure the level of success of program or an initiative. The M&E framework is then clarified and operationalized through the M&E plan, which describes how the whole M&E system for the program works including among other issues the identification of M&E roles and responsibilities, development of an analysis plan, reporting templates, plan for dissemination of results and donor reporting. The ZRCS project baseline was not comprehensive and only focused on beneficiary households. Similarly, the post distribution monitoring was mostly focused on checking if the money was received and did not investigate matters such as dietary intake and diversity.
  
- **Peer to peer learning for enhanced productivity:** Farmers in the community are never at the same level of farming knowledge and experience. In fact, for remote and rural areas where agriculture extension services are limited agriculture production has often relied on Farmer-to-farmer extension as a complementary approach and involves farmers sharing knowledge on agricultural innovations within their communities. For livelihood projects such as input support projects, ZCRS should consider organizing farmers to work in groups to boost production and better manage and training beneficiaries in good agricultural practices. Demonstration farms or plots should be used to teach various agricultural techniques and technologies, showcase new or improved crops to encourage farmers to adopt and apply these in their own fields. Farmers who received inputs and worked in groups at specific water points to plant and managed crops on one piece of land were more productive than farmers who worked individually. Ministry of agriculture officials also observed that coordinating trainings for farmers who worked in groups was easier than working with individual farmers.
  
- **Plan project activities with consideration on Access to Kalabo:** Expected seasonal changes between project inception and closeout and their possible impact on the timeliness and deliverables need to be anticipated and controlled at planning stage. There were incidences of inputs being delivered late or boreholes being sunk late due to seasonal changes that resulted into impassable roads.
  
- **Sanitation and Hygiene incomplete without toilets:** The WASH and health interventions focus on water supply and hygiene education unfortunately a critical aspect related to toilet access and related sanitary facilities like bathrooms was not considered and should be factored-in in future operations. Provision of water and hygiene education has to be accompanied with provision of basic sanitation facilities which on or near the premises which may include a pit latrine with slab, a ventilated improved pit latrine, a flush toilet, a pour-flush toilet or a composting toilet. Unimproved facilities include a pit latrine without a slab, hanging toilets and bucket toilets while lack of adequate sanitary facilities or poor sanitation practices include on the extreme end open defecation.
  
- **WASH impact indicators not considered at project design and at baseline:** It was difficult to ascertain WASH impacts because the relevant indicators were not captured at

baseline. Such include measurement of prevalence of water borne diseases among children such diarrhoea, percentage of population with access and using hygienic sanitation facilities, percentage of food preparers and child caretakers who report and demonstrate appropriate handwashing behaviour among others.

- ❑ **Dedicated project gender mainstreaming strategy for measurable gender and inclusion results:** Gender Mainstreaming in an operation such as the one undertaken in Kalabo it is critical to promote gender equality as a strategy. A dedicated gender mainstreaming strategy ensures that gender equality is central to all activities with a deliberate system for monitoring and reporting on progress. Often in the absence of a clear gender mainstreaming strategy a project or an intervention may have inadequate methodologies, tools and information materials developed to enhance and measure gender equality and inclusion.
- ❑ **Support to traders during cash transfer programmes:** There is need to consider supporting traders with once-off grants that will help them to restock their shops with food stuffs and essential items to meet the high demand triggered excess cash during future cash transfer programmes. Grants to traders would not only prevent/ reduce food shortages but also prevent inflation resulting from excess cash and high volume of activity on local markets. This would in turn keep prices stable.
- ❑ **Follow up on investment made:** The Kalabo Operation brought innovative technology related to multipurpose water supply for domestic and irrigation purposes with solar water pumping mechanism. Significant resources in terms of funds, human resources and time were made available to ensure the system is functional at the same time the project came to an end. It will be critical therefore to ZRCS make a deliberate follow up plan on these investments linked to development programming in the area to ensure sustainability of the investment made. As part of this follow up process a detailed market assessment would be recommended to understand market systems in the area.

### **5.3 Summary of Key Lessons Learned**

- ❑ **Cash transfers are preferred:** Cash transfer response to emergencies is viewed as an effective emergency response mechanism and was well received by almost all stakeholders including at community level. National and district level stakeholders are of the view that cash is far cheaper to distribute than food when responding to disasters such as droughts and floods. Most of the households that responded to the end line survey would prefer cash instead.
- ❑ **Infrastructure a key enabling success factor:** Existing infrastructure and systems (roads, service providers, cash distribution agents, network signal strength, etc.) that have an impact on the operation on cash and input distribution projects need to be taken into at inception and planning phase. There were cases of poor to no network coverage in some areas and some beneficiaries indicated there had problems getting their cash. Inputs were also distributed late in some wards due to impassable roads in the wet season therefore inputs should have been distributed earlier.

- ❑ **Strengthen Community Structures for Smooth Implementation:** Community structures, Community Welfare Assistance Committees (CWACs) in some communities are nonexistent and ZRCS depended on staff and volunteers for identifying and registering beneficiaries. There is need to conduct an assessment community level structures and to invest in building their capacities. It was noted that for communities where CWACs structures exist, CWACs members lacked capacity in identifying and registering cash transfer beneficiaries.
- ❑ **Seed Access for Crop Diversification and Climate Smart Farming:** The provision of different/new varieties of seed to farmers especially in Kalabo where access to different types of seed is limited was very helpful in meeting both nutritional and financial needs of farmers and communities. Some seeds that were distributed to farmers such as cowpeas are new to the district and farmers were planting them for the first time. Some of the newly introduced crops are known to have higher drought tolerance.
- ❑ **Inputs package:** Provision of seed should be accompanied with other inputs such as fertilizers, chemicals, and equipment. For districts like Kalabo and most districts in the province, all crops require fertilizers as the soils are sandy and poor. Chemicals and equipment such as sprayers are key in fighting crop diseases and hence should be provided to the farmers as done under this operation.
- ❑ **Community Leadership for Access to Community Resources such as Land:** On intervention that require permission and authorization from tradition leaders, engagement of traditional leaders should be initiated ahead of the implementation of the projects. Project staff faced challenged in getting traditional leaders to allocated land in villages where boreholes were sunk and for communal gardens and hence some boreholes were sunk late, and farmers planted their crops late.
- ❑ **Shallow Wells Not as Effective as Boreholes:** In areas where boreholes were sunk, the district has noticed the reduction of waterborne diseases, this is seen as one of the positive outcomes. Ministry of agriculture monitoring has on the contrary continued seeing cases of waterborne diseases being on the rise in areas where communities depend of shallow and unprotected water sources
- ❑ **Women Girl Save Time for Productive Use:** There has been a reduction in the amount of time that women and girls spend searching for water leaving women and girls with more time to focus on other things such as caring for children and engaging in IGAs for worm and for girls focusing for on education related activities. The introduction of waterpoint near homes has also meant that girls spend less time fetching water and have time to go to school.
- ❑ **Beneficiary Targeting:** There is need for improvement with the goal to minimize both inclusion and exclusion errors. Building capacities for CWACs and volunteers should be one of the measures that can be put in place to minimize both inclusion and exclusion errors. Working closely with traditional leaders is another measure should be taken into consideration for future similar projects to reduce selection errors. Tradition leaders

indicated that they were not fully involved in the selections of and validation of beneficiaries.

## 6.0 ANNEXES

### 6.1 *List of References*

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## **6.2 Assignment Approach, Methods and Limitations**

This chapter outlines the method and approach used to handle the assignment in line with the consultant's understanding of the nature of the task and his relevant experience in related assignments. The chapter also provides a summary of key limitations to the study. The assignment was undertaken in 3 phases as illustrated below:

### **6.2.1 Assignment Phase Description**

#### **6.2.1.1 Phase I: Inception (developing shared understanding between IFRC and consultant on the assignment)**

This involved desk review of relevant documents and initial brief systematic consultations with IFRC staff before proceeding with the rest of the assignment.

##### **a) *Brief Inception consultations (Virtual)***

Before detailed stakeholder consultations, the consultant held virtual meetings with IFRC Southern Africa programme staff including the team from ZRCS to get clarifications on assignment focus and expected deliverables in relation to original theory of change or results framework. This initial dialogue helped in mapping key stakeholders, clarify limitations of the assignment, and agree on priority areas to be covered.

##### **b) *Review of documents***

A brief review of all relevant documentation and in relation to livelihoods, humanitarian context, poverty, development, drought response operation, food security and disaster management for Kalabo District, the Western province, Zambia, ZRCS and IFRC was done. This included government, IFRC and regional policies and frameworks related to disaster management, food security and livelihoods towards identification of existing gaps and best practices among others. This enhanced an understanding of the relevance of the initiative and how the operation was designed, executed, the roles and contributions of different stakeholders, the results achieved so far, the challenges faced, and measures taken to address the challenges.

Further review of project implementation reports aided in assessing the progress achieved by the intervention in achieving results that were set out at inception. In addition, an analysis of the financial records pertaining to management, transaction and other operational expenses enabled the consultant to determine the cost effectiveness and efficiency attained by the project in comparison with other similar initiatives.

##### **c) *Design and Preparation of Tools***

The consultant designed the tools to be used and together with the IFRC team and ZRCS determined the final list of key informants. The consultant also considered the field data collection approach, tools for data analysis, logistical plans, and ethical considerations. The population size being 6000 beneficiaries (4000 under the appeal plus 2000 target through the bilateral programme funding),

excluding experts and institutions the household survey was conducted by generalized random sampling of beneficiaries regardless of type of intervention as there was high likelihood that the whole sampling frame benefited from either one or more of the interventions.

