



World Food Programme

A Report from the Office of Evaluation

*Thematic Evaluation of WFP's Commitments
to Women 1996 – 2001*

Spring 2002

METHODOLOGY PAPER

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1. INTRODUCTION

WFP has an institutional obligation to evaluate the outcome of the Commitments to Women and provide an element of accountability to the Executive Board, WFP staff and other stakeholders. This also provides the opportunity to identify lessons, and improve on future policy formulation and programming.¹

The objectives of the overall evaluation of the Commitments to Women therefore include:

- Assess the extent to which the Commitments have been achieved.
- Assess the effectiveness, impact and sustainability of the Commitments.
- Formulate recommendations to help to shape *WFP's Enhanced Commitments to Women 2003-2007*.
- Provide accountability to the Executive Board.

The overall scope of the evaluation includes all policies, activities, mechanisms and programme/ project implementation undertaken by WFP during the period 1996-2001.² In this context, the evaluation takes a closer look at how the implementation of the Commitments has affected WFP's operations, staff and beneficiaries in five countries.

2. OVERALL EVALUATION METHODOLOGY

2.1. Process

The evaluation of the Commitments to Women will insert itself into a process being undertaken by the Strategy and Policy Division (SP) for the preparation of WFP's new Gender Strategy and Enhanced Commitments to Women 2003 – 2007. To ensure that SP and OEDE do not duplicate activities, it is intended that both the policy and evaluation processes will feed into each other and seek, where possible, complementarity. The evaluation recommendations will be ready in time to influence WFP's new Gender Strategy and Enhanced Commitments, which will be presented to WFP's Executive Board together with the results of the evaluation in October 2002.

2.1.1. Desk Reviews

Between January and April 2002, two separate Desk Reviews are being undertaken as part of the overall evaluation. The first – *Desk Review: Programming* – focuses specifically on providing a thorough overview of corporate measures introduced by WFP between 1996-2001 to implement the Commitments. A key input to this Desk Review is the qualitative review of the experience of implementing the Commitments (including the results of a large number of past OEDE evaluations), carried out in 2001 by SP.

The second – *Desk Review: Human Resources* – provides an overview of the human resources measures undertaken to implement Commitment II/B (gender equity in staffing) and the relevant part of Commitment V (accountability).³

2.1.2. Country Case Studies

In October and November 2001, the WFP Strategy & Policy Division carried out five country case studies (in China, Democratic Republic of Congo, Kenya, Nicaragua and Sierra Leone) as part of the process of preparing the draft Enhanced Commitments to Women 2003-2007. Evaluation questions were

¹ See Annex 1 for details of the Commitments.

² See Annex 2 for the Evaluation Terms of Reference.

³ See Annex 1.

added to the terms of reference for these case studies, thereby ensuring that they will also inform the evaluation. The evaluation plans to build on these five country case studies by undertaking an additional five evaluation case studies.

The five countries selected as evaluation case studies are Colombia, Mali, Pakistan, Sri Lanka and Sudan. The selection was based on proposals put forward by WFP field staff participants in a Consultation Workshop on the Enhanced Commitments to Women 2003-2007.⁴ The criteria included ensuring a selection of case studies which represent a number of regions, reflect the range of WFP interventions and offer informative experiences with implementing the Commitments to Women.

Pakistan has been selected as the first country case study, and the evaluation team is comprised of six evaluators.⁵ The aim is to test the relevance of the key issues to be covered by the evaluation and the methodology for the country case studies, as well as to finalize the outline for the five country case study reports. The members of the Pakistan team will then split up to lead the remaining four country case studies.

2.1.3 Interviews with Key Informants

Following completion of the case study missions, and prior to writing up the Full Evaluation Report, a series of interviews with key informants in WFP Headquarters and the field will be carried out by the Team Leader in coordination with the OEDE Evaluation Officer.⁶ The findings will be incorporated into the final evaluation report. Where relevant, they may also be referred to in the *Desk Review: Human Resources*.

2.2 **Outputs**

The outputs of the evaluation process include:⁷

- Desk Review: Programming
- Desk Review: Human Resources
- Five Country Case Study Reports
- Full Evaluation Report: will incorporate key findings from the two desk reviews, the five country case studies and the key informant interviews. In addition, pertinent key issues raised in the five country case studies carried out by the Strategy & Policy Division (SP) in October and November 2001 will be incorporated.
- Summary Evaluation Report: for presentation to the Executive Board in October 2002.

