

SUSTAINABLE DIETS FOR ALL

Zambia Case Study

End-Term Evaluation of the
Citizen Agency Consortium
Sustainable Diets for All Program



**END-TERM EVALUATION OF THE SUSTAINABLE DIETS FOR ALL PROGRAM
IMPLEMENTED BY CITIZEN AGENCY CONSORTIUM**

Report of the Zambia Country Case Study

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1. INTRODUCTION

1.1 Objectives of the Evaluation

The objective of the evaluation was to assess the effectiveness, relevance, sustainability and efficiency of the SD4All programme in Zambia. These evaluation criteria relate to the changes that the programme has contributed to i) the capacities for Lobby and Advocacy of country partner organisations, and ii) agendas, policies and practices of government and market actors (and possibly other actors, depending on the specific ToC of the programme). The evaluation sought to balance between Learning and Accountability purposes. With regard to learning, it was planned that SD4All partners will use the report of the end-term evaluation to strengthen their future advocacy efforts. On accountability, partners will use the findings to account for the implementation of the programme both upwards to the donor agency (Ministry of Foreign Affairs) as well as to programme stakeholders.

1.2 Methodology

In order to realise its objectives, the End term evaluation was carried out as a collaborative and participatory process. The evaluation team met various stakeholders including the SD4All implementing partners (IPs) as well alliance partners working with IPs in implementing program activities. For two of the IPs (CSPR and CSO-SUN), the evaluation conducted an in-depth case study covering national and field-based activities implemented by these organisations. For the rest of the Implementing partners (ZAW, CUTS, and AZIEA), a half-day focus group discussion was conducted with the project teams. For the alliance partners, the evaluation visited both civil society organisations, government ministries and local governments, as well as research organisations. The different ministries and local government offices visited by the evaluation team are listed in annex... In the field, the evaluation team met and conducted focus group interviews with citizen groups and change champions interacting with IPs.

Methodically, in addition to focus group discussions with stakeholders, semi-structured interviews with programme and partner staff specific, and participative workshops with programme and partner staff, the evaluation also adopted specific methodologies that were used to interrogate on stipulated areas. The specific methodologies included, i) Effectiveness *analysis* which also included timeline and process tracing in combination with contribution analysis; and ii) *Efficiency analysis* which was done using a method based on the *multi-attribute decision making* approach.

2. BRIEF DESCRIPTION OF THE SD4All COUNTRY PROGRAMME

Sustainable Diets for All (SD4All) is an advocacy programme that was designed in 2016 to help low-income communities in Zambia improve their access to sustainable, diverse and nutritious food through evidence-based lobby and advocacy and citizen engagement. The programme aims to build the lobbying and advocacy capacity of CSOs and citizen groups in selected countries to jointly challenge unsustainable practices and incentivise sustainable food production and consumption, while fostering changes in policy and practice to help make sustainable diets attainable for all. The programme was designed to deliver policy change in relation to three key areas. The policy changes

are i) *Healthy and diverse consumption* ii) *Small & Medium Enterprises (SME) and informal market linkages*, and ii) *Nutritious and diverse production*

SD4All builds the advocacy capacity of CSOs and informal groups like citizen groups to challenge unsustainable practices and incentives in food production and consumption. Citizens play a vital role in the programme and putting them centre stage is crucial to building a new food system that enables women and men, young and old, to use and develop their knowledge to further improve the diversity in production and consumption systems. The program takes evidence - especially evidence generated by citizens directly to policymakers and international institutions to inform development of policies, legislation and market practices that promote diets that are diverse, healthy, fair and based on environmentally sustainable production methods. SD4ALL builds or supports (existing) platforms for enhanced multi-stakeholder dialogue on transforming food systems. Tailored facilitation methodologies such as Food Change Labs encourage multiple actors to share knowledge, evidence and ideas, and to jointly develop local, national and international examples of how food systems can be transformed.

Over the years, Hivos and IIED established partnerships with 5 civil society organisations in Zambia. These include

- **Civil Society for Poverty Reduction (CSPR)** is an anti-poverty civil society network established in 2000, primarily to ensure that civil society effectively and meaningfully participates in the design, formulation and implementation of the National Development Plans and further monitor the National Development Plans. CSPR coordinates and collaborates civil society's participation in the NDP and thus ensures wider participation from all stakeholders. On the SD4All program, CSPR focuses on lobby and advocacy activities promoting crop diversification, nutrition and sustainable diets, and engaging the media to promote crop and food diversification, nutrition and sustainable diets.
- **Civil Society Organisations- Scaling-Up Nutrition (CSO-SUN)** is a movement of Civil Society Organizations (CSOs) working to raise the profile of nutrition on the national development agenda. CSO-SUN was founded in 2012 as a result of the need for a multi-stakeholder response to addressing the nutrition challenge in Zambia through the Scaling Up Nutrition Movement. It is a part of the Global Scaling up Nutrition (SUN) movement founded on the principle that all people have the right to food and good nutrition. CSO-SUN membership includes local CSOs and international NGOs operating in Zambia. CSO-SUN's work on the SD4All program has focussed on awareness creation and advocacy targeting parliamentarians and local government entities and capacity building of CSOs in agriculture, crop diversification and sustainable diets, lobbying parliament to increase budgetary allocation to support food and nutrition diversification and diets.
- **Consumer Unity Trust Society (CUTS)** is a resource organisation focusing on action (policy) research, advocacy and networking on issues of trade and development, competition policy, investment regulation and consumer protection. CUTS' core function is to promote pro-poor policy and practical changes as well as promote regional integration and engage in long-term capacity building of diverse stakeholders to address developmental challenges in Zambia and in

the Southern Africa region. On the SD4All program, CUTS has been instrumental in undertaking the consumer aspects of the program including promoting the role of informal markets in supporting sustainable food systems.

- **The Alliance for Zambian Informal Economy Associations (AZIEA)** is the national umbrella organization for associations of informal workers in Zambia established in 2002. It was formed with the objective of strengthening the voice and bargaining capacity of informal workers in Zambia. AZIEA works to organize the unorganised, educate members on their civil and workers' rights, establish formal collective bargaining structures between government and informal economy workers' representatives, and campaign for policies and laws that are inclusive to the needs and rights of informal economy workers. AZIEA membership is open to organizations representing street and market vendors, hawkers, cross-border traders and other informal economy workers in Zambia. On the SD4All program AZIEA has been responsible for setting up a food network in Kitwe city which is a multi-stakeholder platform involving the city authorities and actors in both the formal and the informal food market in the city.
- **Zambia Alliance for Women (ZAW)** is a women led non-political, non-partisan and not-for-profit organization that promotes gender equity and equality, social justice and environmental sustainability. ZAW compliments government efforts through climate smart agriculture, gender equity and equality initiatives by lobbying and advocating for policies aimed at enhancing women's land rights, poverty reduction through the promotion of food security at household level and appointment of women in key decision-making positions. ZAW has been in operation since 1978. On the SD4All program, ZAW has been responsible for the gender trajectory that has involved training women groups and farmer cooperatives in conservation farming, sustainable crop production, crop diversification, food and nutrition, food processing, food preparation and utilization, as well as training in lobby and advocacy of gender equality in leadership of farmer cooperatives using a Gender in Cooperatives Training Manual developed by ZAW itself.

