

Annex 2: Evaluation Matrix

EVALUATION QUESTIONS		JUDGEMENT CRITERIA/ INDICATORS	MAIN DATA SOURCES	DATA COLLECTION METHODS	DATA ANALYSIS METHODS	AREA OF INQUIRY/ INTEREST FOR CSE
A: Relevance and coherence						
A1	What major contextual shifts (at national, regional, and international level) have occurred over the last five years that are relevant to UNHCR Zambia operation? How and to what extent has the UNHCR country strategy responded to those contextual shifts?	A1.1 Evidence from contextual analysis A1.2 Examples of adjustments to UNHCR priorities, activities, or strategy in response to contextual changes	UNHR Zambia's periodic analysis and reporting on operational context, population trends, and regional context UNHCR Planning and other programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; Key informant interviews (KIIs) with UNHCR staff; KIIs with /UNCT, GRZ staff, other partners	Content / thematic analysis. Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
A2	The Country Strategy appears to have undergone a dramatic transformation with the introduction of the MYMPSS and the articulation of the Roadmap. Was this re-direction anticipated in strategy planning for the period under review 2015-2022?	A2.1 Comparison of 2015-2020 original planning (not yet made available) and the MYMPSS and Road Map.	UNHCR Planning and other programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff	Content / thematic analysis. Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Strategic planning • Programme delivery
A3	Is there joint ownership between UNHCR and GRZ in the Zambia Country Strategy?	A3.1 Attitudes of UNHCR and GRZ in understanding Comprehensive Country Strategy	UNHCR Planning and other programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners	Content / thematic analysis. Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Strategic planning • Programme delivery
A4	What major contextual and emerging factors need to be considered in the immediate, intermediate, and longer-term planning for the UNHCR Zambia operation?	A4.1 Outline of risks, challenges, and opportunities for the UNHCR country operation	UNHCR Planning and other programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; Partners' perception survey	Content / thematic analysis. Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning

A5	What are the experiences of translating global refugee protection priorities into regional and country specific strategies? What has been the level of difficulty in transforming & adjusting the existing country strategy & its policies & partnership frameworks to the GCR?	A5.1 Outline of key lessons and recommendations	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners;	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
		A5.2 Processes of GRZ in internally localising global refugee priorities	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	UNHCR staff perception survey; Partners' perception survey		<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning •
A6	To what extent is the UNHCR Zambia country strategy aligned to: a) the Global Compact on Refugees (GCR), b) the Sustainable Development Partnership Framework (SDPF), c) the work of other humanitarian/development actors including the NDPs, other government ministries and departments and the private	A6.1 Level of alignment of UNHCR country strategy goals and objectives with global, regional and national aspirations	GCR, SDPF, CRRF, 7NDP, MYMPSS, and other planning and programmatic documents; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
A7	How and to what extent did UNHCR Zambia/GRZ involve PoC and other beneficiaries in designing and implementing its country strategy to ensure its relevance?	A7.1 Type and frequency of PoC and other beneficiary engagement in country strategy design and implementation	UNHCR programmatic reports; PoC disaggregated by age, gender, and diversity; representatives of host community groups; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
		A7.2 Level of beneficiary satisfaction with UNHCR's engagement modalities	UNHCR programmatic reports; PoC disaggregated by age, gender, and diversity;	Phone-based surveys and FGDs with PoCs & host community members		<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery

			representatives of host community groups; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives			
A8	To what extent has the UNHCR Zambia country strategy been responsive (eg reprioritization/shifts of interventions, budget allocation, partnerships, etc) to the current and evolving needs of refugees, other PoCs, host communities, GRZ, and other development partners?	A8.1 Examples of UNHCR's and GRZ's flexible and adaptive responsiveness to current and evolving needs	UNHCR's planning and other programmatic reporting; PoC disaggregated by age, gender, and diversity; representatives of host communities; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Programme delivery
		A8.2 Level of beneficiary/partner satisfaction with UNHCR's responsiveness	PoC disaggregated by age, gender, and diversity; representatives of beneficiary community groups; GRZ staff, development partner representatives	Phone-based surveys and FGDs with PoCs & host community members		
		A8.3 Level of strategic and budget planning inputs from HQ and the Regional Bureau	UNHCR staff	KIIs with UNHCR staff; UNHCR staff perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	
A9	What factors can help in determining the right balance between investing in Zambian humanitarian and development priorities?	A9.1 Drivers of and responses to the humanitarian-development nexus	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives; Humanitarian/ Development Nexus TWG	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey	Synthesis of ideas	<ul style="list-style-type: none"> • Strategic planning
A10	Is the legal framework consistent with the objectives under the MYMPPSS and the Zambian GCR roadmap? Is there a need to harmonise laws and	A10.1 Level of consistency of the legal framework with stipulated documents	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners;	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Programme delivery • Strategic planning