3. **COUNTRY CASE STUDY METHODOLOGY AND OUTLINE OF CASE STUDY MISSION REPORT**

3.1. **Preparations for the Country Case Studies**

WFP Country Offices in the five countries which agreed to be part of the case studies were sent a request for advance preparations, which included:⁸

- Information on the composition of the Evaluation Team.
- Tentative itinerary.
- Request for Briefing Notes on:

⁴ The Consultation Workshop was held in December 2001 in Rome.

⁵ The Evaluation Team in Pakistan is composed of: Darlene Tymo, OEDE Evaluation Officer; Camillia Fawzi El-Solh, Team Leader of the Overall Evaluation and of the Pakistan and Sudan case studies; Paola Franciosi/Team Member in the Pakistan case study/Team Leader of the Mali case study; Susan Philpott, Team Member in the Pakistan case study/ Team Leader of the Sri Lanka case study; Claudia Trentmann, Team Member in the Pakistan case study/Team Leader of the Colombia case study; and Shagufta Alizai, National Consultant.

⁶ To this end, an open-ended questionnaire will be developed.

⁷ See Annex 2 for the tentative schedule of implementation.

⁸ See Annex 3 for further details.

- The WFP Country Office organizational chart.
- Evolution of the Commitments in the pertinent country.
- Training.
- Human resources.
- Questionnaire for national and international professional staff in the WFP Country Office.
- Documentation to be made available to the evaluation team.
- Terms of Reference for the National Consultant.

The five Regional Bureaux have also been asked to provide background documentation.

3.2. Process In-Country

3.2.1 Meetings with WFP Country Office Staff:⁹

- a) Individual meetings with senior management;
- b) Focus group discussions with WFP staff.;
- c) Discussion of questionnaires filled in by WFP staff.

3.2.2 Meetings/Focus Group Discussions:

- a) Beneficiaries;
- b) Government counterparts;
- c) NGOs;
- d) Implementing partners;
- e) Donor and other development agencies.

3.2.3 Field Visits

In consultation with the WFP Country Office, an itinerary will be developed for field visits to WFP assisted projects.

3.2.4 De-briefing Workshop

An important part of the country case study is the organization of a one-day de-briefing workshop at the end of each mission. This is an integral part of the consultation process with partners and stakeholders. In three of the de-briefing workshops (Mali, Pakistan and Sudan), the Strategy and Policy Division (SP) will take the opportunity to present the draft Enhanced Commitments to Women 2003-2007.

3.2.5 Document Review

The Evaluation Team will review all documentation pertinent to the implementation of the Commitments in the respective country.

3.3 Outline of Country Case Study Mission Report

A draft outline of the country case study evaluation reports was prepared by the Team Leader, and discussed with the evaluation team carrying out the Pakistan case study, based on key issues to be addressed by the overall evaluation.¹⁰ It was finalized prior to carrying out the subsequent country case study missions. The team leaders of the Colombia, Mali, Sri Lanka and Sudan country case studies will follow this outline to facilitate the comparative analysis for the final evaluation report.¹¹

⁹ Guidelines for all meetings and focus group discussions would be developed by the Evaluation Team in consultation with the WFP Country Office.

¹⁰ See Annex 2.

¹¹ See Annex 4 for the outline of the case study reports.

Annex 1

WFP's Commitments to Women 1996-2001

WFP commits itself to use its resources in interventions that seek to reduce gender-related inequalities through:

Commitment I: Provide direct access to appropriate and adequate food.

A. Target relief food distributions to households, ensuring that women control the family entitlement in 80 percent of WFP handled and subcontracted operations.

B. Address micronutrient deficiencies of certain vulnerable groups of women, children and adolescents; and consider local eating and cooking habits in all operations.

Commitment II: Take measures to ensure women's equal access to and full participation in power structures and decision-making.

A. Ensure a lead role of women within all local decision-making committees on food management and in the management of the assets created by food-for-work projects.

B. Contribute to the UN goal of reaching gender equity by the year 2001, particularly in higher management positions.

Commitment III: Take positive action to facilitate women's equal access to resources, employment, markets and trade.

A. Target 60% of country programme resources to women and girls in those countries where gender statistics demonstrate a 25 percentage point disadvantage (gender gap) for women compared with men.