3. PROGRAM ACHIEVEMENTS

The Evaluation team traced the SD4All Program achievements following the main pathways of change included in the program's theory of change for the country. In tracing these outcome-linked attainments the evaluation attempted to ascertain the extent to which the program was effective in realizing the respective pathways prescribed in the program's results logic, in particular, the respective intermediate objectives and interventions for each of the long-term outcomes. Below, we present the evaluation's main findings and reflections on each of the overall outcomes

3.1 Increased Diverse Food Production That Contributes to Sustainable Diets

Overall, the evaluation has found that the SD4All program in Zambia has been a distinguished contributor to the government's effort with regard to crop diversification campaign. According to the feedback from, mainly government partners working with SD4All program implementers, the

program's main added value to government's agriculture diversification campaign has been in the following contributions:

- Awareness raising for the campaigns to end mono-cropping. This has been done directly by SD4All implementing partners and their allies which have also included grassroots actors. Awareness raising has also been through increased engagement with the media, as well as via the food lab events organised by Hivos and SD4All partners.
- Increased promotion of diversified food varieties through farmer training, farmer days, food labs, etc. The SD4All program has continued to advocate for integration and promotion of diversified indigenous food through the government supported FISP program. Some positive results have been reported by farmer groups interviewed in this evaluation. For example, farmers reported that the range of seeds and other inputs that can be accessed via the FISP program's E voucher system has been widened to include other varieties other than maize.
- Strengthening the integration of issues of food diversity and nutrition in the delivery of agriculture extension services in local governments where the SD4All is being implemented. Stronger attention has been paid to nutrition issues in the delivery of extension services by the extension staffs met in the local governments that we visited.

However, these achievements notwithstanding, a number of shortcomings or challenges in the program's influence over diversified food production and sustainable diet were observed by the evaluation. The following challenges were highlighted in the interviews conducted by the evaluation team.

- There are still significant difficulties in farmers' access to seeds for the different food varieties as well as other production related factors such as appropriate production technologies. This continues to pull farmers to maize because the inputs and technologies for maize production are well embedded in the Zambian farming community.
- There are also limitations associated with inadequate market opportunities for other crop varieties (other than maize). The main government supported crop procurement system through the Food Reserve agency, is still maize-inclined despite a government initiative to open this in 2018/19.
- Diversified food production is also limited by a strong maize mentality arising mainly out of economic considerations. Overall, farmers in Zambia still find other crops uneconomical in terms of prospective earnings. The evaluation was told that, even for smallholder farmers, income from maize is still guaranteed. Also, maize is well grounded in the Zambian economy with a lot of research and production innovations going into it from both government and private service providers.

3.2 Increased Demand of Sustainable Foods by Low Income Consumers Especially Women and Youth

Important achievements observed by the evaluation with regard SD4All program's influence on the demand for sustainable foods in Zambia included the following:

- Mobilization and training household members in food preparation and consumption with particular emphasis being put on nutrition values and food diversification. A lot of mass-media based campaigns on consumption of, especially, indigenous food varieties have been carried out by Hivos and other SD4All partners (ZAW, CSO-SUN). In addition, ZAW produced guidelines on food values and also trained women groups from diverse cultures in food preparation. Stakeholders interviewed agree that the Food labs were the first initiative in the country to focus on food preparation and consumption. In particular, the approach was considered useful in transcending beyond cultural and behavioural restrictions in food preparation and consumption.
- Targeting of relevant consumer issues in the policy discourse at national and local government levels. For example, the National Food and Nutrition commission appreciated the fact that, thanks to involvement by SD4All CSOs, issues of informality and market factors for the majority were actively considered during the discussions leading to the National Food and Nutrition Strategic Plan for the government of Zambia. It was also acknowledged that the informality study conducted by the SD4All in 2018 was a key step in informing partners on how to advocate for possible integration of the private sector in the sustainable food system campaign.
- Highlighting the role of the informal market actors in bringing about sustainable demand for food especially in urban areas. Issues concerning food consumption through the informal market have been central in the discussion leading to the food policy council being promoted by the project in Lusaka city council. Equally, issues concerning the strategic linkage between producers, traders/distributors and consumers in the food system become principal in the setting up of the food network in Kitwe City Council. It is also notable that, in both these cases, SD4All interventions were based on evidence generated from background studies conducted by partners in the food systems. In addition to the studies, the program undertook follow-up sensing visits which further informed action planning.
- Increased press attention and coverage of Sustainable Diet issues. The press and other stakeholders, including those from government, have appreciated the fact that the public is picking increasing interests in stories around sustainable diet and diversification.

However, it has been noted that consumer mobilisation and creation of public awareness were necessary but not sufficient to fully achieve the overall outcome planned in SD4All program's theory of change concerning demand for sustainable diet. Some of the remaining bottlenecks identified by stakeholders included issues of attitudes especially within the youth segment of the consumers; supply related limitations, poor incomes to afford food diversification especially for the urban poor, etc.

3.3 Governments and Local Authority Promoting Sustainable Food Production and Consumption

It was observed that, that for the last decade or so, the Central government in Zambia has been keen on widening its agriculture development focus putting more emphasis on issues concerning nutrition, diversification and climate change. Within this government effort, the role played by SD4All CSOs in, for example, influencing the shift in government focus on agriculture diversification and nutrition has been widely appreciated. SD4All effects have been mainly through the influences by advocacy and advocacy campaigns, but it has also been through direct participation by SD4All partners in programming and priority selection in sector planning processes. The revelations from grassroots-based research initiatives conducted by SD4All partners have also been another way the SD4All program has contributed to this shift.

Specific SD4All Achievements on this outcome have included the following:

- SD4All program Partners working with the ministry of agriculture of Zambia to develop a Crop Diversification Strategy. The draft of this strategy (seen by the evaluation) targets a number of interventions for addressing the main bottlenecks limiting effective realisation of crop diversification in the Zambia Agriculture policy. SD4All contribution to this strategy was through a number of inputs including undertaking the beyond maize study; supporting high level joint planning workshop for the strategy; convening a high level technical meeting to conceptualize the development of the strategy; providing a consultant to support the ministry in developing the draft strategy; and participating in a number of working meetings together with ministry officials; etc. By pursuing a food systems approach, the proposed Crop Diversification Strategy focuses on a number of priority interventions including i) diversification of crop production including tree crops, ii) enhancing the effectiveness of extension services provision, iii) promoting dietary diversity through supporting sustainable food consumption and demand, iv) supporting development of private sector-based markets and other value chain actors to support crop diversification, and v) providing an enabling legal and policy framework for production, preservation, and distribution of indigenous seeds.
- SD4All CSOs participating in collaborative actions with local government extension departments in respective areas of the program to promote sustainable diet and food diversification. Examples of such collaborative actions were visible in Kafue district where ZAW has enabled incorporation of nutrition and sustainable diet issues, as well as promotion of indigenous crops and climate smart agriculture concepts in extension services rendered by the district Agriculture department. These collaborative actions have been appreciated for bringing up issues of food consumption on the agriculture extension agenda in the respective local governments.
- Initiatives for promoting sustainable food production and consumption by local government such as those supported under the Food Network Initiative that is being implemented in Kitwe city led by AZIAE and Kitwe City council in collaboration with a number of other stakeholders. Similar local level consumption support initiatives have also been the focus of the Food Policy Council in Lusaka city council led by CUTS. The Food Policy Council is presented as multi-stakeholder platform for developing a comprehensive framework to guide sustainable food system in the city.
- Informing government and other actors on how the potential within the informal food sector could be harnessed to improve the diets of people especially those in the urban sector. The

informality study conducted by partners in the SD4All program (Hivos, CUTS, IIED) has been particularly informative most especially on how to leverage on the dominant role played by women, the young and the less-educated sections of the target population in the informal food market, and generally the informal food sector plays a critical role in sustainable diets and food security. Stakeholders have appreciated the study for being an icebreaker on the new ways of thinking and collaboration between the urban local authority in Lusaka and actors in the informal food sector.