Thus, the consultant applied a sample size calculation *Slovin formula* as below giving a sample size of 375 beneficiaries.

$$n = \frac{N}{[N+(d)^2+1]}$$

$N = 6000 / (6000*(0.05)^2+1) = 375$  Where  $n$  is the sample size,  $N$  is the population i.e. 6000 beneficiaries;  $d$  = 1-degree of confidence; our degree of confidence represents the probability that the confidence interval captures the true population parameter.

The sample selection was assuming a 95% confidence level, an 80% power, a 5% margin of error, and a 5% expected non-response rate. The consultant however was able to conduct 361 household surveys against the target due to difficulties in accessing some of the wards, and because of temporary migration of beneficiaries for the fishing season.

#### **d) Presentation of inception report**

An inception meeting was organized with the IFRC Southern Africa and ZRCS team to discuss the report and approve it prior to the commencement of the detailed literature review, stakeholder consultations and household and community interviews. The Client also got a chance to comment on the draft before the final report was presented and submitted.

##### **6.2.1.2 Phase II: Data Collection - Detailed literature Review, Stakeholder Consultations, Household Survey and Key Informant Interviews (KII)**

This phase enabled detailed literature review informed by inception report findings to ascertain the rationale, approach, and progress of the initiative in achieving intended results. The process also included a further re-examination of the TOC/results framework and impact pathways as validated by the initial consultations and development of lines of inquiry for the study. Also informed by the inception phase the consultant developed a list of information sources for the assignment.

The consultant through the IFRC team and partners obtained access to key stakeholders critical for the assignment. To gather qualitative and quantitative data as evidence of the impacts of the interventions on the target population as well as ascertaining other performance metrics around coordination and relevance the consultant undertook a household surveys (targeting direct beneficiaries), key informant interviews and focus group discussion (FGD) (targeting key project stakeholders i.e., community leaders, government officials and other partners). Some of the consultations were virtual in respect to COVID-19 global, regional, and national guidelines but other meetings especially at household and community level were face to face with strict adherence to COVID-19 guidelines. The consultant developed checklists to guide data collection targeting local and community stakeholders, national, regional, and international stakeholders.

##### **6.2.1.3 Phase III: Data Analysis, Report Compilation and Presentation**



This phase focused on consolidation of information collected, categorization of the of information, data entry and analysis and report writing paying adequate attention to the assignment terms of reference and the emerging issues captured in the inception report.

#### ***a) Data cleaning, validation, analysis, and interpretation***

All data collected from stakeholder consultations and the household survey or community consultations was subjected to review and cleaning before processing it. After checking data for consistency, the data was be validated and presented through case studies, conceptually ordered displays and role ordered displays for the qualitative information and statistical analysis for the quantitative data. Further inference was made with information obtained from literature reviews.

#### ***b) Preparation of Draft Evaluation Report and Presentation***

A draft report was compiled using all information gathered across the above stages paying special consideration to the TORs, the inception findings, stakeholder perspectives, and the resulting analysis. The draft evaluation report was initially be shared to IFRC team and ZRCS team for feedback and inputs.

#### ***c) Consolidation Stakeholder Comments and Submission of Final Evaluation Report***

Based on verbal and written feedback from IFRC, ZRCS and key stakeholders, the consultant revised the above draft evaluation report and consolidate all relevant comments and inputs to produce a final evaluation report. Further to the report the power point slides used in the draft report presentation were updated for final submission to IFRC.

### **6.2.2 Key Challenges and Limitations**

The evaluation team recognizes several limitations related to this evaluation related to the following:

- **Timelines:** The period allocated was short considering scope defined IFRC to be covered in the evaluation. The evaluation team managed to address this challenge through support from the project team who provided enumerators and handled study logistics in timely fashion.
- **Potential enumerator bias:** Some of the enumerators used in the household and community data collection process were ZRCS volunteers that had been part of the delivery of the operation. This created potential for bias, to address this all enumerators were trained on how to handle themselves during data collection especially not to influence response by respondents.
- **Availability of respondents:** The data collection process in Kalabo coincided with the start of the fishing season which involves households camping away from their households as such it became difficult to find relevant respondents. The team had to extend data collection period to meet the minimum acceptable sample size.
- **Baseline Report:** A good evaluation depends to a larger extent on the quality of baseline report. Since the baseline information sets the basis on which to assess the effect of the program and to compare conditions before and after the program has been implemented. The baseline report had information gaps and without some of baseline data, it was difficult to estimate any changes or to demonstrate progress made by the intervention. The evaluation team attempted to address this limitation through use of proxy indicators enabling triangulation of outcomes.

## ***6.3 Review of Project Context, Description and Execution***

This chapter is a detailed account of the project context, description and execution based on document review and stakeholder consultations. This section aims to help users of the evaluation report to have a clear understanding of the project or operation from the perspectives of the evaluation team. In this regard the chapter reviews the main stakeholders, project timelines, coordination and management arrangements, overview of the project's barriers, strategy and review of project design and formulation.

### **6.3.1 Main stakeholders**

ZRCS implemented the drought response operation in partnership with Partner National Societies (PNS) namely the Netherlands Red Cross (NLRC), American Red Cross, Swedish Red Cross, Japanese Red Cross, Canadian Red Cross and Manoco Red Cross. ZRCS worked closely with International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC).

The ZRCS and the IFRC prepared an appeal for the operation. During implementation they collaborated with UN agencies and other international organizations such as World Food Program (WFP), World Vision Zambia and local non-governmental organizations (NGOs) such as People in Need (PIN) and African Parks and Total Land Care (TLC). Government of Zambia was a key stakeholder in the operation as it chairs the Coordination for Drought Response in Zambia through the Disaster Management and Mitigation Unit (DMMU)<sup>13</sup>. Government was also involved in the operation through its provincial and district level offices. The beneficiaries of the project were community members of Kalabo district of Western Province in the 11 wards namely iBuleya, Lwanginga, Mapungu, Libonda, Salunda, Sishekanu, Lutwi, Sihole, Yuka, Liumba and Lukona.

### **6.3.2 Project Timelines**

The project was launched on the 25th October 2019 with an implementation timeframe of 18 months until April 2021 based on the Netherlands Red Cross funding. Netherlands Red Cross also had bilateral support running simultaneously from May 2020 to February 2021. The Swedish Red Cross funding had a time frame of 9 months from the launch date to the 30<sup>th</sup> of July 2020. The American Red Cross came on board two months after the launch with a 15-month timeframe from the 20<sup>th</sup> of December 2019 to the 13<sup>th</sup> of March 2021. The project had a two month no cost extension as there were implementation delays due to COVID-19 as well as inaccessibility of targeted communities.

### **6.3.2 Coordination and Management arrangements**

Co-ordination is an orderly arrangement of group efforts to provide unity of action in the pursuit of common goals. It is a function of management which ensures that different departments and groups work in sync. The project had several partners and stakeholders the coordination and management arrangements had successes and challenges as discussed in the table provided in Annex 8.2.

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<sup>13</sup> Final Report Zambia: Bilateral Support Drought Appeal 26 April 2021

### 6.3.4 Overview of the project's barriers and strategy

The following barriers were encountered from the launch of the appeal and during the implementation of the project:

**Funding:** The appeal had a target of 3 districts and a budget of 3.5 million CHF but after raising 32% of the funds (1.1 million CHF) the strategy was to focus on Kalabo district (11 wards out of 20) that had the majority of its population in IPC phase 4 and IPC phase 3. The selection was narrowed down to female headed households, child headed households, lactating mothers, chronically ill people, vulnerable elderly (over 65 years) and the physically challenged.

**Procurement procedures:** The process to identify and contract a financial service provider took longer than planned thus delaying the implementation of activities. Ultimately, the end Cash disbursement in Kalabo District started during the month of February/March 2020. The task was however completed within the set time frame.

**The Covid-19 pandemic:** The outbreak posed operational challenges due to movement and gathering restrictions. For almost a month, activities had to be halted. The strategy to overcome this risk, was to implement the activities while observing the Covid-19 health regulations to prevent transmissions and apply for a no cost extension to donors to compensate for the time lost. The strategy worked well, and all planned activities were ultimately implemented.

**Inaccessibility of targeted communities during rainy season:** The project was implemented during the rainy season and Kalabo District being prone to floods some of the targeted wards were flooded and inaccessible. The mitigation strategy was to bring beneficiaries to higher elevation places with low risk for flooding for the cash disbursement, monitoring and other activities. To get to these places ZRCS staff mapped alternative routes and used relevant modes of transport.

**Poor network Coverage:** Poor network coverage was a challenge in some of the wards thus it affected cash disbursement. The Financial Service provider (FSP) proposed technical solutions to address the network coverage, however these took time to be implemented.

### 6.3.5 Review of Project Design and Formulation

#### 6.3.5.1 Analysis of Results Framework (Project logic, strategy, and key indicators)

The project outcomes correctly describe a short to medium term intervention. The outcomes for the project according to the project logical framework were:

- Outcome 1: Households are provided with multipurpose cash grants to address their basic needs.
- Outcome 2: Household livelihoods security is enhanced through food production increased productivity and post-harvest management (agriculture-based livelihoods)
- Outcome 3: Immediate reduction in risk of waterborne and water related diseases.