B. Target 50 % of education resources within a country programme to girls.

C. At least 25 % of project outputs/ assets created with FFW are to be of direct benefit to and controlled by women; and at least 25 % of generated funds are to be invested in activities aimed at the advancement of women.

D. Use food aid as a leverage to obtain complementary national and international resources to improve the condition of women.

Commitment IV: Generate and disseminate gender-disaggregated data and information for planning and evaluation.

All WFP Monitoring and Reporting will specify:

- percentage share of resources received from food distribution by men/women;
- percentage share of benefits by category of activities by men/women; and
- percentage of positions held by women in the management of food distribution.

Commitment V: Improve accountability on actions taken. Define the implementation and monitoring requirements of the Commitments in the performance of WFP managers and contractual agreements with partners.

Annex 2

Terms of Reference for the Evaluation

I. Background

The Commitments to Women emerged from the Fourth World Conference on Women at Beijing in September 1995. The Commitments concretized WFP's efforts over the previous decade to improve the quality of WFP assistance by promoting gender equality in programming. The five commitments that constitute WFP's policy in the area of gender are as follows:

- a. Provide direct access to appropriate and adequate food;
- b. Take measures to ensure women's equal access to and full participation in power structures and decision-making;
- c. Take positive action to facilitate women's equal access to resources, employment, markets and trade;
- d. Generate and disseminate gender-disaggregated data and information for planning and evaluation;
- e. Improve accountability on actions taken.

The operationalization of the Commitments to Women started at the end of 1995 and is currently still ongoing – soon to be replaced by a new gender strategy that will be built on the experiences made during the implementation of the Commitments to Women. A number of institutional mechanisms such as a Gender Task Force, central and regional gender advisors, gender focal points in all offices and tools like the gender action plans (GAPs) at regional and country level were put in place to assist the implementation of the Commitments. Regular budget funds as well as special donations from bilateral donors were made available. These were mostly spent for gender training and special studies.

The 1998 mid-term review (MTR) of the implementation of the "Commitments" was tasked to determine whether the mechanisms put into place in 1995-96 to implement the Commitments to Women were sound. Emphasis was placed on determining how staff members' attitudes towards gender issues affect the implementation of the Commitments. While at the time of the Mid-Term Review it was too early to measure the impact of the Commitments on beneficiaries, the review set out to determine whether projects incorporate the requirements outlined in the Commitments; how well they are being implemented; how implementation compares to the activities outlined in the Gender Actions Plans; and whether gender programming is improving the situation of women in the wide context of WFP's operations.

The Mid-Term Review (WFP/EB.A/99/4-B) confirmed that some advances had been made towards meeting the Commitments, notably in staff attitudes, established mechanisms and structures and in staffing. However, it was found that it was unlikely that the goals of the Commitments to Women would be met by 2001 unless changes were made in the way they were implemented, or, alternatively, unless the Commitments were reformulated, with more achievable goals. In response to the Review, the WFP Gender Task Force who had closely followed the Review, decided to opt for changing the way the Commitments were implemented rather than a reformulation.

In addition to the MTR WFP has undertaken several assessments to document its experiences with the implementation of the Commitments¹².

¹² Progress Report on the Implementation of WFP's Commitments to Women, WFP/EB.2/97/3-D; Gender Mainstreaming in WFP; An integrated Assessment WFP/EB.2/98/9; WFP's Commitments to Women: Mid-term Review of Implementation
(footnote continued)

When WFP presented its achievements at the 2000 Beijing + 5 Conference in New York, it became evident that quantitative data on the degree of reaching the Commitments was needed. Since then, a country office survey seeking quantitative information was conducted in late 2000, with qualitative aspects also measured. This electronic survey that received a 100 percent response rate has claimed a number of achievements – some more modest but others quite unexpected. The survey also showed the limitations of electronic surveys as the data obtained needs to be complemented with other sources of information in order to explain a number of achievements as well as gaps.

II. Objectives of the Evaluation

WFP has an institutional obligation to evaluate the outcome of the Commitments to Women. OEDE with its experience of the 1998 Mid-Term Review is well-positioned to undertake this evaluation and provide an element of accountability to the Executive Board and other stakeholders. At the same time, such an evaluation would provide the opportunity to learn from what has happened and improve on future programming and policy setting. The evaluation would therefore have both an accountability and a learning thrust.