- A direct consequence of the shift in relationship between local government departments and other stakeholders in the food systems has been the dispelling of mistrust between these parties which has also paved the way for a more harmonious relationship and collaboration between them. This relationship is being used to leverage broader integration of the informal market into urban policy planning process.
- Contribution to the process of developing the dietary guidelines for Zambia. SD4All program has been present in this process through its member CSOs (CSO-SUN). Once finalised, the guidelines are expected to provide advice on foods, food groups and dietary patterns as well required nutrients to the general public. The dietary guidelines will also be a basis for public food and nutrition related policies at different levels of government. The process is being handled by the Ministry of Agriculture with support from the Food and Agriculture Organization and other civil society organisations through the Civil Society Scaling Up Nutrition Alliance.
- Influencing local government prioritization of Sustainable Diet and crop diversification issues was partly achieved through lobby and advocacy engagements including via the press. In addition, SD4All partners have engaged selected local government departments via extension services delivery and grassroots planning mechanisms. However, these interventions are yet to result in significant changes with regard to pattern of expenditure allocation priorities by these local governments.

However, notwithstanding the above-listed achievements, a number of challenges in the program's influence over Government's and Local Authorities' promotion of Sustainable Food Production and Consumption were observed by the evaluation. The following limitations were highlighted in the evaluation interviews.

- The efforts to strengthen government and partners' commitment to crop diversification that has been promoted by the SD4All program through development of the Crop Diversification Strategy is still work in progress and needs to be closely followed. It is also notable that naturally CSOs will always have limitations on influencing development of government instruments (policies, bills, or strategies) especially when the process reaches the political level.
- Though the informality study attempted to bring out the issues affecting the informal markets in the food system, not all the issues identified were addressed in the present phase of the SD4All program. Some of the issues addressed by the program included that of establishing platform for dialogue between stakeholders from different parts of the food system (in Lusaka City Council), mobilization and orientation of some market actors, etc. However, as various stakeholders have

raised, other critical issues concerning effective participation of the informal sector were not addressed by the program especially those concerning organising and capacitating other actors in the food system (food vendors, store operators, processors, stockists, etc.). It was also commented that most government policies are still biased towards formalisation, hence a need to focus more on advocacy for enhancing participation of informal actors. The food policy council was appreciated for providing a promising start, but this is just a beginning.

- Though there are some macro-level commitments in the direction of increased allocation to nutrition related expenditure at the national level, budget practice does not seem to match the ambitions. According to a UNICEF Nutrition Budget brief 2019, government allocation to nutrition-specific intervention still falls below international benchmarks of \$30 per annum per child under five years recommended by WHO. The UNICEF budget analysis also show that in 2019, the allocation to nutrition-sensitive interventions reduced by 21 per cent in the health sector and 43 percent in the livestock and fisheries sector as compared to 2018. There has not been significant SD4All influence on this objective apart from budget monitoring by CSO-SUN that has followed up government allocation to nutrition related priorities over the years.

3.4 Capacity Development

SD4All program's capacity building efforts has been appreciated by partners and affiliates on account of a number of effects including enriching partners' knowledge and skills in lobby and advocacy for the sustainable diet and food diversification trajectories; enabling establishment and operationalization of multi-stakeholder platforms for promoting and advocating sustainable diet and agriculture diversification; introducing and deepening the concept of Citizen Agency and making it concrete through various forms of citizen groups; enabling SD4All CSOs to join government structures discussing relevant policy and budgetary instruments; etc.

In the baseline assessment that preceded the implementation of the SD4All program in 2016, capacity assessment was carried out for some of the current partners (CSPR, CSO-SUN, CUTS, ZAW and AZIEA) using adapted 5C model. Capacity assessment was made in the light of desired changes or outcomes, which are described in the Theory of Change. According to the feedback by the SD4All CSOs themselves, the biggest capacity gaps for most of the implementing partners at the start of the program were in the area of skills for lobby and advocacy, and for some of them, working in the food systems domain. The methodology of Citizen Agency and multi stakeholder approaches were also areas that required capacity building in almost all these actors.

In practice, the SD4All program engaged a number of methods in delivering capacity building to both its implementing partners and to the citizen agencies collaborating with implementing CSOs at the community level. The main methods acknowledged by stakeholders included:

- ✓ *Training in various areas of lobby and advocacy, citizen agency, food lab, usually delivered through workshops, and seminar;*
- ✓ *Mentoring and coaching by international partners, mainly Hivos and IIED;*

- ✓ *Peer-to- peer learning through exchange visits and periodic PME dialogue bringing all partners together every six months;*
- ✓ *Experiential learning through joint activities between partner organisations.*
- ✓ *Participation in research activities*

Training and collaboration between citizen groups or agents and SD4All implementing partners (CSPR, CSO-SUN, CUTS, etc.) on specific agendas / campaigns have been the main channels for delivering capacity development for the citizen groups. Significant achievements in terms of building knowledge, raising awareness and commitment of citizen groups/ agents on different aspects of sustainable diet and diversification have been realised as a result of participation in program advocacy activities such as food labs, Food Policy Council, radio advocacy campaigns, engagement with government departments, etc. organised by the program.

Capacity Development was treated as part of the program implementation framework, in that CD was always an agenda item reflected in partner meetings, internal bi-annual and annual monitoring, evaluation and learning sessions. There was also a mid-term review on Capacity development conducted in 2019. The flexibility of the SD4ALL program allowed partners to respond to emerging capacity building need.

However, a number of shortcomings in the capacity development component of the SD4All program were observed including the following:

- Capacity building was not delivered following a consistent CD program. The program inception report required that a capacity building was to be based upon a capacity building plan developed to comply with desired changes or outcomes described in the Theory of Change. The evaluation did not observe this CD plan although partners confirmed that capacity building activities were tailored to meet the need of the partners as they arose during the implementation of the program including many of those not foreseen at the beginning of the program
- Equally, although the SD4All program baseline study did highlight the need to align to the 5C model in the planning and delivering of capacity building by the program, this was not strictly followed. As a result, the evaluation did not witness a clear path for capacity building of especially citizen groups and community based actors. Owing to the fact that most Citizen Agency actors were either loose networks of the willing or individual champions, there was a strong need for a broader CD agenda more aligned to specific assessed needs of these grassroots actors.
- The training and collaboration with SD4All implementing partners notwithstanding, the capacity of the citizen actors and institutions in specific aspects of lobby and advocacy such as agenda setting or initiating interaction with government institutions at the local level is yet to be strengthened. So far, all the L&A activities in which citizen groups have participated have been in topics and areas identified by implementing partners, mainly to serve SD4All program objectives. These groups are yet to be capacitated to be able to identify, prepare and present an agenda for lobby and advocacy on their own.