	regulations with the Refugee Act 2017 and its amendment?	A10.2 Level of consistency of the Refugee Act 2017 with other laws & regulations	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	UNHCR staff perception survey; Partners' perception survey		<ul style="list-style-type: none"> • Programme delivery • Strategic planning
B: Effectiveness						
B1	What significant results have been achieved to date through the UNHCR Zambia multi-year operational plan and strategies (2015-2020) in each of the strategic objective areas?: a) Favourable protection environment b) Fair protection processes and documentation c) Security from violence and exploitation d) Basic needs and essential services e) Community empowerment and self-reliance f) Durable solutions	B1.1 Examples of significant results under each priority area differentiated by POC categories, age, gender, equity, and disability status	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Programme delivery
		B1.2 Examples of unmet expectations and how these are identified and responded to strategically and operationally	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives			
B2	What were the most important factors contributing or impeding the achievement of these results?	B2.1 Examples of key progress drivers and impediments	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources	<ul style="list-style-type: none"> • Programme delivery
B3	What significant results have been achieved to date through	B3.1 Examples of significant results under each priority area	UNHCR programmatic reports;	Desk review of secondary data; KIIs with UNHCR staff;	Content / thematic analysis; Quantitative	<ul style="list-style-type: none"> • Programme delivery

	<p>the GRZ in each of the RoadMap Priority Sector areas?:</p> <p>a) Education</p> <p>b) Health</p> <p>c) Energy and Environment</p> <p>d) Livelihoods</p> <p>e) Water and Sanitation Security</p>		<p>UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>KIIs with UNCT, GRZ staff, other partners</p>	<p>analysis; Triangulation of data from multiple</p>	
		<p>B3.2 Examples of unmet expectations and how these are identified and responded to strategically and operational</p>	<p>UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>Phone-based surveys and FGDs with PoCs & host community members</p>		
B4	<p>What role did the Comprehensive Refugee Response Framework (CRRF) and other partnership frameworks play in the achievement of these results?</p>	<p>B4.1 Examples of resources, results, and opportunities by/from CRRF and partnership frameworks</p>	<p>UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources</p>	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
B5	<p>How can UNHCR Zambia/GRZ leverage opportunities provided by CRRF to strengthen/revisit existing coordination and partnership arrangements and/or catalyse new ones?</p>	<p>B5.1 Level of stakeholder alignment, interests, and influence with/on UNHCR Zambia objectives; Outline of key lessons and recommendations</p>	<p>UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources</p>	<ul style="list-style-type: none"> • Coordination and partnerships
B6	<p>Is the MYMPPSS facilitating/guiding better/easier coordination & partnership under the CRRF? Why/why not?</p>	<p>B6.1 Outline of key lessons and recommendations</p>	<p>UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners; UNHCR staff perception survey; Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources</p>	<ul style="list-style-type: none"> • Coordination and partnerships
B7	<p>What technical areas of the UNHCR Zambia operation and the GRZ Roadmap activities need strengthening? Where should UNHCR Zambia prioritize</p>	<p>B7.1 Outline of key lessons and recommendations</p>	<p>UNHCR and other partner programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives</p>	<p>Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners;</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple sources</p>	<ul style="list-style-type: none"> • Strategic planning • Programme delivery

	and/or deprioritize its investments to maximize efforts aimed at improving the lives of refugees?			UNHCR staff perception survey; Partners' perception survey		
B8	What have been the major implications of the COVID-19 pandemic for PoCs?	B8.1 Case examples of how COVID has affected PoC	UNHCR and other partner programmatic reports; PoC disaggregated by age, gender, and diversity.	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
B9	How did UNHCR/GRZ work together to devise a response strategy to COVID19 pertinent to refugees?	B9.1 Case examples of collaborative working	UNHCR and other partner programmatic reports; PoC disaggregated by age, gender, and diversity.	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
B10	How has the COVID pandemic affected UNHCR's ability to serve PoCs in Zambia, and what are the enabling and limiting factors in how the UNHCR Zambia operational plan and strategy has responded to the pandemic?	B10.1 Outline of key lessons and recommendations	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery

				Phone-based surveys and FGDs with PoCs & host community members		
B11	How can UNHCR build on existing partnerships under the leadership of its main implementing partner GRZ to further mitigate the negative impacts of the pandemic?	B11.1 Level of stakeholder alignment, interests, and influence with/on UNHCR Zambia objectives; Outline of key lessons and recommendations	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
B12	What is UNHCR doing or planning to do with regard to have PoC integrated in Covid-10 vaccination plans under the COVAX initiative? How effective is the cooperation with GRZ & other UN agencies (namely WHO as UN lead agency under COVAX) & other development partners?)	B12.1 Status of negotiations with GRZ and COVAX	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
B13	What opportunities and challenges have been presented by decentralisation of UNHCR's regional bureaux since 2019 to strengthen the ability of Zambia country operation to deliver to PoCs?	B13.1 Outline of decentralization opportunities and challenges	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
C: Efficiency						
C1	How appropriate is the UNHCR Zambia staffing and management structure/capacity	C1.1 Level of satisfaction with staffing and management structure/capacity	UNHCR Senior staff;	Desk review of secondary data; KIIs with UNHCR staff;	Content / thematic analysis; Quantitative	<ul style="list-style-type: none"> • Programme delivery

	for efficiently implementing the country strategy?		UNHCR Staffing and management capacity assessment reports	KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	analysis; Triangulation of data from multiple	
C2	How and in which areas can staffing and management structure/capacity be strengthened to optimise response to the current and evolving needs of refugees, other PoCs, and host communities in Zambia?	C2.1 Outline of staffing and management structure recommendations	UNHCR Senior staff; UNHCR Staffing and management capacity assessment reports	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
C3	To what extent has UNHCR Zambia been able to mobilise resources needed to support and maintain the intended operating level of the country strategy?	C3.1 UNHCR Zambia funding gap/ degree of unmet needs	UNHCR Budget and Programmatic performance reports; UNHCR Senior staff;	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
C4	With regard to the different resource mobilization strategies, what has worked/not worked well, and what more can be done to ensure availability of resources to support immediate, intermediate, and longer-term planning for UNHCR Zambia operation?	C4.1 Outline of key lessons and recommendations	UNHCR programmatic reports; UNHCR Senior staff,	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
C5	How appropriate are logistics and operations arrangements for supporting the scale of activities required to be	C5.1 Level of satisfaction with logistics and operations arrangements	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives; UNHCR operations and programmatic reports	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery

	undertaken under the UNHCR Zambia strategy?			UNHCR staff perception survey; Partners' perception survey		
C6	How can logistics and operations arrangements be improved to best support implementation of the UNHCR Zambia country strategy?	C6.1 Outline of key lessons and recommendations	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives; UNHCR operations and programmatic reports	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
C7	How robust are UNHCR Zambia's monitoring, evaluation and learning systems? What tools and approaches does UNHCR Zambia use for performance management and quality improvement, and how effective are they?	C7.1 Strengths and gaps of the UNHCR Zambia M&E/Learning systems, approaches, and tools	UNHCR staff	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
		C7.2 Outline of key lessons and recommendations	UNHCR staff			
C8	To what extent has UNHCR Zambia been able to achieve its output/performance targets set by the Country operational plan?	C8.1 Proportion of UNHCR performance targets that are: a) On/ahead of schedule (Green) b) Moderately behind schedule (Amber) c) Significantly behind schedule (Red)	UNHCR programmatic reports and indicator dashboard; UNHCR staff	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Programme delivery
C9	How efficient is the cooperation between UNHCR & the GRZ at the coordination levels?	C9.1 Regularity of meetings and other engagements (formal/informal); Response to agreed action points and recommendations by parties; Perception of effectiveness	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning

C10	How efficient is the cooperation and coordination within the UNCT?	C9.1 Regularity of meetings and other engagements (formal/informal); Response to agreed action points and recommendations by parties; Perception of effectiveness	UNHCR programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
D: Impact						
D1	To what extent has the Zambia UNHCR Country operational plans and strategy contributed towards goals/outcomes of: a) Global Compact on Refugees (GCR) b) Zambia's seventh National Development Plan (7NDP) c) the Sustainable Development Partnership Framework (SDPF) d) GRZ's Integrated Framework for Basic Social Protection e) the work of other humanitarian/development actors and the private sector?	D1.1 Level of UNHCR's contribution to high level goals and outcomes	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
D2	What are the key factors that have enabled or limited contribution towards those high-level goals/outcomes? How can UNHCR's contribution be optimized?	D2.1 Outline of key lessons and recommendations	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning

D3	How has the MYMPPSS/RoadMap-linked strategy made a difference in the responsiveness to refugee solutions in Zambia? What lessons can be taken for other countries and regions?	D3.1 Comparison between 2015-18 strategies and implementation compared with 2018-20 period in which the joint UNHCR/GRZ joint strategy was more dominant	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
E: Sustainability						
E1	How sustainable are UNHCR's interventions and results around: a) Favourable protection environment b) Fair protection processes and documentation c) Security from violence and exploitation d) Basic needs and essential services e) Community empowerment and self-reliance f) Durable solutions	E1.1 Sustainability assessment	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
E2	What can UNHCR learn from past and existing programming and partnerships to improve sustainability of interventions for PoC across the humanitarian-development-peace nexus in the future?	E2.1 Outline of key lessons and recommendations	UNHCR Programmatic reports; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
E3	How can UNHCR leverage further support for protection,	E3.1 Outline of key lessons and recommendations	UNHCR Programmatic reports; other reports from	Desk review of secondary data;	Content / thematic analysis; Quantitative	<ul style="list-style-type: none"> • Coordination and partnerships

	<p>effective inclusion, and solutions for PoC for the planning cycle of the next SDPF (2022-2026) within the context of:</p> <p>a) Ongoing organizational reforms (decentralization),</p> <p>b) UN reforms (DOA),</p> <p>c) Comprehensive Refugee Response Framework (CRRF)</p>		<p>UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;</p>	<p>KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners</p> <p>UNHCR staff perception survey;</p> <p>Partners' perception survey</p>	<p>analysis; Triangulation of data from multiple</p>	<ul style="list-style-type: none"> • Programme delivery • Strategic planning
E4	<p>What are the current and likely future donor strategic interests to support UNHCR Zambia and opportunities for local/regional resource mobilisation towards protection, effective inclusion, and solutions for PoC?</p>	E4.1 Level of donor community alignment, interests, and influence with/on UNHCR Zambia objectives; Resource mobilization scenarios	<p>Donor country priorities and development corporation frameworks; donor representatives</p>	<p>Desk review of secondary data;</p> <p>KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners</p> <p>UNHCR staff perception survey;</p> <p>Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple</p>	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
E5	<p>On paper, the Govt of Zambia has taken a positive, forward looking approach to refugee issues, responsive to UNHCR policies and strategies . However PEA research paints a picture of a factionalised, rent-seeking government, anxious about its ability to hold onto power come August, with high staff turnover and cronyism rampant.</p>	E5.1 Examples of proactive govt initiatives in working relationship with UNHCR	<p>UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;</p>	<p>Desk review of secondary data;</p> <p>KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners</p> <p>UNHCR staff perception survey;</p> <p>Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple</p>	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
		E5.2 Regularity of RoadMap Secretariat and Steering Committee Meetings (Looking to see who drives the relationships)	<p>UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;</p>	<p>Desk review of secondary data;</p> <p>KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners</p> <p>UNHCR staff perception survey;</p> <p>Partners' perception survey</p>	<p>Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple</p>	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery • Strategic planning
		E5.3 Status of planning of engagement for next	<p>UNHCR Programmatic reports; other reports from UN partner agencies and development partners;</p>			

		iterations of RoadMap and 8NDP.	UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;			
		E5.4 Evidence of lateral thinking in problem-solving (eg Human Rights Commission Access to documentation.	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;			