The objectives of this evaluation are therefore four-fold:

1. Assess the extent to which the Commitments to Women have been achieved;
2. Assess the effectiveness, impact and sustainability of the Commitments to Women;
3. Produce recommendations which will help to shape WFP's new Gender Strategy 2003-2007; and
4. Provide accountability to the Executive Board.

III. Evaluation Scope

The overall scope of the evaluation will be all policies, activities, mechanisms and project operations undertaken by WFP in the period of 1996-2001. This being said, the evaluation will take a closer look at how the implementation of the Commitments to Women has affected WFP's operations, staff and beneficiaries in five countries, proposed during an evaluation stakeholder workshop in December 2001 (provisionally these are Colombia, Mali, Pakistan, Sri Lanka and Sudan). The evaluation will take into account these cases studies as well as the results from the 5 SP case studies undertaken in October/November 2001 (China, DR Congo, Sierra Leone, Kenya, and Nicaragua). The evaluation will review all relevant in-country project documents, reports, agreements and studies as well as consult with key stakeholders at the country level (individually as well as during a stakeholder workshop) on the implications, challenges and achievements of the Commitments to Women.

In addition, the evaluation will review corporate materials, guidelines, staffing and mechanism in order to assess the effectiveness, cohesion and complementarity of these with WFP's Commitments to Women.

IV. Key Issues

The evaluation will address the following key issues and any other issues identified as relevant by the evaluation team:

- ***Are the Commitments to Women relevant?***
 - Were the Commitments relevant and realistic when they were introduced in 1996 in terms of:
 - WFP's operating environment; and
 - the overall framework of the UN's gender commitments?

WFP/EB.A/99/4-B Mid-term Review and ten case study reports as well as documentation prepared for the WFP Delegation attending the 2000 Beijing + 5 International Conference.
Gender Survey Report – Achievement of WFP's Commitments to Women 1996-2001, 9/2001

- To what degree are they compatible with national plans/policies resulting from Beijing+5?
- To what degree does the implementation of the Commitments facilitate the pursual of WFP's mandate (feeding the hungry poor)?
- To what degree is WFP's interpretation of the Commitments internally compatible and consistent?
- ***To what extent have the Commitments to Women been achieved?***
 - What has hindered/promoted the implementation/obtainment of the Commitments? (address institutional, capacity, political, and socio-cultural factors.)
 - How effective have corporate guidance and guidelines been in facilitating the implementation of the CWs? Have additional resources been made available? Have these made a difference?
 - What has been the effectiveness of institutional support mechanisms for implementing the CW: e.g. the gender focal point system; the regional and corporate gender advisors? MAPs?
 - To what extent have the Gender Action Plans (GAP) been an effective tool for implementing the CWs? To what extent are the GAPs integrated/linked to other documentation prepared by the CO? (e.g. project-specific guidelines, training, performance plans – MAPs)?
 - What has been the role of gender advocacy when addressing the Commitments?
 - If a Commitment is not being achieved, why not?
- ***What has been the impact on beneficiaries and WFP staff, both intended and unintended, as a result of implementing the Commitments?***
 - How effective have the Commitments been in terms of sustainable outcomes and contributing to people's empowerment in the area of gender?
- ***To what degree has WFP mainstreamed measures for achieving the Commitments into the relevant policies, operational guidelines, and the mechanisms for implementing these?***
 - To what extent has gender been included effectively in institutional programming mechanisms such as assessment and targeting, vulnerability analysis, project appraisal and formulation, project documents, CSOs, CPs? Plans of Operations? Agreements with implementing partners (IPs)? Memoranda of Understanding with other UN agencies (UNHCR, UNICEF).
 - What type of training on gender has been provided to staff and how effective has it been? To what extent has gender been incorporated into standard corporate training events (e.g. Enabling Development, Management Training, Nutrition Training etc.)
 - Where relevant/appropriate, are the CWs reflected in the MAPs of WFP staff?

V. Method

The evaluation will insert itself into the process led by WFP's Strategy and Policy Division (SP) for the preparation of WFP's new Gender Strategy 2003 – 2007. In order not to duplicate SP activities and evaluation activities, it is intended that both policy and evaluation processes will feed into each other and seek, where possible, complementarity. The five country case studies by SP – undertaken between October and November 2001 will add evaluation questions to their TORs and inform the evaluation. The evaluation plans to build on these five country case studies and undertake an additional five evaluation case studies.