The outcomes were clearly trackable via the outputs:

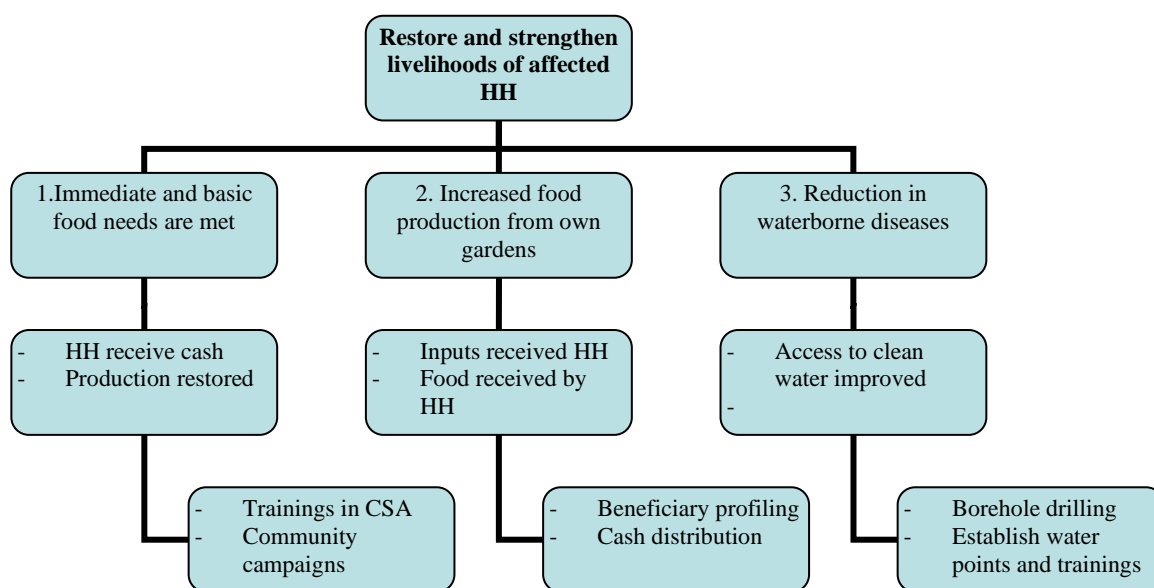
- Output 1.1 Households in the communities in Kalabo District restore and strengthen their livelihoods;
- Output 1.2 Immediate basic food needs are met in targeted communities;

- Output 2.1 Successful farms and demonstration gardens operating;
- Output 2.2 Communities get food from the demonstration gardens;
- Output 3.1 Access to safe water improved; and
- Output 3.2 Hygiene promotion activities carried out in targeted communities by volunteers.

The consultant noted the additional outcomes and outputs in the project documents on Protection, Gender and inclusion and advocacy by IFRC secretariat and NS (Outcome SFI 3). These two were not in the Logical framework. Outcome: SFI 3: stated that the IFRC secretariat, together with NS uses their unique position to influence decisions at local, national, and international levels that affect the most vulnerable. The two outputs were output 3.1.1: IFRC and NS are visible, trusted, and effective advocates on humanitarian issues and output 3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resources mobilization and programming.

Communities identify the needs of the most vulnerable and particularly disadvantaged and marginalized groups because of inequality, discrimination and other non-respect of their human rights and address their distinct needs inclusion and protection. This related to the output that targeted that NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors.

The consultant reviewed the results framework for the initiative to construct and validate the impact or outcome pathways of the appeal. These pathways were further tested for effectiveness based on the findings of the study through household surveys and other approaches. Below are the three key pathways identified from document review.



**Figure 28: Results Framework**

The evaluation team observed that there may be a need to re-arrange some of the activities to align with the expected outcomes. For example, cash transfers are placed under pathway 2 instead of pathway 1; food distribution is mapped under pathway 2 instead of pathway 1 and finally crop

production trainings or CSAs trainings seem to have been planned for under pathway 1 instead of 2 which is an agriculture production pathway. Pathway 3 on WASH seemed well defined.

#### 6.3.5.2 Execution strategy

The Emergency Appeal was launched to meet the immediate needs of the most vulnerable population for food and other basic needs in the Western Province of Zambia for the period of 18 months. The strategy for implementation by ZRCS at local level was to take advantage of its active branch in Kalabo district and work closely with support from the Provincial Executive Committee (PEC) and District structures. Volunteers were selected from the community and wards selection was done at the Inception meeting for transparency.

At national level ZRCS has been part of the Cash Technical working group (which the ZRCS co-chairs with UNICEF) as well as food security cluster under the National Disaster Management Consultative Forum and the National Drought Response Coordination Mechanism meetings. These platforms would allow ZRCS to share and learn on response plans of different partners, creating opportunities for collaborations with other organizations and avoid duplication of interventions. Internally, to ensure effective and efficient implementation of the project support functions (human resources, logistics, information technology support, communications, CEA, security, planning, monitoring, evaluation, and reporting (PMER) and operation support) were put in place.

Dedicated staff were hired including Emergency Response Officer, a District Project Officer, and a Field Officer for Kalabo District to support the execution of the project and these were also assisted by employee deployed by IFRC. To strengthen ZRSC's supply chain and procurement some documents were shared with IFRC for evaluation. Several staff were trained in Community Engagement and Accountability (CEA) and Protection, Gender, and Inclusion (PGI) to support this component of the operation. The NS was being supported mainly by NLRC and IFRC on the Appeal and on the Bilateral support. ZRCS volunteers were involved in community mobilization across all project activities.

The operation supported the distribution of cash for a period of 4 months in the lean season and post-harvest period. Farmers were supplied with seeds and farm inputs in preparation for the next growing season, while Water, Sanitation and Hygiene (WASH) activities were also being implemented in the form of drilling of waterpoints for safe drinking water as well as for irrigation activities in order to improve the livelihoods of the affected communities. Solar water pumping technology was used at the water points<sup>14</sup>.

#### 6.3.5.3 Adaptive management

The Emergency Appeal was launched with a target budget of 3.5 Million CHF (app. USD3,826,581.50) of which only 32 percent was mobilised. From the onset there was a component of adaptive management as the Emergency Appeal had 3 scenarios based on potential funding and the third scenario was the one used in the implementation due to inadequate funding<sup>4</sup>.

Initially the Appeal also aimed to pilot fish farming to promote livelihood diversification among the affected communities and with reduced funding situation that had to be dropped. The intervention was adaptive to the varying needs of the targeted households, for example, the cash distributed

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<sup>14</sup> 2021 IFRC-Zambia Drought response Operation update Zambia

was multipurpose and unconditional so it could be utilized by the recipients based on their household needs and priorities.

The project was adaptive in dealing the outbreak of COVID 19. Even after travel and gathering restrictions were imposed by government to control COVID 19 all planned activities were still implemented with a no cost extension on the timeframe. The project also had to adapt to the change of cash transfer value by the Government. The team therefore opted to increase the value by 20% to K510 (app. USD 27). This did not have any implications on the budget because the revision came before validation of target beneficiary lists.

Transfer amounts are often set in line with the objective of the intervention, in the case of Kalabo, the objective was to meet basic food needs of drought affected households, as such the ideal transfer amount should equal the gap between what food people need and what they can provide for themselves without resorting to negative coping mechanisms. The evaluation team was not provided to the actual calculation but to calculate this, an estimate the gap in income for average household after factoring in what the household currently has including remittance flows and what households are able to do through positive coping mechanisms. Therefore, to get cash equivalent for food needs the price for a standardized food items referred to a food basket is used keeping in mind the current local market prices. The transfer amount would ideally cover the gap between what households are able to procure themselves and an amount slightly above this “basket of goods.” This would allow households to re-establish their basic needs and possibly begin saving as preparation for future shocks or expected price increases.

#### 6.3.5.4 Monitoring and evaluation

The project was committed to monitoring and evaluation and has been recording the performance of the project at all stages which started with a baseline and post distribution monitoring. Monitoring reports documented the progress of the project after cash distributions. These were compiled and shared with stakeholders. The lessons learnt from the project could be used to inform future similar emergency humanitarian interventions that respond to droughts and food insecurity. The baseline and post distribution monitoring reports provided some information that informed the evaluation process.

#### 6.3.5.5 Summary Project Results

The objective was to **improve Household Capacity to meet immediate needs** through the unconditional multipurpose cash transfer and, increase productivity and post-harvest management (agriculture-based livelihood) through smart agriculture training and farming inputs distribution. The final report on the Zambia: bilateral support drought appeal report states that through the Post Distribution Monitoring (PDM) and the comparative assessment of the socio-economic status of the beneficiary households, there was evidence that most targeted households had improved capacity to meet their immediate needs of food and water.

Additionally, some increased socio economic status of beneficiary households was recorded with some of them (on average 30% based on the PDMs) prioritizing housing and covering education expenses for their children From the overall PDM report, majority of the beneficiaries spent the cash received on food and water (59%). Some beneficiaries (26%) utilized the cash on diversifying their livelihood sources such as starting new businesses such as livestock, trade, food processing and marketing and purchasing other household necessities such as blankets.