ADDITIONAL PRIORITY AREAS OF INTEREST FOR THE CSE

F: Equity						
EVALUATION QUESTIONS		JUDGEMENT CRITERIA/ INDICATORS	MAIN DATA SOURCES	DATA COLLECTION METHODS	DATA ANALYSIS METHODS	AREA OF INQUIRY/ INTEREST FOR CSE
F1	With regards to people with special needs (Older persons, (eg PWD, People with mental health issues, the goal of the 2020 Op Plan was to strengthen response. What has been the progress and achievements? Has it been strengthened? How? Gaps?	F.1 Examples of new initiatives and strategies.	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
F2	How and to what extent did UNHCR Zambia apply the Age, Gender and Diversity (AGD) approach in designing and implementing its country strategy?	F2.1 Evidence of applying the core elements of AGD approach: a) AGD-inclusive programming b) Participation and inclusion c) Communication and transparency d) Feedback and response e) Organizational learning and adaptation f) Gender equality and commitment to women and girls g) At reception Centres or other steps in the process when special needs etc are identified.	UNHCR programmatic reports; PoC disaggregated by age, gender, and diversity; representatives of host community groups; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> • Coordination and partnerships • Programme delivery
F3	What are the implications on costs, staffing and other support	F3.1 AGD requirements and costs	UNHCR programmatic reports;	Desk review of secondary data;	Content / thematic analysis; Quantitative	<ul style="list-style-type: none"> • Coordination and partnerships

	in ensuring an AGD approach is fully effective?		UNHCR Senior staff,	KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey Phone-based surveys and FGDs with PoCs & host community members	analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> Programme delivery
G: Coordination & Partnerships						
G1	What aspects of implementation responsibility have been actively taken up and driven by GRZ and other agencies	G1.1 Evidence of implementation responsibilities to Govt and other agencies	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;	Desk review of secondary data; KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> Coordination and partnerships Programme delivery
G2	What aspects of the DAO approach have altered the way UNHCR has delivered operationally over the period of the CES?	G2.2 Examples of DAO impact on UNHCR	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;	KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> Coordination and partnerships Programme delivery
G3	Key stakeholders include donors, INGOS and NGOs. UNHCR Zambia has 5 funded INGO partners: CARE, Action Africa Help, Caritas Czech Republic, Norwegian Church Aid and Plan International in addition to local NGO partners. Benefits and impact of NGO and INGO partnerships?	G3.2 Examples of UNHCR/INGO/NGO coordination in implementation	UNHCR Programmatic reports; other reports from UN partner agencies and development partners; UNHCR Senior staff, UNCT, GRZ staff, development partner representatives;	KIIs with UNHCR staff; KIIs with UNCT, GRZ staff, other partners UNHCR staff perception survey; Partners' perception survey	Content / thematic analysis; Quantitative analysis; Triangulation of data from multiple	<ul style="list-style-type: none"> Coordination and partnerships Programme delivery

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Assumptions:

- The *Zambia Country Strategy* is a shared vision of UNHCR and the GRZ.
- The *Zambia Country Strategy* is reflected in a number of core documents, the most critical of which are UNHCR's MYMPPSS April 2019 (See note below) and the GRZ's Roadmap.
- These two documents emerged within the period of the CES (2015-20). See note below on missing documentation that outlined the strategy from 2015-18.
- The *Zambia Country Strategy* is complemented operationally by UNHCR Operational Plans and area -based Action Plans (eg Education and Self-Reliance) and by the GRZ's National Steering Committee and action plans.
- The *Zambia Country Strategy* is informed by the NY Declaration, CRRF and GCR and by UNHCR's Strategic Directions (2017-21) which includes the "Five Core Directions". It is further informed by the SDGs.
- UNHCR's delivery approach in Zambia is informed and guided by the UN Zambia's Sustainable Development Partnerships Framework 2016-2021 and its May 2020 addendum, and by the UN Delivering as One approach and by guidance on COVID 19 responses
- Country Strategy progress is also informed by and reflected in the 7th (and other) National Development Plans; GCR Indicator Framework; the SDP results Matrix; the SDP 29 April Addendum Theory of Change.

***Note:** Documents not yet sourced but critical to assisting the evaluation include the UNHCR/RGZ Project Partnership Agreement; any UNHCR Country Strategy that preceded the MYMPPSS; any UNHCR/RGZ COVID 19 response planning or action strategies documentation, and the Comprehensive Solutions Strategy (referred to in the Operational Plan).