3.5 Gender, Youths and The Marginalised

The evaluation observed a recognition of issues of women inclusion in the conceptualisation of the SD4All program. It was noted, that the program inception took early concerns for issues of gender equity and inclusion. Consequently, SD4All program conceptualisation found that gender inequalities, exploitation, marginalisation were part of the complex challenges that contribute to perpetuation of malnutrition in Zambia. In response, the program theory of change made some effort to target women, youth and the marginalised as a key segment of the population to be mobilised and receive knowledge and awareness creation on issues of sustainable diet. It was also observed that the criteria for partner selection at the start of the program considered presence of gender expertise and/or strong network with gender NGOs and women's organizations within aspiring partners. It was also notable that, using the 5C model, the program considered issues of gender representation and social inclusion in assessing partner capacity.

It was also appreciated that a stand-alone program component focusing on concerns and priorities of women in sustainable food production and consumption was implemented and incorporated in the program, though a little later than the other components. This is being implemented by the Zambia Alliance of Women (ZAW). Through this component, the program engenders the SD4All program by introducing the concept of nutrition and sustainable diet to groups of women engaged in agriculture and cooperative movement. The program has also involved training and mobilization (by ZAW) of women from different cultural settings in indigenous food production, preparation and consumption. The program has also been appreciated by the department of agriculture in Kafue district for providing an opportunity to focus on gender roles in the food chain in a rural setting. It was also reported that issues hindering effective women participation in the food chain - including issues like gender-related restrictions in food consumption, gender division of labour, attitudes, traditions and practices, and women's limited access to productive resources - were discussed in the training and awareness creation forums organised by ZAW in conjunction with the Kafue department of agriculture.

In practice, the program supported a gender training session that was attended by all partners. However, most partners felt that the focus of this training was largely generic and not adequately tailored to gender issues in lobby and advocacy for the sustainable diet or food systems domains. Apart from targeting women as a specific segment of program beneficiaries/ participants, integration of issues of gender, youth and the marginalised in the program components implemented by other partners was not very strong. The evaluation noted, for example that most program components did not clearly indicate how they should embed gender issues in both the content and processes of lobby and advocacy campaigns they conducted. Partners also reported insufficient or absence of gender analysis and analysis of youths and marginalised issues in the structuring of their program components.

On the side of the youths and other marginalised groups, it was noted that the program placed some attention on youths targets especially through the Zambia food change lab which had a specific group dealing with youths (the Food change lab youth group). Also some youths targeting was done in some program components including sack gardening for urban youths in Lusaka city, which was regared by partners to be a success. There were also some youth involvement in other program activities including participation in world food day cerebrations and annual youth day celebration in relation to

the food system. A youth food festival was also held in 2018.

The above youth interventions notwithstanding, the feeling of the evaluators was that program's focus on issues of youths and other marginalised groups was rather marginal. The youths were found to be critical segment of the food chain from both the consumption and production perspectives. They represent a strong food market segment both as food consumers and as food entrepreneurs. The evaluation therefore finds the youths a very important group for the program to target mind-set / behavioural change. The Zambia agriculture policy also recognises the youth to be a critical entry point for changing agriculture practices towards diversification. At SD4All programming one of the intermediate objectives of the program's theory of change did in fact target youths and other marginalised groups.

3.6 Communication

The SD4All program in Zambia named "media engagement and capacity building in sustainable diets" as one of the interventions that were to lead to improved public awareness and knowledge on Sustainable Foods as well as mobilizing consumers to demand for healthy foods. In practice, communication has played a very significant role augmenting the effectiveness of other SD4All program activities through i) influencing target groups to take action, ii) mobilising citizens iii) raising awareness about sustainable diets, and iv) enhancing program visibility. Communication has been a crucial component of the L&A strategy of the SD4All programme in Zambia.

Out of the strong recognition of the role of communication in the program philosophy, the SD4All program in Zambia identified the media to be a crucial ally of the program. Different media houses have partnered with Hivos Zambia, and through it, with other SD4All implementers to make direct contribution to program activities. In return the program has offered training and skills development to actors from the media on the subject of sustainable diet and nutrition.

Though communication was not strongly reflected in the program's annual outcome harvesting reports, the evaluation noted that Hivos and partners jointly implemented a myriad of activities related to communications including press releases, production of videos, publication for local and international audiences, messaging and media engagement through different channels, etc. it was also found that some partners like C SPR did have long established working relationships with the media, which relationship was adequately leveraged in the SD4All program.

A number of achievements were observed by the evaluation with regard to communication, including:

- i) Effective use of communication and the media as an advocacy strategy in connecting, informing and/or influencing external stakeholders, but also internally to strengthen their knowledge and insights of national policies concerning food and nutrition
- ii) extensive media coverage and participation in the different events hosted by programme countries such as food festivals, conferences, youth fora, community festivities, food markets, etc.

- iii) use of media to profile the SD4All program and to disseminate its objectives at national and international meetings and conferences, etc.
- iv) Significant mobilisation sensitization and capacitation of actors from the media in the subject of sustainable diet and nutrition. The media personnel interviewed in this evaluation appreciated the fact that it was the SD4All program that mobilised and interested them to cover issue surrounding food and nutrition.

4. ANALYSIS OF THE RELEVANCE

4.1 Relevance of Policy Changes

The contribution of the SD4All program to the high prioritization of food and nutrition security and agriculture diversification at various levels cannot be underrated.

Stakeholders interviewed in this evaluation displayed a strong appreciation of the role of SD4All partners in various policy dialogue and planning processes that took place in the food and agriculture sectors in Zambia in the last five years. The three most cherished areas of contribution singled out by stakeholders in our interviews rotated around i) mobilizing government for political and technical commitment at all levels; ii) mobilizing for concerted effort from multi-stakeholders in order to create a critical mass of actors; and iii) aiming at effective behaviour change in consumption practices through encouraging changes in knowledge, attitudes, and practices at the individual and community levels.

In Zambia, food and nutrition security and agriculture diversification, which are the main trajectories of the SD4All program, remain high priorities for government. These trajectories have had a strong presence in the strategic direction of the Governments of Zambia in the seventh Zambia National Development Plan (NDP). The 7th NDP targets enhancing food security and nutrition as one of the key strategies for contributing to improved health outcomes as well as for other social development goals of that plan like child development and social protection. Equally, agriculture diversification is reflected as one of the strategic investment areas of the NDP where it is listed as one of the strategies government set for achieving the economic diversification and job creation goal of the plan.

SD4All CSOs (CSPR and CSO-SUN) actively participated in the NDP elaboration process. The first level of participation was as members of technical working groups constituted by government ministries to draft and appraise sector inputs to the NDP. The second level of participation was through general CSO contribution effected through production of position papers that informed government prioritization of investment programs for the food and nutrition and agricultures sectors.

However, significant limitations still remain regarding program influence to the policy domain. For example;

- While the multi-stakeholder approach to addressing crop diversity and nutrition issues has been quite effective at national level, the same approach was less emphasised at the local level. The project should learn from the good example of multi-stakeholder approach demonstrated in the Kitwe Food Network by AZIEA and the progress being done in the Food Policy Council in Lusaka City by CUTS.