The initial list of cash transfer beneficiaries comprises 4000 households who were identified and selected to receive cash from March-June 2021 under IFRC (received cash for 6 months). Due to reduced funding, the number of beneficiaries was reduced from 4000 to 2000. The 2000 beneficiaries that continued receiving cash were receiving the cash transfers from the additional funding that was received from the Netherlands Red Cross. Some of the 2000 beneficiaries that were removed from the initial list were either moved to the input support program or dropped from the project. There were a few new beneficiaries that were added to the list (roughly around 100). As such cash transfer beneficiaries can therefore be put in three categories

- a) 4000 beneficiaries that received cash for 6 months (IFRC funding).
- b) 2000 beneficiaries that received cash for 8 months (IFRC+NRCS funding); and
- c) 100 plus beneficiaries that only received cash for 2 months (NRCS funding).

To secure the new harvest and prevent recurrent food shortages for the next planting season a total of 2000 farmers were trained in climate smart agriculture and farm inputs such as fertiliser, seed and spraying chemicals were provided to them based on a beneficiary list prepared to mainly enable those not targeted by cash transfers to participate. The targeted population was also supported with two boreholes under this funding as well as support of irrigation activities for climate smart agriculture to selected farmers. ZRCS drilled 5 water points in the targeted District and installed solar panels for irrigation activities. 30 volunteers in targeted communities were oriented on CEA and PGI. 18 of the ZRCS staff were trained on level one and two of Cash Based Interventions.

The Bilateral support by NLRC complemented the Drought Emergency Appeal under IFRC in scaling up the drought response efforts. Under the Bilateral support selected 2000 farmers received cash grants for 4 months from September to December 2020 with a transfer value of K 510 (app. USD 27).

Under the Agricultural support, farming inputs such as fertilizer were provided to 2300 beneficiaries in Kalabo district from the 11 wards. Six Boreholes were also drilled in six communities (with 1 borehole in each of the 6 communities) and the support also contributed to the equipping of all the 11 boreholes (6 from bilateral and 5 from IFRC) with solar powered systems<sup>15</sup>. 5 existing water points were rehabilitated. The communities were trained in general maintenance of solar propelled boreholes and formed water committees to manage maintenance aspects of the water points among other roles. The boreholes have been providing safe water to close to 1,250 people and irrigation activities to 3,600 families. 30 volunteers trained in hygiene and sanitation promotion.

The water sanitation and hygiene situation at Mapungu, Lutwi, Liumba, Kanchumwa and Muyumbana Primary School was improved by the construction of hand washing facilities. School Hygiene Clubs (SHC) for hygiene and sanitation sensitization were formed in the selected schools and 10 teachers who are patrons of the SHCs and Environmental Health workers were provided training in WASH and health.

#### 6.3.5.6 Assumptions and Risks

The first risk highlighted in the project documents is change in national regulation for Mobile Money in the country. The mitigation strategy proposed was to monitor on regulations development and official communications channels which was not a robust strategy as it had more reactive. There was no change in regulation that would have an effect on the mobile money cash transfers per se,

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<sup>15</sup> Final Report Zambia: Bilateral Support Drought Appeal

but the government effected change on the cash transfer value from 400 Kwacha to 510 Kwacha which affected the project as there had to be a reduction in number of beneficiaries selected.

The second highlighted risk was on the risk of flooding in the district with the mitigation strategy being to monitor weather forecast and work closely with disaster management unit for a contingency plan in case of flash floods and identify areas prone to flooding and prepare contingency access routes. The forecasting of the risk was correct and there is evidence of adaptive management with the use of alternative modes of transport such as motorised water vessels licensed and approved by Marine Police.

The risk on Financial Service providers (FSP) having inadequate capacity and human resources in some of the targeted areas was correctly profiled and the strategy to continuously monitor this risk worked well with no serious challenges identified. Lack of understanding of Mobile Money mechanism, especially for the aged and uneducated beneficiaries was also noted as another risk to the project. The mitigation strategy included raising awareness on how to use mobile money, check balance, PIN code use. Interviews with key informants show that there was a good number of beneficiaries who were entering incorrect PIN codes resulting in sim cards being blocked and not being able to withdraw money. resetting of PIN codes took longer as this risk was not successfully managed. However, having another service provider i.e. a bank could have easily catered for this group or at least provided an alternative.

It is worth noting, that there was a huge assumption that all the selected farmers owned cell phones, and indeed this was a risk to some extent because a number of those that did not have phone were more likely to lose their sim cards and they also depended someone's phone to withdraw money and therefore exposed their PIN codes risking losing their funds. The last risk profiled was on risk of misappropriation of funds by national society staff and volunteers. There was no evidence of misappropriation of funds in the project therefore mitigation strategy to orient staff on financial management procedures and frequent monitoring use of funds at each level was very successful.

#### 6.3.5.7 Replication approach

The consultant identified three main replicable aspects of the project. The first one was the mobile money transfer and identification of the FSP. This is a strong investment that can be replicated in other interventions to use a FSP that has been part of such programmes before. Secondly, the knowledge and skills gained by staff members trained on level one of Cash Based Interventions, volunteers and other stakeholders from this Appeal and bilateral support on Gender and protection, Community Engagement and Accountability and data collection can be used to support future ZRCS operations or any other operations in the district. Third and final, the solar based irrigation technology installed can also be replicated in other interventions as an example of sustainable technology.



## **6.4 Coordination Arrangements**

### **Coordination and Management arrangements: Success and Challenges**

#### **The International Federation of Red Cross and Red Crescent Societies (IFRC)**

Arrangement	Engagement was mainly through tele-conversations and regular update meetings
Success	IFRC was critical to the implementation of this invention. From the onset Fundraising for the Appeal was a combined effort managed to raise 32% of the Appeal. IFRC Southern Africa Cluster office was instrumental in coordinating the design of this response plan. To strengthen human resources and to facilitate regular communication IFRC provided support from in country Operation Delegate. Technical support was provided in staff trainings and procurement evaluations. IFRC also provided support for the National Society for COVID 19 response
Challenges	In December 2019 the IFRC launched another multi-country Appeal and this could have overshadowed the ZRCS Appeal

#### **International Committee of the Red Cross (ICRC)**

Arrangement	ICRC was not directly involved but default it provide policy guidance and directs the international activities conducted by the Movement.
Success	Although ICRC was not directly involved in this intervention but through their support, the National Society has undertaken Safer Access Framework (SAF) dissemination and Basic Disaster Management training focusing on Emergency Response Preparedness (ERP) for some volunteers in selected districts in Western, Southern, Eastern, and North-Western Provinces.
Challenges	None.

<b>Partner National Societies (PNS): Netherlands Red Cross (NLRC), American Red Cross, Swedish Red Cross, Japanese Red Cross, Canadian Red Cross and Manoco Red Cross</b>	
Arrangement	Donor and communication mainly over emails and reports
Success	The partners all contributed a total 1.1million CHF for the Appeal. However, Netherlands Red Cross through the Appeal worked closely with the ZRCS to give technical support. It also coordinated with IFRC in making sure the Appeal response through the bilateral support is in line with the overall Appeal. There was also response surge from Burundi Red Cross and Malawi Red Cross.
Challenges	Deployment of support agents was restricted by Covid-19 regulations
<b>National Level: Government and NGOs</b>	
Arrangement	Share information and collaborate were feasible
Success <sup>16</sup>	The NS has been part of the Cash Technical working group (which the ZRCS co-chairs with UNICEF) as well as food security cluster under the National Disaster Management Consultative Forum and the National Drought Response Coordination Mechanism meetings. To avoid duplication of interventions in the same area ZRCS signed an agreement with WFP for food distribution in Western province in addition to the appeal funding. The National Society further signed an MoU with Government through the Disaster Management and Mitigation Unit (DMMU) in the Office of the Vice President for food distribution in the Western Province and as part of the government in-kind drought response collaborated with another NGO such as People in Need. The National society and IFRC throughout the operations of the project continued to be part of the Food security cluster at National level where response strategies for food security response programmes. A series of coordination meetings hosted by World Vision Zambia were held

<sup>16</sup> IFRC Emergency Appeal Zambia: Drought (Food Insecurity)

	under the coordination mechanism.
Challenges	Drought response and related resource mobilization delayed due to delays by government declare drought emergency regardless of ZVAC results.
<b>Provisional and District level</b>	
Arrangement	To be involved in stakeholder meetings, decision making and technical support.
Success	ZRCS through this intervention worked with a number of Government structures i.e. Ministry of Agriculture (MoA) through the District Agriculture Coordinator's Office (DACO), Ministry of General Education, Ministry of Community Development and Social Services, District Water Coordinator under National Rural Water Supply Sanitation Programme (NRWSSP).The project was also in line with the objectives of the District Integrated Plan (DIP) from the local authority and District Wash Plan.
Challenges	No proper coordination mechanism was set up at Provincial level and the coordination mechanisms by the Government district levels were weak
<b>Community members</b>	
Arrangement	Beneficiaries and local stakeholders
Success	The team with support of the Southern Africa Cluster Delegation focal person, developed a CEA strategy that was used throughout the Emergency operation. 30 volunteers in targeted communities were oriented on CEA and PGI and were instrumental in supporting the operation. To allow feedback from the beneficiaries a toll-free number suggestion boxes were adopted.