The evaluation will be conducted according to the following underlying principles:

- Bringing women and men beneficiaries to the center of the evaluation;
- Involving stakeholders – at global and country levels;
- Conducting the evaluation in partnership with governments, donors, and NGO partners: through technical working groups with mixed composition;
- Using open and transparent consultation on method; and
- Using multiple approaches (document reviews, participatory assessments, surveys, focus groups, workshops). A detailed draft method is to be established by the team leader during the desk review. The method will then be finalized prior to the visits to the case study countries.

It is envisaged that the entire 4-5 person team will travel to the first country (Pakistan) and jointly undertake the first in-country evaluation. Following this, the team will split up and undertake one additional country case study each.

A workshop will be held towards the end of each in-country visit. Participants will include a cross section of stakeholders: beneficiaries, Government, implementing partners, UN agencies. The purpose of this workshop is to consult with key stakeholders on the key findings and conclusions on the country case study and to discuss lessons and recommendations for a future policy on gender.

Basic Documents to be reviewed during the desk review phase:

- Progress Report on the Implementation of WFP's Commitments to Women,
- WFP/EB.2/97/3-D; Gender Mainstreaming in WFP; An integrated Assessment
- WFP/EB.2/98/9; WFP's Commitments to Women: Mid-term Review of Implementation
- WFP/EB.A/99/4-B Mid-term Review and ten case study reports as well as documentation prepared for the WFP Delegation attending the 2000 Beijing + 5 International Conference.
- Country Gender Action Plans
- Gender Survey Report – From Beijing to Beijing +5 – Achievement of WFP's Commitments to Women 1996-2001
- Individual responses by case study countries to the Gender Survey Report
- Women's Right to Food: Implications for Programming – (1998)*
- Women and Gender - (1995)*
- OEDE evaluation reports 1996 – 2001
- Project Activity summaries, PLANOPS, MOUs for all evaluation case study countries
- Enabling Development Policy (1999)*
- Time for Change: Food Aid and Development (1998)*
- Emerging Issues Relevant to WFP (2000) (1998)*
- WFP PRRO policy document: “From Crisis to Recovery” (WFP/EB.A/98/4-A)*
- Emergency Needs Assessment Guidelines (1999)*
- Supplementary Feeding Operational Guidelines (1998)*
- Food aid in Emergencies (red book) Operational Procedures (1993)
- Food and Nutrition Handbook (2000)
- Gender Guidelines (2000)
- Gender Checklist (1999)
- Country or operational case studies (SP country reviews)
- WFP/OEDE thematic evaluation “Recurring Challenges in the Provision of Food Assistance in Complex Emergencies”*
- “Food Security and Food Assistance among long-standing Refugees”, (WFP/Ron Ockwell, Nov. 1999 – for refugee operations)*
- Participatory Approaches - (2000)*
- Working with NGOs - A Framework for Partnership - (2001)*
- Reaching mothers and children at critical times of their lives - (1997)*
- Emergency Issues Relevant to WFP (1998)*
- Situation of Displacement: Issues and Experiences (2000)*
- The Hunger Trap - (1998)*
- Report of the Global Workshop on Gender Perspectives of Human Resource Management, Kenya, Feb 27-March 1, 2001 (Lassila and Miruka)
- * available on external wfp.org website

VI. Tentative Schedule

Pre-evaluation Period

(August – December 2001)	SP Desk Review and lessons exercise
October – November 2001	5 country case studies (led by SP): Kenya, Nicaragua, China, Sierra Leone, DR Congo
December 10-13, 2001	Workshop: 20 -25 staff (programme advisors and select CDs) to 1) review country case studies and lessons, review progress made against the mid-term CW evaluation recommendations, and 2) act as stakeholder consultation forum for the evaluation to review and refine the draft TORS for the end-of term evaluation. Selection of additional 4-7 countries for the evaluation (number of countries depending on funding).
End December, 2001	Evaluation TOR finalized.