- At the operational level, production decisions in the agriculture sector are still being influenced by commercial objectives and less by food & nutrition security objectives. So, as government and other stakeholders strive to create the necessary awareness and supportive mind-set at the household level, equal efforts are needed to integrate commercial values (business case) in the food and nutrition security and crop diversification campaigns, but of course, without losing the focus on nutrition objectives;
- Enhancing the business case in the sustainable diet campaign invokes a bigger role for the private sector than what has been promoted in the outgoing SD4All program and other campaigns in the country. For example, it was found that the program did not pay much attention to the role of the private sector in the food market (apart from the few cases like in Kitwe City Council Food Network and the Food Policy Council in Lusaka). This has allowed the government sponsored crop procurement systems to remain the big influencers of the agriculture production sector in the country. More effort will need to be put in advocating and supporting the private sector to take a bigger role in crop and food diversification campaign in the country.

4.2 Citizens Agency

The SD4ALL program has been quite successful in introducing and operationalizing the concept of Citizen Agency in the promotion of sustainable food and nutrition in Zambia. Using a tailored toolkit developed globally by the program, partners were introduced to and trained on the Citizen Agency concept. It was appreciated that the training capacitated the SD4All CSOs to become facilitators of the concept, which skills they used to cascade the concept to other levels of the SD4All partnership including allies and grassroots actors taking part in program activities.

Beyond creating awareness on the concept of citizen agency, the SD4All program has also been appreciated for creating multi-stakeholder platforms, bringing together a wide range of citizen actors to dialogue and share their points of view, generate new ideas and work towards a common advocacy goal. Such multi-stakeholder dialogue has, for example, been operationalised through the food policy council in Lusaka city where actors from different interest groups, especially those usually left out in policy making processes, have been brought together in the process of developing an overarching framework to govern the food system in Lusaka City. Citizen-based participants in this multi-stakeholder platform include farmer groups, traders, market vendors, academic institutions, food processor and stockists, etc. These have been brought into collaboration with representatives from Lusaka local government as well as selected national government ministries. A Similar platform was also established and operationalized in Kitwe City Council under the guidance of AZIEA, another SD4All partner.

In other cases, the SD4All program has provided a working / operative environment for citizen agency to be tried as an advocacy strategy in the food sector. This working environment has come in the form of dialogue meetings attended by farmers to discuss and contribute to real policy debates (e.g. the crop diversification strategy by CSPR); events to share practices (e.g. through participation in food days); opportunities to generate citizen-based evidences and lessons used by other actors in upstream advocacy (e.g. participation in budget discussions organized by CSPR).

The biggest score achieved by the SD4All program under the Citizen Alliance initiative is the bringing together of groups of different interests and social-economic perspectives to cooperate together in the policy making process, including those making policies and those being affected by the policies. Many stakeholders in these platforms testified that this has been the first time ever they have been brought to work together on a common agenda.

However, while the program has succeeded in stimulating / inspiring citizen interest in influencing policy agenda as a way of protecting/ promoting their interests in the food and nutrition sector, it was observed by a number of actors that the initiatives taken were necessary but are not sufficient in as far as building the essential capacities within the citizenry to stand for and promote their interests. Within the informal sector, for example, the citizen-based actors that participated were still highly fragmented both in structure and in interest. So, although the SD4All program has been successful in having effective engagement of citizen groups in a few externally driven policy advocacy activities, the ability of those citizen groups to conceive own advocacy agenda and initiate own engagement with government institutions is yet to be strengthened. It is also true that for multi stakeholder platforms to be effective as a tool for linking differing citizen interests, a number of enabling conditions such as effective leadership and power dynamics of the platforms are essential.

A good example of the role of organised citizen actors is demonstrated in the Lusaka Food Council initiative where, working with and getting training from CUTS, individual market women from Soweto market formed themselves into nutrition groups through which they were able to push on peer to peer mobilisation, training and self-motivation initiatives on issues of sustainable diets. Further to this, they also organized themselves to raise some of their concerns with the Lusaka City Council on the issues that they were facing in the informal markets. To the evaluation, the nutrition groups which these women formed played an instrumental role in facilitating these collective actions. The groups also promise sustainability of future engagement with government institutions on issues of concern to the informal marketeers because, as commented by some stakeholders, it is through such groups that common agendas can be conceived and processed, and consensus built on the side of the citizen actors.

4.3 Lobby & Advocacy Strategy

L&A remains a strong strategy adopted by the Zambian government for achieving the Food and nutrition security and agriculture diversification objectives of the 7th National Development Plan. For example, health and nutrition advocacy is featured as one of the program priority areas for enhancing food security and nutrition within the implementation plan of the 7th NDP in Zambia. According to the Nutrition Advocacy Plan (2017-2019) produced by the Food and Nutrition Commission of the government of Zambia, lobby and advocacy is critical for a number of reasons including i) mobilizing commitment to and investment in nutrition by both government and cooperating partners; ii) ensuring that nutrition is enshrined in all sector policies, work plans, and budgets; iii) ensuring the appropriate use of resources committed to nutrition; iv) strengthening capacity to deliver nutrition services and interventions and improve coverage; v) increasing coordination of nutrition-related activities; and vi) providing harmonised legislation to improve nutrition; etc.

By prioritizing lobby and advocacy, the SD4All has offered its contribution to the government effort with regard to the targets of the Nutrition Advocacy Plan as listed in the outgoing paragraph. According to the opinions of program implementing partners, SD4All contribution has occurred in a number of ways.

First, the program's lobby and advocacy activities have targeted to influence the agriculture sector development planning and allocation of resources towards sustainable diet through the National Development planning and other policy processes. Besides the agriculture sector, and in the pursuance of a food systems approach, the program broadened its L&A targets to reach out to other sectors that also play influential roles in the sustainable diet and nutrition agenda in the country. Such sectors included the ministry of finance for its allocative roles, the sector of health for its roles in coordinating nutrition actions, as well as the sector of Community Development for its roles in addressing issues of vulnerability.

Secondly, in addition to influencing sector allocation priorities through the national planning and policy processes, the SD4All program's lobby and advocacy activities have targeted stimulation of diversified food production and consumption at the local level. The intention was to stimulate multi-stakeholder interaction in order to promote sustainable food systems that are inclusive, resilient, safe and diverse, and that provide healthy and affordable food to all. This way, the program's L&A objectives was found to be quite valid to the multi-dimensionality of the issues surrounding sustainable food systems in the urban areas.

A third way through which L&A in the SD4All program was to contribute to sustainable diet was through awareness raising in the public domain. A key category of actors targeted in the public domain were producers and the consumers of food where the program focused on breaking down longstanding negative traditions, customs, and attitudes that limit food and crop diversity. The evaluation finds this to have been a valid target especially in as far as it targeted unlocking the food production sector in the country from the monopoly of maize.

However, lobby and advocacy alone was found not to be a sufficient input for bringing about the required changes in the food systems in the country. For example, stakeholders interviewed within the farming community expressed a number of outstanding challenges hindering adoption of required innovations in the productive sector. Some of the challenges highlighted included lack of appropriate production skills, technologies and inputs at the household level to support production of diversified food varieties.