Challenges	There were challenges related to engagement with traditional leaders on targeting and access to land for project purposes
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## 6.5 Terms of Reference

### Terms of Reference for the Evaluation of IFRC Emergency Appeal – Zambia Zambia Drought Emergency Response Operation 2019 -2021

#### Background

Zambia faced acute food insecurity, shortage of clean and safe drinking water, high chronic malnutrition, energy deficit and livestock diseases in the 2018 to 2019 hydrological year, which is also the main agricultural season for Zambia. The devastating effects of prolonged dry spells coupled with late onset of the rain season on agriculture production resulted in reduced food availability and access to food, thus contributing to the acute food insecurity conditions across the country. The prolonged dry spells between January and March 2019 affected Southern, North-Western, Western and parts of Lusaka, Eastern and Central provinces. In most districts, most households, who were facing the second consecutive season with prolonged dry spells, had limited and depleted stocks of cereal, with cereals depleting during the first three months of the April 2019 – March 2020 consumption period. Most of these households rely entirely on rain-fed crop production for food and income and depend on cereals as their main staple food.

Zambia Red Cross with support from IFRC launched a drought response Appeal of 3.5 million CHF for a period of 18 months. A total of 1.1million CHF was mobilized by the end of June 2020 which has been used for implementation of activities. The appeal targeted 3 Districts of the affected Districts in Western and Southern Provinces, that is, Pemba (southern), and Kalabo and Limulunga in Western. However, due to limited resources mobilized, implementation of activities only happened in one District of Kalabo with the aim of expanding to the remaining Districts as more resources are mobilized. The major intervention carried out with this funding was mainly the cash-based intervention targeting 4000 households for the whole appeal, drilling of 5 water points and some few livelihood activities.

#### Evaluation purpose & scope

##### a) Purpose

The purpose of this evaluation is to evaluate the 1) relevance and the 2) effectiveness of the Red Cross actions implemented under the MDRZM012 Emergency Appeal for Zambia. Additionally, the evaluation should analyse 3) Movement cooperation overall within the operation. The evaluation should provide lessons learned and recommendations for future similar operations.

##### b) Scope

**Timeframe:** October 2019 – March 2021

**Geography:** Zambia, Kalabo District in Western Province and HQ, Lusaka

**Programmes:** Livelihood, Water and Sanitation and Cash Based Intervention and National Society capacity strengthening.

#### Evaluation criteria and key questions

This evaluation will focus on the following criteria:

**Relevance of the operation and programmes** in relation to the needs of the affected population in the context of Zambia

Questions:

## Relevance Questions

- Was the assistance provided relevant and sufficient in relation to the different types of needs of affected population (including ones based on gender, age, and vulnerability)?
- Was it a relevant response to the situation?
- Did the response adapt to changes in need, capacities, and context? (this can be linked to the phases, if pertinent)
- Was the cash-based intervention more relevant and more appropriate than livelihood support in this operation?
- How did the Red Cross interventions relate to national plans and policies on assistance to affected population?

## Effectiveness of the intervention in meeting the needs of the target population.

### Questions:

- Has there been any positive and negative changes from an intervention, directly or indirectly, intended, or unintended?
- What evidence (both direct and indirect) is available that the interventions contributed to meeting the needs of the affected population?
- What was the impact for the people assisted?

## Movement coordination

### Questions:

- Throughout the operation, what were the key challenges and successes in Movement Cooperation (IFRC, ZRCS, PNS, ICRC)?
- To what extent the different capacities and resources of the Movement were mobilized adequately to address the needs?

## Evaluation methodology & process

The evaluation team will be expected to develop a detailed methodology for this evaluation in the inception report, which needs to be approved by the IFRC Pretoria technical teams, who will ensure coordination with: Nairobi IFRC Planning, Monitoring, Evaluation and Reporting (PMER, DM and Food security, NSD) as well as representatives from the Zambia Red Cross.

The methodology needs to include review and analysis of key documents, key informant interviews, and beneficiary or volunteer interviews (including FGDs, and individual interviews). The evaluator can suggest other methodologies.

- **Desk review:** Conducting a desk review of documentation, including the Appeal, Plan of Action, operation updates, revisions, pledge-based reports, M&E data, and several reviews and lessons learned papers (see annex of key documents). The latter should be especially examined. Most of this work can be done from outside Zambia.
- **Key informant interviews:** the evaluator need to interview a sufficient number of persons having been involved in the operation to have a solid overview of the different phases. This includes persons from IFRC, PNSs and ZRCS. If people involved have left the operation, Skype interviews can be arranged. The best long-term overview is with ZRCS staff and PNS. A list of possible interviewees will be shared upon selection. The PNS that is in-country should be interviewed. Most of this work can be done from outside Zambia.
- **Analysis of quantitative data:** the data available and collected through various analysis or assessments, should also be analysed where pertinent.
- **Beneficiary or volunteer interviews:** the evaluator should interview a sufficient number of persons having been beneficiaries of the operation, in order to have a solid overview of the different phases. A good and representative sample size needs to be selected. The evaluator should invest

time in ensuring that a sufficient portion of the data analysed comes from beneficiaries. Selection of interviewees will be critical to ensure there is unbiased view on the overall operation.

### Evaluation deliverables & illustrative timeline

a) **Inception report.** An inception report demonstrating a clear understanding of the ToR with a realistic plan of work for the evaluation is required. The inception report should include the proposed methodologies, a data collection and reporting plan with identified deliverables, draft data collection tools such as interview guides, and travel and logistical arrangements for the evaluation.

b) **Debriefing:** Debriefing to the operation team to discuss the initial findings, conclusions, and recommendations, before submission of the draft report.

c) **Draft report.** The consultant will produce a draft report which will be reviewed by the IFRC Pretoria operations and the regional office. The consultant will be given the feedback after 10 working days to incorporate into the final report.

d) **Final report.** A Final report will be submitted within 10 days of receiving the feedback from the draft report. Final evaluation report of no more than 50 pages (excluding executive summary and annexes) which highlights key findings, conclusions and recommendations.

### Proposed Timeline

In the event of a delay in finalizing the recruitment, the same timeline would apply (same number of days), with a postponement in line with the delay.

Time Schedule	Activities	Deliverables
Week 1	Desk review (3 days)  Initial briefings to inform development of inception report, and development of detailed inception report (2 days)	Inception report with detailed data collection/analysis plan and schedule, and draft methodology due 15 <sup>th</sup> February Briefing meeting
Week 2	Comments by IFRC to the inception report Finalising inception report, Desk Review II and Key informant interviews (5 days)	Desk Review Finalized inception report
Week 3	Key informant interviews (3 days)	
Week 4	Field visits (7 days)	
Week 5	Debriefing of operations management in Zambia and Pretoria on initial observation at the end of the field visits (1 day)	Debriefing presentation
Week 6	Data analysis and draft writing (5 days)	
Week 7	Draft writing and Comment by IFRC to draft report (5 days)	Draft report due
Week 8	Final report writing (5 days)	Final report due

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### **Evaluation quality & ethical Standards**

The evaluator should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and applicable practices outlined in the IFRC Framework for Evaluation and respect the Red Cross Red Crescent 7 Fundamental Principles and will be asked to sign the Red Cross code of conduct.

The IFRC Evaluation Standards are:

1. **Utility:** Evaluations must be useful and used.
2. **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.
3. **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with regard for the welfare of those involved in and affected by the evaluation.
4. **Impartiality & Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.
5. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
6. **Accuracy:** Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
7. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate
8. **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality.

### **Qualifications**

The Consultant must have experience or significant knowledge of the humanitarian response mechanisms, specifically relief and recovery interventions, and have previous experience in conducting evaluations for medium-to-large scale programmes. S/he will provide an independent, objective perspective as well as technical experience on evaluations.

The Consultant will coordinate directly with the IFRC Pretoria CCST Office. The consultant should meet the following requirements:

#### **Required:**

- Demonstrable experience in leading evaluations in humanitarian programmes responding to emergency and recovery programs
- Previous experience in coordination, design, implementation and monitoring and evaluation of humanitarian programmes .
- Knowledge of activities generally conducted by humanitarian organizations in the sectors of livelihood, water and sanitation, and cash transfer system.
- Experience in participatory approaches to evaluations
- Knowledge of the region
- Excellent English writing and presentation skills in English, with relevant writing samples of similar evaluation reports.



**Desirable:**

- Very good understanding of the RC/RC Movement and types of humanitarian response
- Field experience in the evaluation of humanitarian or development programs with prior experience of evaluating Red Cross programmes.
- Academic background and/or work experience in disaster management/social studies; alternatively, similar experience in relief work.

The proposal should include the timeline, the Daily fee for the consultant. IFRC has standard operating procedures for Travel, Accommodation and Perdiem, which will be followed.

## **6.6 Checklist for data collection**

### **8.3.1 Global and Regional stakeholders' checklist**

**Relevance key questions:**

- a) Is there alignment with Zambia Government needs, priorities, and policies?
- b) Did the intervention have a clear theory of change or impact pathway? Can you explain it
- c) What is the strength of evidence to support/disprove the Theory of Change (ToC) pathways?
- d) Was the operation adaptive and be responsive to emerging needs and changing context?
- e) Was the needs assessment effective in identifying the key issues? What can be done differently in future need assessments?

**Effectiveness key questions:**

- a) Have outputs and outcomes for the operation (across the key interventions such as cash, farm inputs and WASH) been achieved?
- b) Was the results framework appropriate for this intervention? What could have been done differently?
- c) Has capacity of partners been strengthened and institutionalized?
- d) Is there evidence that interventions addressed the needs that were identified?
- e) To what extent has the interventions influenced emergency and development policies and programmes?
- f) To what extent has the operation been responsive to changing operational context?
- g) What internal and external factors enabled or constrained achievements?
- h) What are the key achievements and challenges experiences by ZRCS and the key stakeholders?