Evaluation Period

January - 2002	Desk Review.
31 January 2002	Evaluation Methodology, Desk Reviews on Programming and Human Resources (findings of desk study, finalization of evaluation methods, including for case studies).
1 February – 30 March	Field visits and report writing. Tentative schedule as follows: Feb. 3-17 Pakistan Feb 24- 16 Mar Sri Lanka Mar 3-23 Mali, Sudan Mar 6-27 Colombia
April 2002	Interviews with key informants in WFP headquarters and regional offices (via telephone). Write-up and finalization of evaluation conclusions and recommendations. Present draft full evaluation report.
May 2002	Write-up of Executive Board Summary. Internal reports review process (no involvement of the team required)
June 2002	Finalization of the reports (teamleader)
July 2002	Submission of report to RECC
October 2002	Presentation of the Evaluation Summary and Gender Strategy 2003-2007 to WFP's Executive Board

VII. Team Composition

Four international gender specialists (including 1 team leader) and 1 national consultant in each country (socio-economist, anthropologist with gender expertise). The teams may also be accompanied by a staff member of the respective WFP Regional Bureau.

Expertise on the team should include development and emergency food aid experience; language skills (Arabic, French, Spanish); prior experience with WFP programmes; policy-level gender expertise; project-level gender expertise; good grasp of rapid rural appraisal.

If possible and in addition to WFP staff, the team at country level will be accompanied by a representative of the Government Agency responsible for following up on the Beijing Women's Conference.

VIII. Organization of the Mission

Role of the Team Leader : Will finalize the method and key issues for the evaluation following the December 2001 workshop in Rome. This will be done in consultation with the OEDE Evaluation Officer. She will also clarify the role and input of each team member, including individual requirements for the inception report, final report and the evaluation summary. With assistance from the WFP Evaluation Officer, the team leader will define any preparatory work required by WFP and the relevant COs and/or local consultants prior to the mission (at least 2 weeks notice should be given to the Country Office). The team leader will assume overall responsibility for the mission, and will synthesize the inputs from all sources in order to produce the necessary outputs.

The Team leader is responsible for producing the following outputs :

- The **Evaluation Methodology** for the overall evaluation and the individual case studies (e.g. possible surveys, key informant interview questions etc.).
- The **Desk Review: Programming**
- **Two country case study reports** (one following the joint mission in Pakistan involving all team members; the second following the individual case study in Sudan).
- a **Full Evaluation Report**; and
- an **Evaluation Summary Report** for presentation to the Executive Board.

The team leader will present the team's findings at all HQ debriefings and will ensure as far as feasible that all deadlines are met for the above outputs.

Role of the other team members : To provide technical expertise according to individual skill sets, and to provide written inputs to the Inception Report, Final Report, and Evaluation Summary under the guidance of the Team Leader.

Country Case Studies are the responsibility of each team member who is assigned a case study country. The country case study reports (no more than 25 pages) should be submitted directly to the OEDE Evaluation Officer and to the team leader.

A Team Member is to be recruited to prepare the **Desk Review: Human Resources**, focusing on Commitment II/B and Commitment V.

Role of the WFP Evaluation Officer : Will provide support to the overall evaluation exercise as necessary, which includes liaising between team members, relevant areas of WFP headquarters, and the country office. She will also monitor compliance with the intended thrust of the evaluation, and that the necessary logistical support is provided by WFP HQ and the CO, including the choice of national consultants in the selected case country studies.

Role of the Country Office selected for case studies : To advise on the timing of the evaluation. To ensure that all necessary documents required to plan the evaluation and undertake the desk review are provided in a timely manner. To assist with the identification and hiring of the local consultant as required. To ensure that any necessary preparatory work is undertaken in-country prior to the arrival of the evaluation team, and to facilitate the work of the team while in-country. Prepare and organize the mission in-country itinerary, and organize the evaluation workshop/briefing/debriefing.

Products of the Evaluation

- **Evaluation Methodology**
- **Desk Review: Programming** (maximum 25 pages)
- **Desk Review: Human Resources** (maximum 25 pages)
- **Final Evaluation Report** *deadline : 30 April 2002*
- **Evaluation Summary Report** (maximum 5000 words) *deadline : 15 May 2002*

All reports will be prepared in English. Draft versions of the Evaluation Summary Report and Final Report will be reviewed and approved by the OEDE Evaluation Officer prior to being finalized. The outlines for the Desk Reviews will be finalized following discussions between the Evaluation Officer and the team leader.

The Evaluation Summary Report, technical reports and Final Evaluation Report must be submitted in hardcopy accompanied by an electronic version. If applicable, annexes should also be made available in WFP standard software (ie. Microsoft package). For ease of processing, the Summary Report should be submitted as plain, unformatted text only (no paragraph numbering, limited bold, underline, etc.).