There was therefore a call from program beneficiaries to do advocacy plus other complimentary interventions which would aim at addressing the outstanding challenges. The original assumption that L&A will stimulate government and other actors to address the remaining / emerging challenges was not yet very successful. It was observed that in some cases the SD4All program has leveraged on other activities run by partners to address some of the missing inputs in the current program phase.

5. ANALYSIS OF THE SUSTAINABILITY OF THE CHANGES IN AGENDAS, POLICIES AND PRACTICES OF GOVERNMENTS AND OTHER ACTORS

5.1 Sustainability of Changes in Policies

The SD4All program has attempted to support and or contribute to continuity, replication and sustainability of food and agriculture diversity as well as good nutrition practices through a food systems approach. One of the strategies adopted by the SD4All to provide for continuity of program campaign and sustainability of changes in the food systems was to work with government departments to provide enabling regulatory / guiding framework for promoting sustainable food systems such as the Crop diversification strategy (CSPR) and the Food Based Dietary Guidelines (CSO-SUN). Similarly, the program has worked to influence public sector planning processes, such as the National development plan (CSPR) and Provincial Agriculture Annual Work plans (CSPR), by advocating for inclusion of production and consumption elements of food systems in national and local government development.

However, many of the outcomes reported by program in this phase are either transitional outcomes or are presented as work-in-progress. But as one respondents commented, “usefulness is in the final results”. The evaluation observes that these transitional outcomes and work-in-progress results call for continued action to ensure that the initiatives started in this phase will reach the planned results as outlined in the program logic (ToC). The main challenge, however is that, while CSOs can, and were seen, taking active roles in the technical processes of drafting the different policy and regulatory instruments (such as the Crop diversification strategy), the remaining processes (approval and or gazetting as might be appropriate) for these instruments are largely fully government-led where CSOs may not have much influence beyond lobby and Advocacy.

In other cases, the achievements scored in the interventions and, sometimes, in intermediate outcomes have been found to be **necessary** but not **sufficient** to achieving the desired long-term outcomes as well as the overall program goal. One example cited concerned the limited extent L&A by CSOs can influence government allocation to sustainable diet objectives program targets (which was one of the program outcomes). As observed by many respondents, government allocation decisions are influenced by many factors that are beyond the influence of lobby and advocacy. As an example, it was found that in most of the five years of SD4All program implementation government expenditure has been consumed by commitments on infrastructure development and debt servicing.

5.2 Sustainability to Changes in Food System

The evaluation observed that another way through which the SD4All program provided for continuity of Sustainable Diet campaigns and sustainability of outcomes in Zambia was through active collaboration with government extension system during program implementation. The program has scored significant successes in mobilising and attracting collaboration from district extension departments in the districts where the different program components are being implemented (mainly the Provinces of Lusaka and Kitwe). Talking to them, district and provincial government departments of agriculture did acknowledge that they benefited a lot from the trainings on sustainable diet and food systems approach conducted by the program, as well as from the joint activities that they have conducted with SD4All partners. Partners have maintained that this direct engagement with district and lower government staffs will create the necessary goodwill for ensuring some degree of sustainability of the changes in the food systems that have been initiated by the program.

However, the success of the assumption to achieve sustainability of changes in food systems through alignment with local government extension system is dependent on a number of conditions including the functionality of local government systems, availability of operational funds to enable respective extension departments to carry forward the campaigns started in the SD4All program, etc.

It is also noteworthy to highlight that the motivations and changes in practices influenced by program interventions have been so much limited to a few participants and localities. Also, attention has been very much on a few players in the food system- producers and consumers, with some limited focus on other market actors. It was also observed that even within the present project target group there is need for continued action to have sustained change in knowledge, attitudes and practices. Continued action aiming at creating a critical mass to sustain the changes in food systems was validly proposed. Replication of program interventions to cover other areas is also a valid question to consider by the program

5.3 Sustainability of Partners and Citizen Groups

It was found that most of the SD4All partners are well-grounded organisations both institutionally and technically. Before they became engaged in the SD4All program, most of these organisations had long-standing working experience in their respective themes. As an example, having arose out of the Scaling up Nutrition movement in 2012, CSO-SUN was already specialised on working with government and other partners on policy and technical issues concerning food and nutrition. The CSPR, on its part, was already very strong on policy analysis and engagement with government ministries in the planning process which dates as far back to the time of its establishment in 2000. CSPR has also had long working experience in facilitating advocacy for pro-poor policies, engaging with media, creation of community awareness on public sector policies, facilitating multi-stakeholder policy dialogue including facilitating CSO participation in NDP process, etc. The Consumer Unity & Trust Society (CUTS), also another SD4All CSO, was found to be highly experienced in policy-related research; capacity building and advocacy, networking and information dissemination and outreach focusing on the private sector as its working domain. The other CSOs participating in the SD4All (the Zambia Alliance of Women- ZAW, and the Alliance for Zambian Informal Economy Associations –AZIE) were, equally, well experienced and skilled in working with the marginalised sections of the Zambian community including women and the informal sector.

Institutionally, most SD4All CSOs were found to be membership or network organisations with members / affiliates located in different parts of the country. This gives them a strong institutional capacity which, in a way, also provides a leverage for organisational sustainability. We noted that these memberships/ networks were utilised by partners to bolster SD4All implementation.

Sustainability of program activities and outcomes has also been pursued through the multi-actor relationships in which SD4All partners created and enabled different multi-stakeholder platforms and partnerships involving a range of players. As we already observed, these actors and collaborators came from government entities, CSOs, Citizen groups, and development partners. Many of the other actors were found to have strong and well established networks through which they provided value addition

to SD4All program implementation as well as continuity / sustainability of program outputs and outcomes.

However, with regard to sustainability of the partnership with government agencies, some operational and technical limitations were observed. For example, government counterpart actors are faced with limited resources both financial and human, to sustain the campaign through the mainstream public sector extension system. The issue of severe budgetary limitations faced by most government departments especially in local governments as a result of heavy debt servicing obligations by the government of Zambia was highlighted by most stakeholders interviewed to be critical contextual hindrance for program sustainability. Another related limitation identified was the shortage of extension staff in the public system, although it was also commented that government has been making efforts to close the gap.

5.4 Environment and climate change

The SD4All country Theory of Change includes three different, but interrelated, intermediate targets for achieving increased responsiveness to climate change adaptation in Zambia. These included increased government budgetary allocation to climate change smart agriculture, promotion of drought resistant crops by government, and government investment in early warning systems. In practice, the evaluation observed some minimal reference to climate smart agriculture (CSA) as part of the promotion of diversified food production by the SD4All program especially in the areas where CSO-Sun and ZAW engaged with farmers. Farmers interviewed did appreciate the program for introducing them to some climate smart agriculture technologies such as water management, intercropping, organic inputs and conservation agriculture. The extension staff from the districts of Kafue and Choma also appreciated the program for training and introduction of staff to techniques of integrating climate smart agriculture within agriculture extension services.

The program's focus on crop diversification has also had a strong environmental and climate change influences. One of the goals of crop diversification interventions of the program was to reduce the country's risks and vulnerability to climate change especially the effects of the maize mono-cropping. Previous years have witnessed the country falling into severe food insecurity as a result of failure of the maize crop brought about prolonged draught. Absence of quick maturing food crops worsened the country's vulnerability to these situations. SD4all crop diversification effort therefore went in to promote and facilitate production of alternative foodstuffs to address this food security challenge.

However, while in the initial design, the SD4All program in Zambia made some attempt to integrate targets for enhancing climate change adaptation and mitigation in the country as one of the long-term outcome of the program, the evaluation did not find strong results on this outcome. Also, apart from integration of climate smart agriculture techniques in some of its interventions, the SD4All program did not reflect strong attention to supporting adoption of climate smart agriculture at national level, which was the original objective of the SD4All Theory of Change.

Yet, this is not to say that climate smart agriculture is a new phenomenon in Zambia as numerous CSA practices have been tested across the country under support by Government of Zambia, development partners, NGOs and CSOs since 2010. However, as a 2019 World Bank report reveals, while much effort

has gone into promotion of CSA in the country, adoption rates remain low¹. Among significant obstacles to higher rates of adoption and retention are that CSA practices tend to be laborious, and farmers have poor access to critical labour-saving equipment such as jab planters, direct seeders, and rippers, as well as limited knowledge and capacity.

6. ANALYSIS OF EFFICIENCY

The evaluation looked at programme efficacy by interrogating the relationship between programme effects and the costs incurred to bring around those effects. Efficiency analysis in this case was based on assessment of how program interventions were judged to be both useful and costly towards achievement of program outcomes. Methodologically a Multi-Attribute Decision Making (MADM) tool was used to assess the usefulness and cost parameters of these interventions. MADM is a none quantitative approach which was based on how programme stakeholders assessed the ‘usefulness’ of a number of interventions in realising programme outcomes (from the ToC).

Via a focus group discussion (composed of the Hivos country coordinator and representatives of implementing partners) program partners agreed on six clusters of interventions of the SD4All program that were used as benchmarks for assessing the usefulness of project activities to achieving the different outcomes set in the Theory of change. The clusters of interventions selected by program were: i) *Capacity Development for Implementing Partners and Citizen Groups*; ii) *Lobby and Advocacy for sustainable diet and Crop Diversification*; iii) *Promotion of Multi-stakeholder platforms*; iv) *Linking, networking & learning*; v) *Research and Knowledge Devt*; and vi) *Dialogue with National / Local Government*.

Each cluster of interventions was assessed with regard to how useful it was to achieving each of the seven long-term outcomes in the SD4All program Theory of Change. A scoring scale of 1 – 5 was used where 5 represented “*most useful*” and 1 “*least useful*”. After agreeing on the usefulness rating for each intervention cluster visa-a-visa program outcomes, partners also discussed their intuitive assessment of the relative resources requirements for each intervention in terms of time, money, effort, etc. Like in the case of usefulness rating, the rating of resources requirement was scored on a scale of 1 to 5, where 5 represented “*most resource-intensive*” and 1 “*least resource intensive*”. A comparison of the ratings on usefulness and resources intensity of each intervention then gave an indication of which intervention was most efficient. Partners decided to assign equal weights to all 6 interventions. Table 1 below sums up the scores derived from the FGD by the program team.

¹ World Bank: Analyses to support the climate-smart development of Zambia’s agriculture sector, 2019

Table1: SD4All program Efficiency Analysis by Program partners

Interventions	CD for IPs and Citizen Groups	L&A for SD & Crop Diversification	Promotion of Multi-stakeholder	Linking, networking & learning	Knowledge Devt and Research	Dialogue with National / Local Government	
How useful is the intervention for							Weight
Governments and local authority promoting sustainable food production and consumption	4	5	4	3	5	5	14%
Increased diverse food production that contributes to sustainable diets	4	3	3	3	4	5	14%
Increased demand of sustainable foods by low income consumers in selected areas	3	3	3	2	4	5	14%
CSOs knowledge and skills to effectively promote and engender SD policies and practices of public and private sector actors	5	5	4	4	5	4	14%
Increased Government is responsiveness to climate change adaptation and mitigation	3	2	3	2	3	3	14%
Expanding Civic Space for Lobby and Advocacy	5	5	4	4	4	5	14%
Integration of Gender and Youth issues in L&A for SD and crop diversification	3	3	3	3	3	5	14%
Total/ Weighted Score	3.83	3.69	3.41	2.98	3.98	4.54	99
Cost 1= low / 5 = high	4	3	4	3	2	3	
Efficiency ratio (effect per unit cost)	0.96	1.23	0.85	0.99	1.99	1.51	

We should however highlight that interpretation of the results of the efficiency analysis conducted in this exercise should be done in context. For example, a direct reading of the results of the analysis from the table shows that interventions around *knowledge development including research, dialogue with national and local government, and lobby and advocacy for sustainable diet and crop diversification* were the three most efficient interventions of the program. This is because, respectively, these three clusters of interventions scored the highest efficiency rating. Yet, while *multi stakeholder platforms* and *capacity development for partners and citizen groups* were, respectively, the least efficient interventions, these two scored high on the useful scale, meaning that they were highly effective in bringing about program outcomes. This therefore implores one to look at both program efficiency and effectiveness because as examples here show, effective interventions can also be highly resource intensive.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

The overall objective of this evaluation was to assess the *effectiveness, relevance, sustainability and efficiency* of the Sustainable Diets for All program, in particular, relating to the *changes* the program has contributed to *changes* in agendas, policies and practices of government and market actors as well as to *changes* in capacities for Lobby and Advocacy of partner organizations in Zambia. As a general conclusion, the evaluation finds that the program was largely successful in triggering some momentum in the civic domain for actions promoting sustainable diet and nutrition in public practice, including production and consumption practices, as well as in policy influencing at national and local government level.

It was observed, overall, that the changes brought about by the SD4All program in respective program countries including those in the policy and regulatory framework, those in the food system and with the actors, as well those affecting partners' capacity, were not starters but contributors to the efforts already taking place in those countries to improve the quality of human life through improved food and nutrition. There was therefore a positive linkage between what the SD4All supported and the strategies the Zambian government was adopting at that time to reach the food and nutrition and agriculture diversification goals embedded in its 7th National Development Plan as well as its commitments to the UN Sustainable Development Goals (SDGs) on hunger, food and nutrition.

In terms of contribution, the evaluation finds that although the areas addressed by the program have had a number of other actors including both government and CSOs, the contribution of the SD4All program to observed changes were significant, most especially in program local governments, where, prior to SD4All intervention, the level of awareness and concern over these issues was admittedly very low. The program's influence and capacitation of non-state actors in promoting sustainable diets and nutrition agenda, either independently or in collaboration with government functionaries, was a great manifestation of the success of the citizen agency approach adopted by the SD4All program.

The evaluation's assessment of the durability of the changes supported by the SD4All program in Zambia was a mixed scenario. There were both strong and weak points that were observed. The

program's strong points with regard to sustainability included i) targeting and working very closely with government institutions and operating frameworks both at local or national levels which gave the program a strong vantage point for the changes it caused to be picked up by government functionaries at different level, and ii) mobilising and working with a broad network of allies, collaborators, and citizen agents which boosted the sustainability strength and chances of replication for the program's interventions. On the other side however, a good number of the policy outcomes scored in this phase of the SD4All program were either transitional outcomes or were still work-in-progress, a factor that put the chances for continuity of the processes a bit in balance. And also although the SD4All program has been successful in having effective engagement with citizen groups in policy advocacy activities, the capacity (institutional, operational, technical, financial) of these citizen groups to push forward their agenda is still weak and require further escort by SD4All partners.

On the contrary, it can also be concluded that although the program did achieve a large percentage of its intended objectives with regard to policy influencing, it did not garner a sufficient critical mass for a nation-wide impact as this would require larger coverage and a deliberate strategy for replication which was not in the scope of program in the outgoing phase. Also, while the SD4All program targeted changes in the food system, some aspects of the food system were addressed but others were not. Equally, many of the addressed interventions were not final in bringing about the upstream outcomes reflected in the theories of change for the different countries. Either the interventions did not reach high enough to affect the upstream outcomes or they were not broad enough in terms of scope and in geographical coverage to cause nationwide changes.

7.2 Recommendations

Since, influencing policy and behavior change concerning sustainable diets and nutrition is not something that can be achieved through a program with a finite timeframe, it is highly recommended that program partners should take a discussion on which further interventions will be needed to create sufficient momentum at the policy level, to sustain and broaden attitude and behavior change at the consumption level, and to sustain economic values and motivation of actors to maintain the changes at both these levels.

Also, a discussion on how to bring the uncompleted work on different policy instruments to completion should be undertaken to avoid wasting the resources invested in them.

It is also recommended that partners should investigate how to integrate the business objectives of sustainable diet promotion in order to capture and address the business interests of (small- and medium-scale) entrepreneurs that constitute the economic backbone of a food system.

Also facilitating further capacity building for the citizen groups and multi-stakeholder platforms is critical if the CA momentum started in this phase of the SD4All program is to be sustained and expanded.

8. ANNEXES

8.1 List of Persons Interviewed

#	Name	Organization	Position	Phone #	Email Address
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27	William Chilufya	Hivos Regional Nutrition Coord.	Regional Nutrition Officer	0977434556	wchilufya@hivos.org

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31	Allan M. Malambo	Lukolongo, Kafue District	Farmer	0974954053	-----
32	Amina Chembe	Lukolongo, Kafue District	Farmer	0978247576	-----
33	Catherine Phiri	Lukolongo, Kafue District	Farmer	0978402981	-----
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37	Adam Phiri	LWDC, Kafue District	Committee Member	0966191097	-----
38	Maureen Chongo	LWDC, Kafue District	Committee Member	0968459075	-----
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56	Thresa Bwalya	Zambia Alliance for Women	Programs Officer	0977312741	nyavwatbwalya@gmail.com

Itinerary of The Field Visit)

Date	Activity	Time	Who: Organisation + Names	Place
Sun-16feb20	Arrival of lead consultant (George Kasumba) Meeting with local evaluator (Stephen Mukumbuta)	TBC	Stephen Mukumbuta	KK Int. Airport, Lusaka
Mon-17feb20	Briefing / Planning Meeting with Hivos Country Team	9:30-11.30hrs	Country Director: Gigi (Zimbabwe based) Country Program Manager: William Chilufya	Hivos Offices
	LUNCH with partners	12:00-13:30hrs	SD4All partners, Evaluation Team	Near Hivos off.
	Start-up workshop with SD4All team	13:30-16:00hrs		Venue TBC
	Contribution Analysis for National outcome	16.00 – 17.00 hrs	Hivos, CSPR, CSO-SUN, ZAW, AZIEA, CUTS	Venue TBC
Tues-18feb20	Meeting with CSO-SUN Team	09.00 – 11.30 hrs	CSO-SUN Team involved in the program	CSO-SUN Lusaka Offices
	Contribution Analysis (Outcome ...)	11.30 - 13.00hrs	CSO-SUN Team	CSO-SUN Lusaka Offices
	Travel Kafue District	14:00-	Evaluation Team and Country Program Manager	
Wed-19feb20	Meeting with Relevant District Department	9.00 – 10.30 hrs	District Agriculture officer	Kafue District
	Focus Group Discussion (FDG) with CSO-SUN local government structure	11.00 – 12. 00 hrs	Lukolongo Ward Area Development Committee	Lukolongo Ward
	Focus Group discussion with small holder farmers Group (ZAW supported local group)	12.00 - 13.30hr	Selected small holder farmers who participated in Engagement with ADC	Lukolongo Ward
	Lunch			
	Depart – Kafue District for Lusaka	15.30hrs	Evaluation Team and Country Program Manager	-
Wed-19feb20	Meeting with CSPR Team	09.00 – 11.30 hrs	CSPR Team involved in the program	CSPR Lusaka Offices
	Contribution Analysis (Outcome ...)	11.30 - 13.00hrs	CSPR Team	CSPR Lusaka Offices
	Travel to Lusaka to Choma District	14:00-	Evaluation Team and CSPR Country Program Manager	
Thurs-20feb20	Meeting with CSPR Field Team	08.30 - 09.30 hrs	Briefing/ Planning meeting by CSPR field team	CSPR Office Choma
	Focus Group Discussion (FDG) with Farmers group	10.00 - 11.30hrs	Local farmers Group involved in Crop Diversification (Beyond Maize Initiative)	CSPR Office Choma
	Meeting with Provincial Administrative Coordinator and Provincial Agriculture coordinating Officer	12.00 - 13.00hrs	PACO who participated in the crop diversification initiatives	Choma Regional Agriculture Office
Fri-21feb20	Meeting District Technical Department responsible for Agriculture production	15.30 - 17.00hrs	Relevant District Agriculture staff	??

Date	Activity	Time	Who: Organisation + Names	Place
Sat- 22 nd feb20	Depart – Choma for Lusaka	7.00hrs	Evaluation Team and CSPR Country Program Manager	
Mon- 24feb20	Partner Interview; ZAW (NGO/Market Actor)	09:00-12:00hrs	Executive Director plus other staff involved in program	Lusaka
	Partner Interview; Hot FM Radio (Private Owned Media)	12:00-13:00hrs	Richard Phiri (News Editor)	Lusaka
Tues- 25feb20	Partner Interview; National Food and Nutrition Commission, Ministry of Health (Public Sector/Market Actor)	10:00-11:30hrs	Sosten Banda (Chief Economist)	Lusaka
	Diamond Television	12.00 – 13.00	Business Journalist	Lusaka
	World Food Program	14.30 – 15.30 hrs	Melanie Mwanamwenge (Program & Policy/Nutrition Lead)	Lusaka
Wed- 26feb20	Partner Interview; CUTS (CSO/Researcher)	9:00-12:00hrs	Executive Director plus other staff involved in program	Lusaka
	Partner Interview; Indaba Agriculture Policy and Research Institution (Academic/Researcher)	09:00-10:30hrs	Rhoda Mukuka (Senior Research Fellow)	Lusaka
	Partner Interview; Ministry of Agriculture (Public Sector/Market Actor)	14:30-16:30hrs	Nancy Sakala (Nutrition officer) + <i>(+Agriculture Production???)</i>	Lusaka
Thurs- 27feb20	Sense-making workshop (including Efficiency Analysis)	09:00-13:30hrs	Hivos, CSPR, CSO-SUN, ZAW, AZIEA, CUTS, Ministry of agriculture (?), Ministry of Health (?); Evaluation Team	Lusaka
	LUNCH with Partners	13:30hrs		

List of Documents Consulted,