**Efficiency and value for money key questions:**

- a) Were adequate resources mobilized for the programme and how long did it take?
- b) How has the operation delivered value for money?

- c) What has been achieved at what cost?
- d) What procurement approach was used for the project and why?

**Equality and Inclusion key questions:**

- a) Is there evidence to demonstrate that equity was planned and mainstreamed (i.e. equality in the treatment of women and men, inclusion of youth and the disabled)
- b) Were women, youths, the elder and people living with disabilities targeted by the project?
- c) What was the selection criteria for the intervention? Was the process transparent?
- d) Did the project beneficiaries include people that live in remote areas?

**Sustainability/ Connectedness key questions:**

- a) Have the operation interventions been integrated into national systems and processes?
- b) How sustainable are the interventions beyond the current donor funded cycle?

**Movement and Coordination key questions:**

- a) Is there evidence for the existence of coordination mechanisms within the partners?
- b) Where clear roles defined and clarified for each partner including the government?
- c) Was there clear communication and feedback channels developed? Evidence of these communications?
- d) How long would it take to make a decision and clarify the process involved?

**Impact key questions:**

- a) What are the signs of positive and/or negative impacts of the operation?

**8.3.2 Checklist for National Stakeholders**

**Relevance key questions:**

- a) Is there alignment of the ZRCS intervention with Zambia Government needs, priorities, and policies?
- b) Did the intervention have a clear theory of change or impact pathway? Can you explain it
- c) What is the strength of evidence to support/disprove the Theory of Change (ToC) pathways?
- d) Was the operation adaptive and responsive to emerging needs and changing context?
- e) Were some interventions (across cash, farm inputs and WASH) more relevant and more appropriate than others (explain why)
- f) Was the needs assessment effective in identifying the key issues? What can be done differently in future need assessments?

**Effectiveness key questions:**

- a) Have outputs and outcomes for the operation been achieved? Are there a major change in beneficiaries' lives because of its programming?
- b) Was the Results framework appropriate for this intervention? What could have been done differently?
- c) Were the stakeholders familiar with the results framework of the appeal?
- d) Has capacity of partners been strengthened and institutionalized?
- e) Is the evidence that interventions addressed the needs that were identified?
- f) Has there been any positive and negative changes from an intervention, directly or indirectly, intended, or unintended?
- g) To what extent has the interventions influenced emergency and development policies and programmes?
- h) To what extent has the operation been responsive to changing operational context?
- i) What internal and external factors enabled or constrained achievements?
- j) What are the key achievements and challenges experiences by ZRCS and the key stakeholders?
- k) What Lessons have been learned from programme programming which are likely to set a platform for future like-minded projects.

**Efficiency and value for money key questions:**

- a) Were adequate resources mobilised for the programme?
- b) Were the resources used appropriately and economically to produce the desired results?
- e) Was the selection, design, implementation, and monitoring of programme cost effective?
- f) What was the transaction cost for
  - cost of recruiting or identifying a beneficiary?
  - cost of transferring cash per person?
- g) What was the Field Staff costs per number of beneficiaries
- h) What procurement approach was used for the project and why?

**Equality and Inclusion key questions:**

- a) Was there evidence to show that equity was planned for?
- b) Were women, youths, the elder and people living with disabilities targeted by the project?
- c) What was the selection criteria for the intervention? Was the process transparent?
- d) Did the project beneficiaries include people that live in remote areas?

**Sustainability/ Connectedness key questions:**

- a) Have the operation interventions been integrated into national systems and processes?
- b) How sustainable are the interventions beyond the current donor funded cycle?
- c) Are programme activities/interventions likely to continue after the lapse of the programme?
- d) To what extent did the programme encourage ownership of the programme by beneficiaries and encourage the full participation of relevant stakeholders?

- e) Have project achievements been maintained or/and is there a plan to maintain over time?
- f) How the intervention integrated social, economic, and environmental considerations?

**Movement and Coordination key questions:**

- a) Is there evidence for the existence of coordination mechanisms within the partners?
- b) Where clear roles defined and clarified for each partner including the government?
- c) Was there clear communication and feedback channels developed? Evidence of these communications?
- d) How long would it take to make a decision and clarify the process involved?

**Impact key questions:**

- a) What are the signs of positive and/or negative impacts of the operation?
- b) What have been the achievements or shortcomings in relation to set outcomes?

**8.3.3 Checklist for Provincial and district Stakeholders**

**Relevance key questions:**

- a) What are the key development challenges that the project was responding to? Was the assistance provided relevant and sufficient in relation to the different types of needs of affected population?
- b) Is there alignment of the ZRCS intervention with Zambia Government needs, priorities, and policies?
- c) In what way did project contribute to supporting GRZ humanitarian response priorities and policies?
- d) Was the needs assessment effective in identifying the key issues? What can be done differently in future need assessments?
- e) Was the cash-based intervention more relevant and more appropriate than livelihood support in this operation?

**Effectiveness and value for money key questions:**

- a) Have outputs (Cash, Farm inputs, Access to water and hygiene) for the operation been achieved?
- b) Where the desired outcomes realised (Immediate and basic food meet, Increased food production, and reduction in water borne diseases)?
- c) Were the stakeholders familiar with the results framework of the appeal?
- d) To what extent has ZRCS partnership with Government Departments (DMMU and MCDSW), been appropriate and effective?
- e) How was the project coordinated at Community, District and Provincial level?
- f) What were the modalities for Disbursement of CT?
- g) Was the selection, design, implementation, and monitoring of programme cost effective?
- h) Transaction cost – cost of transferring cash per person
- i) Field Staff costs per number of beneficiaries
- j) Single sourcing versus competitive bidding and associated costs

**Equality key questions:**

- a) Were women, youths, the elder and people living with disabilities targeted by the project?
- b) What was the selection criteria for the intervention? Was the process transparent?
- c) Did the project beneficiaries include people that live in remote areas?

**Sustainability/ Connectedness key questions:**

- a) Have the operation interventions been integrated into national systems and processes?
- b) How sustainable are the interventions beyond the current donor funded cycle?
- c) To what extent did the programme encourage ownership of the programme by beneficiaries and encourage the full participation of relevant stakeholders?
- d) Have project achievements been maintained or/and is there a plan to maintain over time?

**Movement and Coordination key questions:**

- a) Is there evidence for the existence of coordination mechanisms within the partners at provisional and district level?
- b) Where clear roles defined and clarified for partners and government institutions at this level?
- c) Was there clear communication and feedback channels developed? Evidence of these communication?
- d) How long would it take to make a decision and clarify the process involved?

**Impact key questions**

- a) What are the signs of positive and/or negative impacts of the operation?

**8.3.4 Checklist for Community leaders /members****Relevance key questions:**

- a) What are the key development challenges that the project was responding to?
- b) Was the assistance provided relevant and sufficient in relation to the different types of needs of affected community?
- c) What was the selection criteria and were the deserving household reached?
- d) Was the cash-based intervention more relevant and more appropriate than livelihood support in this operation?

**Effectiveness key questions:**

- a) Where your needs addressed by the operation?
- b) How was the project coordinated at Community level?
- c) What were the modalities for Disbursement of CT?

- d) What could have been done differently

**Equality key questions:**

- a) Were women, youths, the elder and people living with disabilities targeted by the project?
- b) What was the selection criteria for the intervention? Was the process transparent?
- c) Did the project beneficiaries include people that live in remote areas?

**Sustainability/ Connectedness key questions:**

- a) How sustainable are the interventions beyond the current donor funded cycle?
- b) To what extent did the programme encourage ownership of the programme by beneficiaries and encourage the full participation of relevant stakeholders?
- c) Have project achievements been maintained or/and is there a plan to maintain over time?

**Movement and Coordination key questions:**

- a) Where community structures setup for the implementation of the project?
- b) Where clear roles defined and clarified for the structure members and the community?
- c) Was there clear communication and feedback channels developed? Evidence of these communication? How often where the progress and feedback updates?
- d) How were the ZRCS volunteers integrated into these structures?

**Impact key questions**

- a) What are the signs of positive and/or negative impacts of the operation?

## 6.7 Evaluation Household questionnaire

### Zambia Red Cross Society Cash Transfer-Household Survey

INTRODUCTION: Hello. How are you? My name is [ENUMERATOR NAME], and I am working with Zambia Red Cross Society. We are conducting a survey to learn about the recent cash transfer and input distribution program to families impacted by drought. Your household has been selected to participate in an interview that includes questions about your experience with the program, the distribution process and your household income and expenses. These questions will take about 30 minutes to complete and your participation is entirely voluntary. We would like to ask for your honest answers to help us improve our programs. Your answers will be completely confidential; we will not share information that identifies you with anyone.