The mission is fully responsible for its independent full report, which may not necessarily reflect the views of WFP.

The evaluation shall be conducted in conformity with these terms of reference and under the overall guidance of OEDE.

Annex 3 Preparations for Country Case Studies (example: Pakistan)

A. Team composition for Pakistan¹³

- Team Leader
 - Three international consultants
 - Evaluation Officer, OEDE
 - National consultant
 - Regional Programme Adviser
- (Question: Will translators be required?)

B. Tentative Itinerary

Meetings:

- WFP staff:
 - Individual interviews with senior staff.
 - Focus group discussions with programme staff (international and national).
 - A questionnaire pertinent to their experience of implementing the Commitments should be completed by all WFP CO staff (see Annex 3/a).¹⁴ It would be appreciated if the questionnaires could be filled out by the time the Mission arrives, to be followed up during focus group discussions with WFP staff.

Field visits to project sites:

- CO to suggest/plan detailed itinerary. One option is for two teams to focus on development sites and the third on the EMOP.

C. Briefing Notes (maximum 2-3 pages each) to be prepared by CO in advance of team's arrival.

1. CO organizational chart

2. Evolution of the CW in the country - a brief overview, covering 1996-2001 of how the CO introduced and implemented the CW, and what the main milestones are (preparation of related work plans, GAPs, hiring of gender focal points, significant training exercises, collaboration with govt, etc.)

3. Training - covering 1996-2001, a list of (specifying dates, duration and number of participants)

- all gender-related training organized by the CO for WFP staff, IPs and beneficiaries;
- all gender-related training that CO staff have participated in (not organized by CO).

4. Human resources:

- Data on recruitment of national programme and GS staff (broken down by year, sex and level) since 1996
- Job description for Gender Focal Point (GFP) post.
- Copy of the Phase I Performance Planning section of MAPs for all professional (national and international) staff for 2001.¹⁵
- TOR for national consultants (see Annex 3/b).

¹³ Team composition for other case country studies: Team Leader, National Consultant, Regional Gender or Programme Adviser

¹⁴ The Questionnaire did not yield the type of information anticipated by the Team, and is not included in the following country case studies.

¹⁵ It should be emphasized that the evaluation team **only** requires the **Phase I - Performance Planning** section of the MAPs. The copies given to the team **should not** include the evaluative sections. If the CO wishes, the name on the MAP can be deleted - however, it is important that the grade and job title remain.

D. Completed WFP Staff Questionnaires:

- This questionnaire should be completed by all national and international professional staff by Feb. 1st (see Annex 3/a).

E. Documentation to be made available by the Country Office (covering the period 1996-2001, where applicable):

- Annual CO work plan for each year, 1996-2001
- WFP Country Strategy Outline (current and previous)
- WFP Country Programme (current and previous)
- EMOP project documents (current and previous)
- Project documents for any other currently active projects, and any other major terminated projects (1996-2001)
- Baseline studies undertaken during 1996-2001
- Gender-specific surveys in project areas.
- Participatory Rural Appraisal (PRA) reports.
- Vulnerability Analysis and Mapping (VAM) reports (1996-2001).
- All CO 2001 monitoring reports for active projects.
- Gender Action Plans (1996-2001).
- CO response to the WFP HQ Gender Survey (2000)
- CO response to the WFP HQ Advocacy Survey (2001)
- Current Memoranda of Understanding (MOU)/Letters of Understanding (LOU) with:
 - Government counterparts
 - Implementing partners
- United Nations Development Assistance Framework (UNDAF).
- Poverty:
 - Poverty Reduction Programme (PRP).
 - Interim Poverty Reduction Strategy Paper (IPRSP).
 - Other?
- Pakistan National action plan for women:
 - Beijing 1995
 - Beijing +5 (2000)
 - Other relevant national documentation/gender-related studies?
- Any country-specific relevant documents by:
 - IFAD
 - FAO
 - UNIFEM
 - UNDP
 - World Bank
 - Other?

Annex 3/a
Questionnaire for WFP Country Office Staff
 (All national and international professionals)

The Evaluation Team would very much appreciate your answers to the questions below, which are pertinent to the process of evaluating the implementation of the WFP Commitments to Women (CW) 1996-2001.¹⁶ There will be an opportunity to discuss these issues further with the Team. Thank you for your cooperation.