	May I start now?	Single Choice	1. Yes 2. No	If Q0=2, end interview
S/N	Question	Question type	Answer options	Logic
1	District [Western]:	Single choice	1=Kalabo	
2	Ward	Single choice	1. Buleya 2. Libonda 3. Liumba 4. Mapungu 5. Salunda 6. Sishekenu 7. Lutwi 8. Lukona 9. Lwanginga 10. Sihole (Kandambo)	
3	Village/Compound	Text		
4	Gender of recipient	Single choice	0=Male 1=Female	

5	[DO NOT READ] Who is the respondent?	Single choice	0=Listed beneficiary 1=Deputy 2=Neither is available	
6	What is the household size?	Number		
7	How many people in the household are female?	Number		
8	How many people in the household are male?	Number		
9	How many people are less than 2 years of age?	Number		
10	How many people are between 2 to 5 years of age?	Number		
11	How many people are between 5 to 18 years of age?	Number		
12	How many people are between 18 to 59 years of age?	Number		
13	How many people are 60 years of age and above?	Number		
14	How many people in the HH work?	Number		
15	How many people cannot work due to health problems?	Number		
16	How many pregnant and lactating women live in the HH?	Number		
17	Do you have school going children in the household?	Single Choice	0=Yes 1=No	If Q17 is 1, skip Q18 and 19
18	Have you been able to pay school fees for school going children?	Single choice	0=Yes 1=No	
19	What is the reason you are not able to pay school fees	Text		
20	When someone is sick in the Household, are	Single choice	0=Yes	



	you able to pay for hospital costs and buy medicines?		1=No	
21	Do you experience hygiene related illnesses your household such as diarrhoea, chorela or other stomach related problems?	Single choice	0=Yes 1=No	
22	What assets does the household own now?	Multiple choice	0=Goats 1=Cattle 2=Chickens/ducks 3=Bicycle 4=Motorcycle 5=Car 7=Shop/Kantemba 8=Land/farm 9=Oxcart 10=Tractor 11=Fishing boat 12=Fishing net 13= TV/radio 14=Cellphone 15=Genset/solar panels 16=Others (specify)	
23	What assets did your household own before the 2018/2019 drought?	Multiple choice	0=Goats 1=Cattle 2=Chickens/ducks 3=Bicycle 4=Motorcycle 5=Car 7=Shop/Kantemba 8=Land/farm 9=Oxcart 10=Tractor	

			11=Fishing boat 12=Fishing net 13= TV/radio 14=Cellphone 15=Genset/solar panels 16=Others (specify)	
24	Have you in recent past sold some of your assets?	Single choice	0=Yes 1=No	If Q24 is 1, skip Q 25
25	Why did you have to sell your assets?	Multiple choice	0=to buy food 1=to meet hospital/medical bills 2=to pay school fees 4=to pay debt 5=to cover funeral costs 6=to help a relative 7=Others (specify)	
26	Do you currently have food in storage?	Single choice	0=Yes 1=No	If Q26 is 1, skip Q 26
27	How long will the food in storage last?	Single choice	0=Less than 1 month 1=1-3 months 2=3-6 months 3=6-9 months 4=9-12 month	
<b>Beneficiary selection and inclusion</b>				
28	What type of assistance did you receive from the Zambia Red Cross Society?	Multiple choice	0=Cash 1=farming inputs 3=both	If Q28 is 1, skip Q29 to Q36  If Q28 is 0, skip Q37 to 59

29	How did you know about the Zambia Red Cross Society project on cash transfers and input supply?	Multiple choice	0=Other community members 1=Friends and relatives 2=Spouse 3=CWAC 4=radio 5=leaflets, 6=traditional leader 7=Political leader	
30	Do you understand why you were selected to benefit from this programmed?	Single choice	0=yes 1=No	
31	Can you name the reasons why you or other beneficiaries were selected to receive the cash transfer? (Give top 3 reasons)	Multiple choice (3)	0=Lack of income 1=Large family size 2=Household has children under 2 3=Household has pregnant woman 4=Household has dependants 5=Household does not have adequate food 6=Household did not harvest enough crops 7=The household has not food in stock	
32	Overall, did you feel the selection process was fair or unfair?	Single choice	0=Fair 2=Unfair	
33	How involved was the community in determining who was on the final list of beneficiaries?	Multiple choice	0=Significant. Community screened the list from the committee 1-Some. We worked with the committee in selection eg committee members. 2=Some. Village Chief was involved, as well as the committee and the community.	

			<p>3=None. The decision was made by the committee without input from the community</p> <p>4=None. The decision was made by the Village Chief with no input from the community</p> <p>5=None. The decision was made by the Village/Town Chief</p> <p>6=None. The decision was made by the elders (men).</p> <p>7=None. The decision was made by others with no input from the community</p> <p>8=None. The decision was made by Community Social Welfare officer (ZRCS)</p> <p>9=Don't know</p>	
34	Did you have to pay anyone a fee, gift or tip to be selected for this project?	Single choice	<p>0=Yes</p> <p>1=No</p>	If Q34 is 1, skip Q35
35	To whom did you pay? (Name and/or position)	Text		
36	Do you think all the people in your community who were affected by the drought/dry spell have been included in the beneficiary lists?	Single choice	<p>0=Yes</p> <p>1=No</p> <p>2=I don't know</p>	
<b>Input support and utilization</b>				
37	Do you or your family own a piece of land?	Single choice	<p>0=Yes</p> <p>1=No</p>	If Q37 is 1, skip Q38
38	What is the size of the piece of land (Approximations in acres)	Number		
39	What type of seed received?	Multiple choice	<p>0=Maize seed</p> <p>1=Cassava</p>	

			2=Groundnuts 3=Soya beans 4=Millet 5=Vegetables 6=fruit seed/ fruit trees 7=Others 8=Did not receive seed	
40	What is the quantity of seed that you received? (Kgs or packets)	Number		
41	What other inputs did you receive	Multiple choice	0=Fertilizers 1=Chemicals 2=Others, specify 3=None	
42	Can you name the reasons why you or other beneficiaries were selected to receive inputs? (Give top 3 reasons)	Multiple choice (3)	0=Lack of income 1=Large family size 2=Household has children under 2 3=Household has pregnant woman 4=Household has dependants 5=Household does not have adequate food 6=Household did not harvest enough crops 7=The household has not food in stock	
43	Overall, did you feel the selection process was fair or unfair?	Single choice	0=Fair 1=Unfair	
44	How involved was the community in determining who was on the final list of beneficiaries?	Multiple choice	0=Significant. Community screened the list from the committee 1-Some. We worked with the committee in selection eg committee members.	

			<p>2=Some. Village Chief was involved, as well as the committee and the community.</p> <p>3=None. The decision was made by the committee without input from the community</p> <p>4=None. The decision was made by the Village Chief with no input from the community</p> <p>5=None. The decision was made by the Village/Town Chief</p> <p>6=None. The decision was made by the elders (men).</p> <p>7=None. The decision was made by others with no input from the community</p> <p>8=None. The decision was made by Community Social Welfare officer (ZRCS)</p> <p>9=Don't know</p>	
45	Did you have to pay anyone a fee, gift or tip to be selected for this project?	Single choice	<p>0=Yes</p> <p>1=No</p>	If Q45 is 1, skip Q46
46	To whom did you pay? (Name and/or position)	Text		
47	Do you think all the people in your community who were affected by the drought/dry spell have been included in the beneficiary lists for inputs?	Single choice	<p>0=Yes</p> <p>1=No</p> <p>2=I don't know</p>	
48	What is the quantity of the inputs that you received?	Number		
49	Did you plant/use the inputs that you received?	Single choice	<p>0=Yes</p> <p>1=No</p>	If Q49 is 0, skip Q50

50	Why did you not plant/use the inputs that you received?	Text		
	After receiving the inputs, did you receive any training in how to use the inputs	Single choice	0=Yes 1=No	
51	Did you harvest from what you planted?	Single choice	0=Yes 1=No	If Q51 is 1, skip Q52
52	What is the quantity of the harvest now? (Kgs)	Number		
53	What was the quantity of the harvest during the drought of 2018-2019 seasons? (Kgs)	Number		
54	What was the quantity of the harvest before the drought of 2018-2019 seasons? (Kgs)	number		
55	Do you have surplus crop from the 2020-2021 season?	Single choice	0=Yes 1=No	If Q55 is 1, skip Q56 and Q57
56	Have you sold some of the surplus crop?	Single choice	0=Yes 1=No	
57	How much have you earned from the surplus crop sold? (ZMW)	Number		
<b>Household source of food and food consumption</b>				
58	Where did the majority of your HH food in the last 7 days come from? [Read Responses]	Multiple choice	0=HH level Production 1=Purchase at Market 2=Friends or relatives 3=other (specify)	
59	Where did the majority of your HH food in the come from during the drought period?	Multiple choice	0=HH level Production 1=Purchase at Market 2=Friends or relatives 3=other (specify)	
60	Where did the majority of your HH food in the come from before the drought period?	Multiple choice	0=HH level Production 1=Purchase at Market 2=Friends or relatives	

			3=other (specify)	
61	In the last 7 days, did you buy any food items in the market?	Single choice	0=Yes 1=No	
62	list the 3 most purchased commodities:	Text		
63	On average, how many meals have your HH members eaten per day in the last 7 days?	Number		
64	How many days in the past 7 days has your household eaten the following items?	Multiple choice	0=Rice 1=Vegetables 2=Corn/maize 3=Root crops 4=Beans 5=Vegetables 6=Fruits 7=Meat/fish/eggs 8=Dairy products 9=Sugar 10=Oils/fats	
65	In the past 7 days, has the household undertaken any of the following activities to meet their food needs? Record number of days each coping mechanism was used by the household during the last 7 days.	Multiple choice	Collect/Hunt from forest 1= Send children to work instead of school 2= Rely on less-preferred or less-expensive food 3= Restrict adult consumption of food 4= Rely on food from friends 5= Limit portion sizes at meal times 6= Reduce number of meals 7= Purchase food on credit	
<b>Cash post distribution and modalities</b>				
66	During cash distribution, are there times you	Single choice	0=Yes	Skip Qs 66 to



	did not receive your cash?		1=No	85 if Q28 was 1
67	When you did not receive money, what did you do about it?	Multiple choice	0=inform Zambia red Cross Society staff 1=Inform the CWACs 2=inform MTN 3=Informed the traditional leader 4=put complaint in the box 5=Nothing	
	. In which period did you receive cash?	Single Choice	0= Both (the 1st and 2nd phase) 1= March to June (4 times) 2= September to December (4 Months)	
68	How much money did you receive from Zambia Red Cross Society through MTN in the last transfer? (in Zambian kwacha)	Number		
69	Was the amount of money you received equal to the amount you were told you would receive?	Single choice	0=Yes 1=No, it was more 3=No – it was less 4=I was not told an amount	
70	Were you able to successfully cash out the money?	Single choice	0=Yes 1=No	
71	Are you able to withdraw cash at any time?	Single choice	0=Yes 1-No	
72	What prevented you from withdrawing your cash	Text		
73	Do you know where the nearest cash out point is?	Single choice	0=Yes 1-No	
74	How many minutes did it take you (or the person the deputy) to travel to the cashout point and or a mobile money agent?	Single choice	0=Under 20 minutes 1=Between 20 and 45 minutes 2=Between 45 and 60 minutes	

			3=More than one hour	
75	When you arrived at the cash out point, how long did you have to wait until you were able to see the money agent?	Single choice	0=Under 20 minutes 1=Between 20 and 45 minutes 2=Between 45 and 60 minutes 3=More than one hour	
76	Which type of delays did you experience in receiving the money on the distribution day?	Single choice	0=Long line (que) 1=The mobile money agent never arrived 2=The mobile money agent was late 3=The mobile money agent did not have enough money for all the beneficiaries 4=The network was down, so I was unable to retrieve my money 5=lack of identification required 6=I arrived late and the mobile money agent had already left 7=None 8=others (specify)	
77	Did you have to pay anyone a fee, gift or tip to get your money?	Multiple choice	0. No 1. Yes	If Q77 is 0, skip Q 78
78	Who did you pay? Name and role/position.	Text		
79	Overall were you satisfied with the process in which you received your money?	Single choice	0. No 1. Yes	

80	How can we improve the use of Cash transfers and Mobile Money?	Multiple choice	<p>0=Nothing, it's perfect</p> <p>1=The transfer amount is too low</p> <p>2=The transfer amount is too high</p> <p>4=The distribution point is too far</p> <p>5=The closest mobile money agent is too far</p> <p>6=I do not understand how mobile money works</p> <p>7=I was not informed with enough time to go to the distribution point</p> <p>8=I do not know when I receive money on my phone</p> <p>9=There is not network coverage in my community</p> <p>10=We do not know how beneficiaries were selected</p> <p>11=People who are not vulnerable were on the beneficiary list</p> <p>12=People who are vulnerable are not on the beneficiary list</p> <p>13=Other (specify)</p>	
81	During the time you were receiving the cash transfers where you able to find food at the local market?		<p>0=Yes</p> <p>1=No</p>	
82	Where did you buy your food items?	Multiple choice	<p>0=At the Boma</p> <p>1=Local market</p> <p>2=Community shops/Kantemba</p> <p>3=Other (specify)</p>	
83	What common goods and services to you buy		0=Mealie meal	

	at the market		1= Relish 2= Sugar 3= Salt 4=Soap 5=Clothes 6=alcohol and cigarettes 7= Other (specify)	
84	Were traders always able to meet the demand they face in quantity and quality during the drought season?		0=Yes 1=No	
85	Did the traders increase prices more than usual during of the droughts?		0=Yes 1=No	
<b>Household income and expenditure</b>				
86	What were your household's main sources of income in last month (30 days)?	Multiple choice	1=maize sale 2=rice sales 3=Cassava /banana 2=vegetable sales 3-wage labor (teacher, etc.) 4=piece work 5=petty trade 6=skilled trade 7=firewood or charcoal sales 8=natural resources 9=fish sales 10=remittances 11=begging 12=rental income 13=cash for work program 14=brick making 15=sell of livestock 16= Zambia Red Cross Society Cash	

			Transfer 17=other 18=no income sources	
87	What were your household's main sources of during the drought season?		1=maize sale 2=rice sales 3=Cassava /banana 2=vegetable sales 3-wage labor (teacher, etc.) 4=piece work 5=petty trade 6=skilled trade 7=firewood or charcoal sales 8=natural resources 9=fish sales 10=remittances 11=begging 12=rental income 13=cash for work program 14=brick making 15=sell of livestock 16= Zambia Red Cross Society Cash Transfer 17=other 18=no income sources	
88	What were your household's main sources of income before the drought season?		1=maize sale 2=rice sales 3=Cassava /banana 2=vegetable sales 3-wage labor (teacher, etc.) 4=piece work 5=petty trade	

			6=skilled trade 7=firewood or charcoal sales 8=natural resources 9=fish sales 10=remittances 11=begging 12=rental income 13=cash for work program 14=brick making 15=sell of livestock 16= Zambia Red Cross Society Cash Transfer 17=other 18=no income sources	
89	Did the household incur debt this last month?	Multiple choice	0=Yes 1=No	If Q89 is 1, skip Q90
90	What was the reason for incurring debt?		0=Food 1=Health 2=Education 3=buy productive assets 4=Buy non productive assets 5=Others	
91	What are the 3 priority needs of the household? (in order of importance)	Multiple choice	0=Basic food commodity 1=Quality diet (diversity) 2=Repay debts 3=Shelter 4=Education 5=Health 6=Hygen 7=Other (specify)	
92	Where did you buy the majority of your food?	Multiple choice	0=At the Boma	

			1=Local market 2=Community shops/Kantemba 3=Other (specify)	
93	Was there ever a shortage of the type of food that you were trying to buy?	Single choice	0=Yes 1=No	
94	What food was in short supply?	Text		
95	During the period of the cash transfers, did the price in food go up, go down, or stay the same?	Single choice	0=Price has increased 1=Price has decreased 2=No change in overall price	
96	How soon after the cash transfer/cash out do you spend your money?	Single choice	0=One week 1=Two weeks 2=Three weeks 3=Four weeks 4=More than four weeks 5= I saved the money until now	
97	Would you prefer to be given cash or food commodities for you and your family?	Single choice	0=Prefer cash 1=Prefer food 3=other forms of assistance	
<b>WASH</b>				
98	What is your main source of water now	Multiple choice	0=Piped tap water 1=Boreholes 2=Shallow wells 3=Rivers 4=Streams 5=Other	
99	What was your main source of water before the borehole was sunk?		0=Piped tap water 1=Boreholes 2=Shallow wells 3=Rivers 4=Streams 5=Other	

100	How is the quality of the water?	Single choice	0=Not good 1=Good 2=Very good	
101	What is the source of water for animals?	Multiple choice	0=Boreholes 1=Shallow wells 2=Rivers 3=Streams 4=Other	
102	Who collects water for the household (you can select multiple)	Multiple choice	0=Adult male 1=Adult female 2=Child male 3=Child female 4=A neighbor helps	
102	Do you have any problems with collecting water?	Single choice	0=Yes 1=No	
103	If yes, what are the problems	Multiple choice	0=Long wait times 1=Only available some times of the day (trucking, water rationing, poor aquifer) 3=Safety concerns 4=Bad taste/smell 5=Other	
104	How long does it take to walk to the drinking water source and back again?	Single choice	0=Less than 5 mins 1= 5 to 15 minutes 2=15 to 30 minutes 3=30 to 60 minutes 4=more than 60 minutes 5=Unsure/Other	
105	Is there a borehole that was drilled or repaired by the Zambia Red Cross Society in your community	Single choice	0=Yes 1=No	



106	How involved were you in deciding the location the borehole/repair of the borehole?		<p>0=Significant. Community decided</p> <p>1=Some. We worked with the committee in deciding.</p> <p>2=Some. Village Chief was involved, as well as the committee and the community.</p> <p>3=None. The decision was made by the committee without input from the community</p> <p>4=None. The decision was made by the Village Chief with no input from the community</p> <p>5=None. The decision was made by the Village/Town Chief</p> <p>6=None. The decision was made by the elders (men).</p> <p>7=None. The decision was made by others with no input from the community</p> <p>8=None. The decision was made by Community Social Welfare officer (ZRCS)</p> <p>9=Don't know</p>	
107	Who is responsible for the maintenance and security of the waterpoint?	Multiple choice	<p>0=No one</p> <p>1=The village committee</p> <p>2=The chief/headman</p> <p>3=Zambia Red Cross Society</p> <p>4=Government department</p> <p>5=Community members (all)</p> <p>6=Community members (Women)</p> <p>7=Community members (Men)</p>	

108	Do you pay a fee to access water?	Single choice	0=Yes 1=No	If Q108 is 1, skip Q 109 and 110
109	Who do you pay to access water?	Text		
110	How much do you pay?	Number		