Question	Answers
Name: Job Title: Grade: Duration of employment in WFP CO: Area of responsibility:	
Gender training: 1. Have you had any gender training? If yes, specify dates and focus of training courses. 2. Impact of this training on your work and area of responsibility?	
What difference has the implementation of the CW* made in terms of your: 1. Work and area of responsibility? 2. Understanding of gender issues? 3. Cooperation with colleagues? 4. Cooperation with government counterparts? 5. Cooperation with implementing partners?	
Which Commitments did you find: 1. Relatively easy to implement in your work? Reasons? 2. More difficult to implement in your work? Reasons?	
Do you have any specific recommendations aimed at helping the CO (or WFP) better implement the CW?	
Other comments or suggestions?	

* see attached CW for reference

¹⁶ Please write your answers in the section indicated; the table is auto formatted.

Annex 3/b
Terms of Reference for National Consultant

Qualifications/Requirements:

- Professional experience of evaluation process, gender analysis and food aid.
- Knowledge of national activities pertinent to supporting women.
- Familiarity with WFP operations in the country; but not currently (or recently) employed as a consultant by the WFP CO or by implementing partners.

Tasks:

- Support the evaluation team in the collection and analysis of information.
- Participate in the field visits to project sites.
- Support the team in organizing focus group discussions.
- Help secure necessary documents from counterparts.
- Participate in analysis of questionnaire administered to WFP CO staff.
- Provide written inputs to any debriefing documents and to the case study evaluation report, under the guidance of the team leader.

Annex 4

Outline of Country Case Study

Acknowledgement

Acronyms

Executive Summary

1. Introduction:
 - 1.1 Background to the Evaluation of WFP Commitments to Women 1996-2001
 - 1.2 Country Case Study Methodology
2. Country Context
 - 2.1 Food Aid Context
 - 2.2 Relevance of WFP's Commitments to Women to the Country Context
 - 2.3 Gender-Related Inter-Agency Activities
3. Operationalization of the Commitments to Women in (Colombia, Mali, Pakistan, Sri Lanka, Sudan)
 - 3.1 Brief Overview of WFP Assisted Operations
 - 3.2 Evolution of the Implementation of the Commitments to Women in (Colombia, Mali, Pakistan, Sri Lanka, Sudan)
4. Mainstreaming the Commitments to Women in WFP-Assisted Operations in (Colombia, Mali, Pakistan, Sri Lanka, Sudan)
 - 4.1 Institutional Mechanisms
 - a) Gender Focal Point
 - b) Regional Gender Adviser
 - c) Gender Action Plan
 - d) Management and Appraisal Performance
 - e) Training
 - 4.2 Programming Process
 - a) Programme Documents
 - b) Plan of Operations
 - c) Memorandum/Letter of Understanding & Letter of Agreement
 - d) Targeting
 - e) Monitoring & Evaluation
 - 4.3 Resources to Implement the Commitments to Women
5. Relevance, Achievements and Impact of the Commitments to Women:Facilitating and Constraining Factors
 - 5.1 Commitment I
 - 5.2 Commitment II
 - 5.3 Commitment III
 - 5.4 Commitment IV
 - 5.5 Commitment V
6. Conclusions
 - 6.1 Relevance
 - 6.2 Achievements
 - 6.3 Assessment of Impact

7. Recommendations for WFP's Enhanced Commitments to Women 2003-2007

Annexes to the Country Case Study:

- Annex 1: WFP's Commitments to Women 1996-2001
- Annex 2: Key Issues of the Evaluation
- Annex 3: Country Case Study Methodology
- Annex 4: Itinerary: List of People Met and of Field Visits
- Annex 5: Summary Overview of WFP Country Programme Activities 1996-2001
- Annex 6: Overview of Gender Training 1996-2001
- Annex 7: Human Resources Data for Sudan WFP
- Annex 8: Timeline of Evolution of Implementation of WFP's Commitments to Women in the Country Office 1996-2001
- Annex 9: Budget Line for Gender-Related Activities to Implement the Commitments to Women 1996-2001
- Annex 10: Outcome of Working Sessions with WFP Staff in the Country Office
- Annex 11: List of Documents Reviewed

Chart: WFP Country Office Organizational Chart

Maps: