

Country Portfolio Evaluation

Afghanistan: An Evaluation of WFP's Portfolio

Vol. II - Annexes

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Measuring Results, Sharing Lessons

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wfp.org

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Annex 1: Terms of Reference

Afghanistan: an evaluation of WFPs portfolio 2009 - 2011

Country Portfolio Evaluations (CPE) cover the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. In addition, CPEs help Country Offices in the preparation of Country Strategies and provide lessons and specific recommendations that can be used in the design of new operations. Subject and Focus of the Evaluation

This evaluation will focus on the 2009 V 2011 time period (see Factsheet attached), in which there have been three operations in Afghanistan. The evaluation will cover the PRRO 200063, coming at the mid-point of its implementation, the SO 200092, which provides logistics support to WFP and other agencies, and the P4P pilot project which started in early 2010 and is yet in its early stages. An emergency operation (EMOP 200366) began in October 2011, largely as a response to the recent drought, but will not be covered by the evaluation.

The evaluation will pick up where the last evaluation finished in 2009. The findings and recommendations from that evaluation, and their subsequent use/utility in the design of the following PRRO, which began in 2010, will be a part of this evaluation. The evaluation will cover all geographic areas of WFP operation.

Objectives and Users of the Evaluation

The evaluation will:

1 The evaluation will follow a WFP internal audit exercise in Afghanistan (to be done in late 2011), which will focus on some internal WFP control systems as well as some areas of operational importance such as M&E, reporting, planning, budgeting, etc. The CPE is not intended to duplicate or overlap with some of these internal audit exercises.

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Afghanistan (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Afghanistan, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

Key Evaluation Questions

The evaluation will address the following 3 key questions:

Question 1: What has been the strategic alignment of the WFP portfolio, including the extent to which:

- its main objectives and related activities are relevant to the humanitarian and developmental needs of the Afghanistan population;
- its strategies and objectives have been aligned with those of government in Afghanistan;
- its operational activities have been aligned with international good practices for non-state providers (NSPs) working in fragile/conflict states, e.g. peace-building and or humanitarian objectives;
- its strategies and operational activities have been aligned with those of relevant humanitarian and development partners in order to achieve complementarity of interventions at policy and operational levels?

Question 2: What have been the factors driving strategic decision-making, including the extent to which WFP:

- has analysed the national food security, nutrition, livelihoods and gender context and appropriately targeted its interventions using this analysis;
- has sufficient technical expertise (either internal or through partnership) to strategically manage the different interventions under the portfolio;
- has development and implemented appropriate monitoring and evaluation systems to support strategic decision making;
- has been driven by external funding and or political factors to alter its portfolio from the original design;
- has strategically adjusted its operational implementation in response to changing needs of the populations, funding, partner, security and other circumstances?

Question 3: What have been the performance and results of the WFP portfolio, including:

- the efficiency, effectiveness and probable impact of the relief, recovery and capacity building components of the portfolio?

Methodology

The evaluation will employ relevant internationally agreed evaluation criteria including those of coverage, relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness.

The methodology will:

- examine the logic of the portfolio and on the common objectives arising across operations;
- utilize a thorough stakeholder analysis done during the preparation and inception phases;
- be geared towards addressing the evaluation questions/sub-questions using triangulation and analysis of both quantitative and qualitative data.

The evaluation matrix will be a key organizing tool for the evaluation;

- take into account the limitations to evaluability as well as budget and timing constraints.

Roles and Responsibilities

Evaluation Team: TBD

OE Evaluation Manager: Mr. Ross Smith

Communications

The final evaluation will be presented to WFPs Executive Board, along with the official management response to key recommendations. Thereafter it will be posted on WFPs internet, both internally and externally, and incorporated into the Office of Evaluations annual report. In addition, appropriate dissemination products, such as summarized presentations, lessons learned briefs, and other products will be produced.

Timing and Key Milestones

Inception Phase: February 2012

Fieldwork Dates: March - April 2012

Briefings: April - May 2012

Reports: June - August 2012

Findings will be actively disseminated and the final evaluation report will be publicly available on WFPs website.

Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses.

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

Annex 2: Persons Met

Name	Role
<i>WFP Afghanistan</i>	
Henri Chouval	Consultant, P4P
Jamshid Zewari	Project Officer, P4P
Shin Pae	Nutrition & Education International (NEI), Afghanistan
Hildegard Tuttinghof	Head of Policy Unit
Harry Johnstone	Policy & Programme Advisor
Louis Imbleau	Representative and Country Director
Bradley Guerrant	Deputy Country Director, Operations
Masami Beppu	Gender Adviser
William Affif	Head of programmes
Emma Conlan	FSAC Focal Point/Programme Unit
Sungval Tunsiri	Programme Adviser
Carrie Morrison	Head of Nutrition
Matthew Hollingworth	Head of Logistics (incoming Deputy Country Director)
Debbie Mclellan	Head of Human Resources
Kayo Takenoshita	Programme Officer (Cash & Voucher)
Kalimullah Sadat	Head of ICT
Bakhtiar Elmi	Compliance Unit
Khairi Najmetdinova	Emergency food assistance
Zulfiqar Ali	Head, Operations Unit
Kennedy Ooro	Air Transport Officer, UNHAS Services
David Matern	Donor Relations and Reports Unit
Teresa Ha	Donor Relations Officer
Sayed Sartaj Shahidzai,	Programme Officer FFE
Pierre Steiner	Head of Facilities Management
Madalena Mendez Leal	Head of Finance and Administration
Amanullah Assil	Vulnerability Analysis and Mapping (VAM) unit of WFP
Clarisse Tillman	Programme Adviser and Head of Unit, M&E
Qadir Assemy	TB support programme, Public Health Specialist
Javed Yousifi	Food for Assets
Filomena Zukauskaite	Human Resources Officer
Thomas Hansson	Deputy Country Director, Support Services
Chris O'Sullivan	Senior Field Security Officer
Sonia Gujral	Advocacy & Communications/Gender Officer
Chris Toe	Policy Unit
Masami Bupa	Programme Officer (Gender)

Name	Role
Jared K'onwono	Head of UNHAS service
Silke Buhr	Head of Public Relations
Pierre Stainer	WFP Facilities
Qadir Assamy	Consultant, TB Programme
Zarrina Kurbanova	Operations Officer
William Affif	Head of Programmes
<i>UN Agencies</i>	
Michael Keating	Deputy SRSG (UNAMA)
Aidan O'Leary	Head of OCHA
Peter Crowley	UNICEF Country Representative
Dr Elham/Dr Basira	Nutritionists, UNICEF
Sayed Sadiq	Deputy Country Director - UN Women
Yukiko Matsuyoshi	Chief, Literacy Unit UNESCO & Habibullah Wajdi Literacy Consultant and Minister advisor (FFT)
Dr. Ahmad Shadoul	Country Representative for Afghanistan , WHO
Pawan Kucita	Chief of Education Section, UNICEF
John Ekaju	Education Specialist & Cluster Co-Coordinator, UNICEF
Richard Ecodu	Administrative Specialist, UNICEF
Salem Mohammad	Travel Assistant, UNDP
Bernard Eng Hock Quah	Assistant Representative (Admin), UNHCR
Vakhtang Svanidze	Deputy Country Director (operations), UNDP
Peter Krogh Soenson	Operations Centre Director & Representative, UNOPS
David Joy	Head of Office, UNAMA
Ilija Todorvic	Deputy Director, UNHCR
Robin Ellis	Programme Officer, UNHCR
Manoj Basnyat	UNDP
Gurcharan Virdee	IASC Gender Adviser in Humanitarian Action
Edith Kabui	Institutional Capacity Development Specialist, UN Women
Homa Sabri	Unit Manager, Institutional Capacity Development Unit, UN Women
<i>Afghan Government Officials</i>	
Mohammad Sarwar Azizi	Chief of Staff at MoE (FFE)
H.E. Saleem Kundozi	Deputy Minister of Finance & Administration (MAIL)
Naseer Ahmed Popal	Head of Social Protection Unit, Ministry of Rural Rehabilitation and Development (MRRD)
Mehri Khoda Sabar	Head of Emergency Department, Ministry of Refugees and Repatriations (MORR)

Name	Role
Sayeda Mojgan Mustafavi	Technical & Policy Deputy, Ministry of Women's Affairs (MOWA)
Dr. Mohammed Daim Kakar	Director General of Afghanistan National Disaster Management Authority (ANDMA)
Mohammd Sarwar Hussaini	Deputy Minister of Literacy in MoE (FFT)
Ahmed Samim Ahmadi	Database Officer, MORR
M.Sayed Qazi	Director, International Relations, ANDMA
M.Aslam Sayas	Deputy Director, ANDMA
Bashir Ahmad Hamid	Public Nutrition Director, MoPH
Suraya Paikan	Deputy Minister for Martyrs and Disabled, MoLSAMD
Dr Walin/Dr Ludin	MoPH Nutrition Dept.
<i>Donors</i>	
Takeshi Komoto	Economic Cooperation Section, Embassy of Japan in Afghanistan
Gul Joya Jafri	First Secretary, Canadian embassy
Jean-Claude Mathieu	Second Secretary, Canadian Embassy
Mariam Wafa	Humanitarian Programme Manager, DFID
Dominic Parker	Livelihoods Advisor, DFID
Alicia Contreras	Food Security Team Leader, USAID
Pacha Latoom	USAID
Francesco del Re	FAO
<i>NGOs and Independents</i>	
Herve Nicolle	Director, Samuel Hall
Nicholas Hutchings	Afghanaid
George Petropoulos	Programme Manager, Norwegian Refugee Council
Paul Reglinski	Project Manager, ACTED
Sadiqullah Fahim	Organization of Human Welfare
Zeenat Garewal	ACTED
Amin Anwaree	Head of Administration, Save the Children US
Sayed Rameen Fakhri	Deputy Administration/HR Manager, Norwegian Refugee Council
Ghulam Haider Salim	Administration Officer, OXFAM
Rory de Wilde	Programme Manager, IOM
Haj. Ibrahim Wael	Director, ACBAR
<i>WFP Rome</i>	
Siemon Hollema	ODXF

Name	Role
Mary Ellen McGroarty	Senior Programme Adviser, P4P
Stephane Meaux	Senior Adviser, P4P
Ngassam Tchaptchet	Gender Services
John Prout	Cash & Voucher
Victoria Andrews	Security Division
Scott Rouchini	Livelihoods
Elena Raphaelle	Internal Audit
Emile Sidaner/Adeyinka Badejo	School Feeding
Angela Cespedes	Nutrition

Field Site Visits

Individuals not identified other than for WFP.

Mazar Area Office	
Provincial Authorities	<ol style="list-style-type: none"> 1. Department of Agriculture, Irrigation and Livestock 2. Provincial Department of education 3. Department of Public Hospital 4. Afghanistan National Disaster Management Authority (ANDMA) 5. Department of Labours and Social Centres (DOLSA) 6. Department of Refugees
Co-operating partners	<ol style="list-style-type: none"> 1. Modern Agriculture & Animal Husbandry Organization. 2. Women & Youth Support Centre (WYSC) 3. Coordination Humanitarian Association (CHA)
Communities visited	<ol style="list-style-type: none"> 1. Zangergah 2. Markaz Khulum 3. Takhta Pul 4. Bagh Zakhiri 5. District#6,District#7,District#5/Mazar City 6. Markaz Dehdadi
Project sites visited	<p>Balkh Province:</p> <ol style="list-style-type: none"> 1. Khulum District. 2. Mazar City , 3. Nahar Shaiee District 4. Balkh District 5. Dehdadi district
WFP Staff interviewed	<ol style="list-style-type: none"> 1. Sven Thelin / Head of Office 2. Mr.Ismail/ Activity Focal point for FFA and TB 3. Mr.Ahmad Fahim/ Activity Focal Point For FFW. 4. Mr.Zabiullah/Filed Monitor for Cash and Voucher, 5. Mrs.Geti/Activity Focal point for FFE

Mazar Area Office	
	<ol style="list-style-type: none"> 6. Ms.Maliha/Activity focal point for FFT 7. Mrs.Shaima/ Activity focal point for MCHN 8. Mr.Shujahuddin/Activity focal point for GFD 9. Mr.Zabiullah/Filed Monitor for Cash and Voucher, 10. Mrs.Geti/Activity Focal point for FFE 11. Ms.Maliha/Activity focal point for FFT 12. Mrs.Shaima/ Activity focal point for MCHN 13. Mr.Shujahuddin/Activity focal point for GFD
Others	<ol style="list-style-type: none"> 1. CDCs with assistance programs for FFW 2. Members and head of Forest Management Committee 3. Shura elders

Badakshan Area office	
Provincial Authorities	<ol style="list-style-type: none"> 1. Provincial Department of Women Affairs 2. Provincial Department of education 3. Department of Public Hospital 4. Department of Agriculture, Irrigation and Livestock 5. Department of Labours and Social Centres (DOLSA)
Co-operating partners/NGOs	<ol style="list-style-type: none"> 1. Narvegiion Assistance committee 2. Medical Emergency relief international (Merlin) 3. Focus Humanitarian Assistance
Communities visited	<ol style="list-style-type: none"> 1. Shahran 2. Dasht Qorogh 3. Faizabad City 4. Khoja Abdul maroof 5. Julgha 6. Dasht Qarogh
Project sites visited	<ol style="list-style-type: none"> 1. Faizabad District 2. Shohadah District 3. Khash District
WFP Staff interviewed	<ol style="list-style-type: none"> 1. Mr.Qudratullah Lamih/ Activity Focal point for FFA FFW,GFD 2. Mr.Sayed Shafiq Ahmad/ Activity Focal Point for Cash and Voucher 3. Mr.Sayed Anwar Nasr/ Activity Focal Point for FFE &FFT 4. Mrs Manizha/Activity Focal point for MCHN and TB
Others	<ol style="list-style-type: none"> 1. CDCs in communities above 2. Shura elders

Jalalabad Area Office	
Provincial Authorities	<ol style="list-style-type: none"> 1. Nangarhar Valley Devolpment Authority ,Dept. of Agriculture 2. Dept. of Women provincial Affairs

Jalalabad Area Office	
	<ol style="list-style-type: none"> 3. Provincial public Hospital 4. Afghanistan National Disaster Management Authority (ANDMA) 5. Dept. of Education 6. Nangarhar Handicraft producing Association for women Assembly(NHPA) 7. Department of Refugees 8. Department of Irrigation and Water Management
Co-operating partners/NGOs	<ol style="list-style-type: none"> 1. National consultancy and Relief Association (NCRA) . 2. HelNet Transcultural Psychosocial org (HELTNET – TPO) 3. Society for Afghanistan development Association and Technology (SADAAT) 4. Afghanistan for Rehabilitation & Energy Agency (AREA) 5. Reconstruction and social serve for Afghanistan (RSSA)
Communities visited	<ol style="list-style-type: none"> 1. Sarachi Araban 2. Saracha Najo 3. Darunta 4. Khewa
Project sites visited	<ol style="list-style-type: none"> 1. Behsode District 2. Jalalabad City 3. Surkhoroad District 4. Kewa District
WFP staff interviewed	<ol style="list-style-type: none"> 1. Medabas Kamara / Head of programmes 2. Doost Mohammad Kakar/ Senior Program Officer for FFW, FFA, CV. 3. Dr.Sadat/program Assistant for TB and Nutrition. 4. Mrs.Khalida/Filed Monitor for FFT, 5. Mrs.Shinkay/Sr.Program officer FFE 6. Mr.Saifurahman/Program Assistant for Emergency food assistance
Other	<ol style="list-style-type: none"> 1. CDCs and Shuras

Kabul Area Office	
Provincial Authorities	<ol style="list-style-type: none"> 1. MoLSAMD 2. Provincial education Dept 3. MORR 4. DOPH
Co-operating partners	<ol style="list-style-type: none"> 1. GWO org 2. Achyana Org 3. ROAWV Org 4. German medical canter 5. ACLF Org
Communities	<ol style="list-style-type: none"> 1. Distribution Center, MoLSAMD Focal Point, and DoE

Kabul Area Office	
visited	<ul style="list-style-type: none"> Focal Point 2. Training Center, Distribution Center, ACHYANA Training Centers, and DoRR 3. Distribution Centers, GMC Hospital, AC Main Office, and FFT Centers 4. Silo AC Training Center,(FFT) ACLF Medical Centers, (PLW & CH) 5. Abdul Wakil Shahid High School, Ghazi and Alla Ram Villages. 6. Distribution Centers, (Cash for Voucher) Muslim Khoshal Khan & Siname Pamir and AC Training Center FFT in Paghman District Canter.
Project sites visited	<ul style="list-style-type: none"> 1. Dashte Barchi, Makrooyan Awal and Khoshal Khan. 2. Karte Naw, Sinamae Pamir, Makroyan Kohna, MoRR and Taimani. 3. Arzan Qaimat, Wazir Akbar Khan, Karte Se, and Karte Naw. 4. Apshar, Rahman Mina, and Charahee Qambar. 5. Qarabagh District Various Locations (DoE, LPs and Beneficiaries. 6. Khoshal Khan, Sinamee Pamir, and Paghman District.
WFP staff interviewed	<ul style="list-style-type: none"> 7. Baker Mukeere, Head of Office 8. Ezzatullah Saeedi, WFP office
Others	<ul style="list-style-type: none"> 1. Shura elders

Herat Area office	
Provincial Authorities	<ul style="list-style-type: none"> 1. Provincial Education Dept 2. DRRD Office 3. DOPH
Co-operating partners	<ul style="list-style-type: none"> 1. DAC organization 2. HELP organization 3. DOWA organization
Communities visited	<ul style="list-style-type: none"> 1. Sharak Jabrayal 2. Mujghandak 3. Khan surkh 4. Herat city 5. Khoshkak
Project sites visited	<ul style="list-style-type: none"> 1. Injil District 2. Pashton Zarghon District 3. Adraskan District 4. Herat City 5. Karokh District
WFP staff interviewed	Elrashid Hussin Hammad, Head of Area Office

Annex 3: Approach and Methodology

1. The methodological approach to this study is fully set out in the Inception Report.¹ In summary it:

(i) Takes a **theory-based approach**, in line with recent models of development evaluation.² This places context at the centre, recognising the very complex and multidimensional nature of humanitarian and development activity.

(ii) integrates international guidance on good development practice and evaluation in fragile situations³ as well as DAC Evaluation standards and UNEG evaluation guidance.

(iii) combines **deductive and inductive approaches** as follows: Question 1: Mainly inductive, some deductive; Question 2: Mainly inductive, some deductive; Question 3: Mainly deductive, some inductive

(iv) adopted a **mixed-method approach**, combining qualitative and quantitative methods to maximise validity and reliability (see below)

(v) applies **contribution analysis** was applied⁴ across all questions, but particularly Question 3, to track explanatory factors and explain why what happened, happened. Given the extreme difficulties of robustly establishing impact level results in the complex environment of Afghanistan, this avoided the methodological risks surrounding a focus only on direct attribution. It has helped enable pathways of contribution from WFP interventions to results to be assessed

(vi) **integrates gender and exclusion** as key features of the approach. These did not feature strongly within the ToR but were agreed with both OE and the Country Office to form critical aspects of programming.

2. WFP operations in Afghanistan are necessarily mediated by the environment, including security and access. For good reason, they often do not follow standard intervention logics or operational plans. The evaluation recognised this, and the implications of the environment for the study itself are described below. As a result, the approach to the evaluation had to be flexible and pragmatic one, responsive to the special conditions of Afghanistan. Security and access determined what data could be gathered, just as it affects WFP's own operations in the country.

¹ Available from WFP Office of Evaluation on request

² See e.g. Stern 2009

³ OECD DAC Aid risks in fragile and transitional contexts: Improving Donor Behaviour (2010) OECD-DAC 'Evaluating Donor Engagement in Situations of Conflict and Fragility' (draft form); OECD DAC Supporting Statebuilding in Situations of Conflict and Fragility (2011); A New Deal for International Engagement in Fragile States (International Dialogue on Peacebuilding and Statebuilding) 2011

⁴ As applied in major non-humanitarian studies such as General Budget Support and Sector Budget Support – see Mayne et al (2001)

Methodology

3. An Evaluation Matrix was developed which formed the ‘spine’ of the evaluation and the main analytical framework against which data was gathered and analysed.⁵ It is shaped around the evaluation questions; all other enquiry tools, such as interview guides and the field study template, were geared towards it.

4. Methods applied were as follows:

<p>Question 1</p> <p>Strategic alignment</p>	<p>Documentary and trend analysis</p> <p>Review of national development data and trend</p> <p>Interviews and focus groups with key stakeholders in Kabul plus those in WFP Area Offices and operational areas via Field Site visits</p>
<p>Question 2</p> <p>Strategic decision—making</p>	<p>Documentary analysis</p> <p>Organisational enquiry</p> <p>Analysis of budgets and expenditure (efficiency aspects)</p> <p>Interviews and focus groups including Area Office staff in Kabul</p>
<p>Question 3</p> <p>Results</p>	<p>Efficiency -</p> <p>Analysis of monitoring data</p> <p>Documentary review</p> <p>Effectiveness -</p> <p>Analysis of programme monitoring and performance data</p> <p>Field site visits, multi-method</p> <p>Interviews and focus groups with WFP staff and stakeholders in operational areas (field site visits)</p>

5. These methods were selected because:

- (i) they are appropriate ones for strategy and field enquiry
- (ii) they prove both feasible and sensible
- (iii) combined, they formed a relatively effective means of triangulation
- (iv) they emphasised interview and focus group, particularly at field study level, which allowed scope for voices of beneficiaries and co-operating partners to be included

⁵ Also available on request from OE

(v) they were the main available methods in a context of extreme data paucity

Field site study

6. Given the security constraints of the country, the international team were not able to travel outside Kabul. Consequently, a national team of 5 researchers undertook fieldwork according to a pre-determined tool which meshed with the evaluation Matrix, and following training in Kabul.

7. The field study phase had three aims:

(i) To address areas where secondary data was unavailable in Kabul and / or required deepening

(ii) To capture explanatory factors and intervening variables – the ‘why and how’ questions

(iii) To integrate as far as possible the perspectives of key stakeholders – including those of the intended beneficiaries and women in particular.

8. Visits took place to five of six Area Offices, ⁶ in teams of three researchers, for a duration of 7 days each. Area Office and surrounding project sites were visited.

9. Field study did **not** aim to replicate available WFP data on outputs, outcomes and beneficiaries targeted / reached. Instead, it emphasised triangulation, verification, and explanations (‘how’ and ‘why’ questions). Methods focused on interviews and focus groups, with a particular emphasis on triangulation.

10. Visits occurred to WFP offices, sample project sites (applying a very simple sampling strategy of aiming to visit to at least one of each sub-programme across the 5 field offices), and communities in all locations. The following stakeholder groups were interviewed:

(i) WFP office representatives

(ii) Provincial authorities (which engage with WFP – as Co-operating Partners or others)

(iii) Any other Co-operating Partners

(iv) Community Development Councils

(v) NGOs (which engage with WFP)

(vi) Shuras and CDCs where possible

(vii) NGOs / Other

(viii) Communities

11. The fieldwork tool asked teams to supply information around questions in the following five areas (drawn from the evaluation questions listed above and reflected in the Evaluation Matrix below): context; targeting; partnerships; delivery; and results.

⁶ Jalalabad, Kabul, Mazar e Sherif, Herat and Faizabad. At the time of writing, a visit to Kandahar Area Office was under discussion, being dependent on security constraints.

12. Context:

(i) Q1. Describe the food security situation in the area. What are the main difficulties communities / individuals face? At what times of the year? Who is most vulnerable to food insecurity and why?

(ii) Q2: Which WFP projects are operating in the area?

13. Targeting:

(i) Q3: How many communities / beneficiaries does WFP reach in the area (per operation)?

(ii) Q4: Has WFP's targeting reached the groups it intended?

(iii) Q5: Are there groups of people in need in the area whom WFP has not reached? Who are they? Why have they not been reached?

(iv) Q6: Conversely, have WFP inputs (provision) targeted / reached people who do not really need the assistance? Who? How?

14. Partnerships:

(i) Q7: How have WFP liaised with partners e.g. Co-Operating Partners, provincial authorities, communities, shuras etc? Has interaction been positive or difficult? Why?

15. Delivery:

(i) Q8: Have WFP partners delivered as they were asked to do? How could improvements be made?

(ii) Q9: How have security issues been managed? Could they have been managed better?

(iii) Q10 Have WFP inputs (food, training etc) been delivered on time? If there were delays / pipeline breaks – what caused these? What effects did the delays have on beneficiaries?

(iv) Q11 Have any other problems with WFP initiatives been encountered? Why? How were these resolved? (or were they not resolved?)

16. Results:

(i) Q12: What has happened as a result of WFP interventions? (children in school, community assets developed, TB treatment etc). Has this happened more or less than was expected?

(ii) Q13: Do the results respond to communities' real needs? How could they be improved?

(iii) Q14: What is the quality of these results for communities e.g. are the community assets good quality and sustainable? Do the right groups of children attend school?

(iv) Q15: Overall in the area, which WFP initiatives have been most successful? Why?

(v) Q16: Overall in the area, which WFP initiatives have been most successful? Why?

17. Given the close links between food security and gender issues, and the highly politicised nature of gender dynamics in Afghanistan, it was particularly important that women beneficiaries were interviewed. Accordingly, a female fieldwork team member attended all visits and focus groups were held with women in communities in three of five areas.

Limitations, risks and assumptions

18. The evaluation is far from a standard Country Portfolio Evaluation. The volatile and insecure environment of Afghanistan meant higher levels of risk and greater limitations than in less challenging country contexts. The main limitations to evaluability encountered were linked to this context and anticipated in the Inception Report: security and access constraints; data paucity; volatility of context; time lags; and an inability to robustly assess impact.

19. *Security constraints* were biggest threat to evaluability. The international evaluation team members were, for insurance purposes, confined to Kabul city for the duration of the exercise. Only the national team members – whose local nationality and knowledge provided them the kind of protection that internationals could not hope to achieve - travelled to five WFP area offices and beyond, albeit under full security guidance by Area Offices. Even within these constraints, the Inception Mission was undertaken shortly after a ‘White City’ lockdown in Kabul that restricted all movement of international personnel. Planned timing of the main fieldwork was interrupted by a major incident in Kabul; the evaluation team were consequently delayed in Dubai.

20. Mitigation strategies included:

(i) The local nationality and knowledge of the Afghani national team enabled them to conduct fieldwork outside Kabul with fewer restrictions and greater confidence in their own security than could have been achieved by internationals

(ii) Full security advice was provided by WFP to the national team via their Area Offices

(iii) Interviews were conducted by telephone or Skype where respondents were not available at the time of country visits

(iv) Some interviews were conducted during the Inception visit

(v) A validation session took place in Kabul at the end of the analysis stage

21. *Data paucity* stands equivalent to security in terms of threats to evaluability for the study. The national food security data – the National Risk and Vulnerability Assessment – dates from 2004 and there is no agreed update. There has been no Census since 1979. Monitoring data for WFP and other agencies is seriously constrained given the security and access limitations. WFP’s own monitoring data exists in composite form only from 2010, since no M&E unit was in place previously. WFP monitors have no female members, so are for the most part unable to enter households for post-distribution monitoring. Output monitoring is supported by programme assistance teams (PATs) in the area office. These do include women, but only if accompanied by a male relative. In some insecure areas monitoring is undertaken purely through ‘anonymous’ observation, reporting verbally back to the area office. The same restrictions applied to the national evaluation team. It was not possible to comprehensively check WFP data on delivery or recipient numbers.

22. Mitigation strategies included:

(i) The study’s selection of a more qualitative appraisal based on targeting criteria and beneficiary selection, rather than an audit of inputs and outputs.

(ii) The adoption of the mixed-method approach described which to some extent ensured triangulation through the use of multiple sources (qualitative and quantitative) and cross-checking these on an ongoing basis

(iii) The use of a standardised format for field site reporting

(iv) The development of multiple indicators (3-4 for each question) within the Evaluation Matrix at Inception stage, which were then compressed or changed when data transpired to be unavailable / unreliable

(v) The use of contribution analysis within the Evaluation Matrix, which ensured that even where data was lacking, pathways of WFP contribution to results could be tracked as far as feasible.

23. *Time lag constraints* were another challenge: the evaluation cut off was December 2011 (for results), presenting methodological challenges in accruing data (qualitative and quantitative) over the previous two years. This not only pertains to project recipients, but also to staff and partners who were no longer in situ. The staff turnover in Afghanistan is notoriously high and at the time of study, only three senior members of staff had been in Kabul for longer than a year.

24. Mitigation strategies included:

(i) Efforts were made to collect monitoring data over the period even where this had not been collated (by the M&E unit which came into post in late 2010)

(ii) Where gaps in the data were evident, and mitigation strategies could not compensate for them, these are openly reflected in analysis and reporting

25. Finally, *impact evaluation* in the strict OECD/DAC sense of the term could not be employed. This was firstly since WFP activities in some cases simply do not lend themselves to impact assessment, and secondly since the data paucity described above means that data on malnutrition levels, for example, was highly unreliable. Thus, to address outcome and results, contribution analysis has been applied as described to track explanatory factors, and to avoid the methodological risks of direct attribution.

26. Finally, the rapidly changing and volatile working environment had to be taken into consideration not only with respect to previous portfolio performance but also in regard to programmatic decisions constantly under consideration in 2012. One of the obvious constraints is was that an evaluation published in November 2012 will be based on results derived from up to 11 months prior to that date. The report therefore makes clear that issues regarding the changing operational environment are more current – dated to May 2012.

Annex 4: Review of WFP Special Operations in Afghanistan

Introduction

Special Operations – Services Provided in Afghanistan

1. WFP offer 2 main services through their special operations in Afghanistan. The first and the largest of these is the provision of the United Nations Common Humanitarian Air Service (UNHAS) to UN Agencies, NGOs, Diplomatic Missions and Media agencies in Afghanistan. The service operates on a partial cost recovery basis. In 2010 to 2011 they expected to cover approximately 60% of the costs through ticket sales, while the remaining 40% was raised through Donor contributions. This service provided 3 aircrafts, operating on three different routes within and out of Afghanistan. Due to insufficient donor resources in 2010, WFP cancelled the use of one of the three aircrafts (B-200) in order to make best use of available resources. As an additional part of this operation an emergency medical evacuation service to Kabul and/or Dubai is made available to aid workers requiring urgent medical treatment.

Purpose and objectives

2. This evaluation of the Special Operations (SO) department has been conducted as an addendum to the WFP Country Portfolio Evaluation, Afghanistan. This report assesses and reports on the performance and results of SO in line with the WFP mandate and in response to humanitarian and development challenges in Afghanistan. It also aims to determine the reason for observed success or failure, drawing lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions and improve operations design and implementation whenever possible.

Evaluation Findings

Description of Service

3. The total approved budget for UNHAS from 2010-2011 was USD 39,726,786, which included funding from Belgium, European Commission, Japan, USA, Multilateral funding and cost recovery through ticket sales (see Resource Situation doc, 13 Nov 2011). As at 13 November 2011, there was a funding shortfall of 26.3%.

4. The UNHAS service is used on a weekly basis by NGO and UN agencies alike, both for flying and for transporting cargo. Humanitarian airlines available within Afghanistan include UNAMA, PacTec, USAID, and ICRC, whilst commercial airlines include KamAir and PIA among others, flying both nationally and internationally. UN personnel are restricted to flying with UN approved airlines only, which means that they have little option but to use UNHAS and UNAMA. When these two are not available, UN staff can under special circumstances book flights through PacTec. NGO users in comparison are able to use all other flights available, and of those interviewed they claimed to use the service a lot, particularly when commercial flights were not available to those locations.

5. A different ticket pricing structure is offered to NGO and UN users, and it was noted in interviews that whilst NGOs were now relatively happy with the cost of flights and felt the pricing reasonable, UN staff were less satisfied with the cost and felt it too expensive in relation to other commercial alternatives. It was noted by many users that whilst flights were expensive compared to Afghan operators, they were not expensive in general terms considering the operating environment.

Efficiency

6. In terms of timing, process and efficiency there was a strong opinion from users that UNHAS is better than the alternatives. Local carriers regularly fly late and the security standards are much lower. UNHAS claim to provide services to the humanitarian community whilst adhering to the international standards for quality and safety, despite the harsh operational factors. This was confirmed by user responses, who all considered the security and safety standards of UNHAS flights to be of the highest standard. Consequently users reported that they were more likely to choose UNHAS flights over alternative commercial airlines on security grounds. By flying with local airlines users run a much greater risk to their security.

7. The majority of users felt that the ticket purchasing procedure is working efficiently and were satisfied with the service. A new online service has been made available to main users of UNHAS at an additional set price. This enables them to book seats via the internet and through emails. NGO users however noted that they were unable to justify this extra cost through their funding structure and chose to continue with the paper based approach of submitting applications for tickets.

8. There were concerns from some users over the size of aircraft, the destination route and whether it is fit for purpose. Whilst some locations appear to be well used, two users commented that a number of flights are taking off with few passengers and sometimes none. One passenger claimed to have once been the only passenger on a flight from Islamabad to Kabul. The average occupancy for all UNHAS flights in Afghanistan is reported to be 60%, which is regarded reasonably good for a humanitarian air service. Of the two aircrafts operated by UNHAS, one is parked in Kabul and the other is parked in Islamabad due to ground congestion issues in Kabul, and preference of certain users for a Pakistan link given the easier visa arrangements than Dubai. There was concern from some users that this could be an additional cost to UNHAS necessitating more than necessary flights to and from Islamabad.

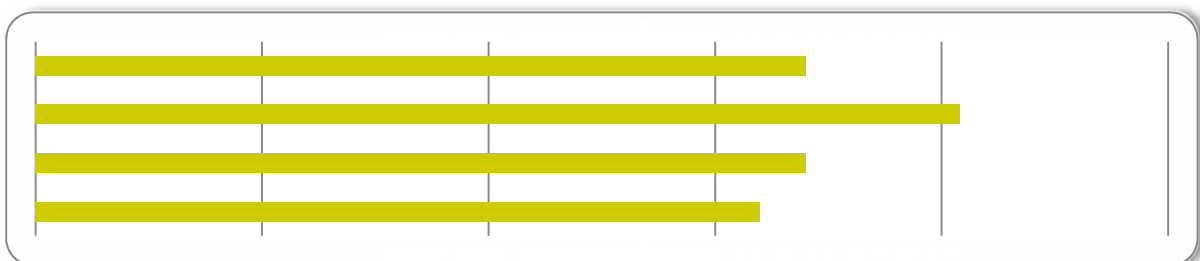
9. The project set out to provide three aircrafts operating on three different routes around Afghanistan. Difficulties within the operating environment as well as funding constraints meant that mid 2010, UNHAS were forced to reduce the number of aircrafts from three down to two. This in effect caused a reduction in the number of locations served by UNHAS. The aircraft that was taken out of services was the B200 with 8 seats carrying regular flights to remote locations. There was a common opinion amongst users that the humanitarian community would benefit from these additional flights to more remote locations. At present organisations are having to charter flights with PacTec to remote locations, which is not only more expensive, but also less reliable.

10. UNAMA flights are provided free of charge and although humanitarian agencies can book with them, they run the risk of losing that seat should a UNAMA member of staff need to fly that day. There is a similar set up for ICRC and USAID flights. UNHAS by comparison is considered by the majority of users to be much more reliable and the preferred choice of those NGO users interviewed where commercial airlines were not available. The majority of users felt it extremely important to be able to plan effectively when visiting project locations, and the unreliability associated with not being able to guarantee a seat with UNAMA and ICRC flights was an influencing factor when choosing to book with UNHAS.

11. The service operates on a partial cost recovery basis, and has clearly responded to opinion in that the proportion of cost recovery has changed year on year. Whilst the project documentation for 2010-11 refers to a cost recovery of 60%, interviews with UNHAS staff confirmed this to be 40% owing to lessons learned from previous years experience and necessity to lower the cost of tickets. The current operations in 2012 have now reduced the contribution even further down to 30%. It has however been agreed that it is not expected to decrease any lower than the current percentage. The overall cost of providing UNHAS flights is considered expensive compared to other services. However this is largely attributed to the higher standards of safety adhered to and the security of the operating environment. The reduction in cost recovery has had a direct impact on the level of funding required from donors.

12. The planned and actual volume of cargo transported by air through UNHAS decreased between 2010 and 2011. This can be attributed mainly to the cancellation of flights between Kabul and Dubai, which was being used by many organisations, including WFP to ship cargo they had purchased in Dubai back to Kabul. The proportion of cargo moved per flight is determined after passengers and their luggage are checked in and calculated, and the remaining weight allowance is then filled with cargo. Thus offering a direct correlation between the number of passengers and volume of cargo per flight.

Graph 3: Volume (m3) of Cargo Transported by Air



Source: WFP Standard Project Reports 2010 & 2011

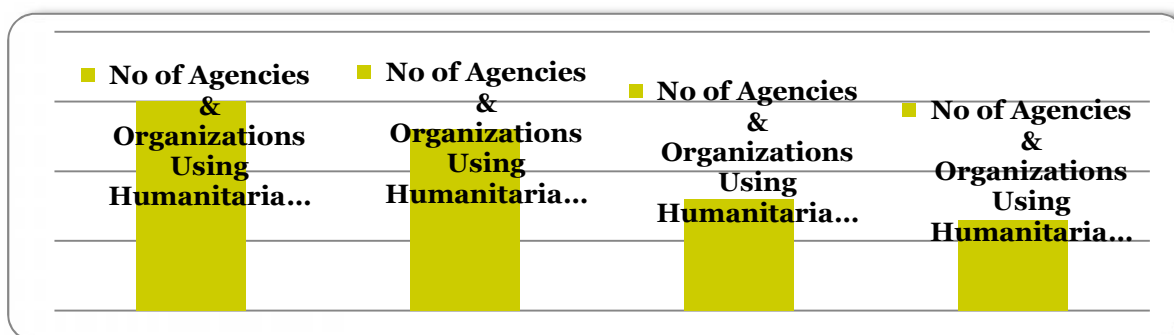
Effectiveness

13. Operational challenges highlighted in the Standard Project Report 2011 included; an unfriendly aviation environment (due to security issues coupled with weak administrative and regulatory provisions), extreme weather, high aircraft lease prices, high war-risk insurance charges, volatility of fuel prices and ensuring fuel quality. This has resulted in the cancellation of a some flights due to safety concerns, which has in turn led to some users questioning the reliability of flights. However the

general opinion from those interviewed, remains that UNHAS is more reliable than alternatives, and cancellation was not regularly cited as an issue.

14. Supporting data from the Standard Project Reports 2010 & 2011 indicate that the number of planned agencies and organisations using UNHAS has been consistently higher than the actual number of agencies using the service. As evident from the graph below UNHAS planned for 300 agencies to use the flights in 2010, whilst 261 agencies actually used the service. This is not a major disjunction, as it is better to over rather than under-estimate. The planned figure for 2011 was clearly decreased as a result, particularly owing to the reduction in aircrafts, yet the actual number of agencies using the service still decreased further than expected to 130. It was reported by UNHAS staff that that the number of humanitarian organisations operating in Afghanistan has decreased significantly over this period. This has been attributed to the deteriorating security situation, as well as reduction in funding and difficulties in assuring future work.

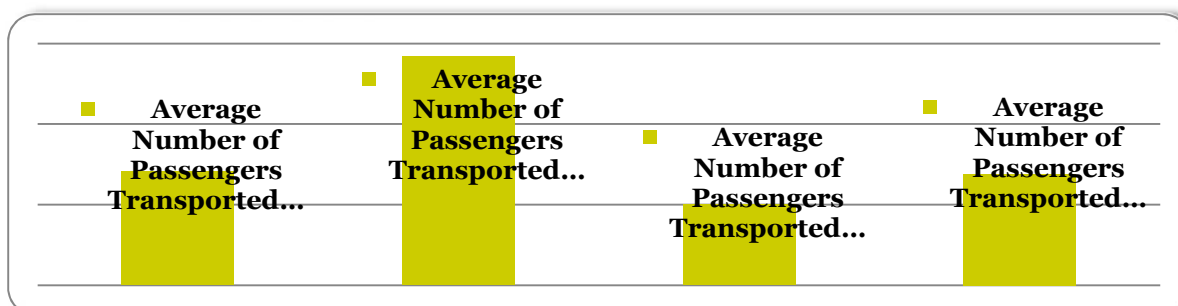
Graph 1: No of Agencies & Organizations Using UNHAS



Source: WFP Standard Project Reports 2010 & 2011

15. In comparison (see graph below), the number of planned verses actual passengers was above target both in 2010 and 2011. In 2011 a total of 25,000 passengers were transported by UNHAS. From this we can ascertain that fewer humanitarian organisations are working in Afghanistan whilst the number of UNHAS passengers has increased, so more staff from fewer organisations are travelling. This could in turn mean that fewer organisations are covering more humanitarian and development space.

Graph 2: Average Number of Passengers Transported Monthly by Air



Source: WFP Standard Project Reports 2010 & 2011

Governance

16. Four members of the Board of directors were interviewed, including the chair of the board. Of those that were contacted one was not aware of being on the board, having received no communications relating to it since his arrival, and two of them claimed to have had very little involvement to date. Opinion was that the meetings attended to date had largely been information sharing opportunities, and often focused around problem solving when issues have arisen. This is in contrast to the responsibilities set out in the governance structure: the board should advise UNHAS on the quality and quantity of service, set UNHAS targets based on the service's contribution to the impact of programmes on the ground and set the destinations for flights. It was noted that there can be a challenge in getting the right people to the meetings as the organisation heads are usually very busy and often colleagues will attend in their place. There is also the challenge of dealing with the high turnover of staff in Afghanistan, given the security situation and pressures of working in that kind of environment.

Results: contribution to the humanitarian response in Afghanistan

17. There was a general consensus from all of those interviewed that UNHAS contributes a lot to humanitarian operations in Afghanistan, both through provision of flights to staff and the transportation of cargo between locations. Users commented that they are in many cases reliant on UNHAS services to be able to reach certain destinations – with a concomitant effect on the humanitarian space in the country. In case of emergency UNHAS flights are crucial to ensure users can reach the destinations quickly. UNHAS provide a MEDEVAC service for aid workers requiring medical care, evacuating them to Kabul or Dubai for treatment. There were 21 requests for medical and security evacuations in 2010 and 18 requests in 2011.

18. There was a strong consensus around increasing the number of destinations covered. All those interviewed were aware that this may not be realistic given current funding constraints. There was concern from one respondent that there could be a wastage of funds between UNAMA and UNHAS, due to a duplication of services provided in some areas, where UNAMA staff were not able to use UNHAS flights. It would be beneficial to encourage discussion between all humanitarian flight services within Afghanistan to discuss the option of offering a more coordinated approach, which could save money for donors across each organisation.

19. All interviewees agreed that it would be very hard for the humanitarian community to manage without UNHAS. This would be a particular problem for UN agencies who have limited UN approved flights available to them. It is also important to note that commercial airlines do not currently fly to many of the UNHAS destinations, so there would be no alternative for many organisations, and projects would struggle as a result. Managing without UNHAS would force significant capacity issues onto other people. The withdrawal of UNHAS operations would force humanitarian organisations to travel in many cases by road, thereby increasing their security risk significantly as well as their travel time and reducing their efficiency in monitoring and coordination of projects.

Implications

20. Based on the responses from those interviewed and evidence provided by UNHAS, in practice this will mean the following:

(i) There is a need to plan for the future transitional nature of humanitarian involvement within Afghanistan. In light of the expected draw down of troops over the next few years, and the expected reduction in donor funding, discussions are required with the wider humanitarian community as to how services can be shared more effectively between organisations, and cost efficiency can be maintained in the long run. It would be beneficial to work to bring existing commercial airlines up to the UN safety standards in order to ensure continuation of air services across the country.

(ii) There is some concern over securing funding in the long run, and avoiding emergency fund collection, or further reduction of services. A significant drop in contributions from Japan in 2011 was cause for concern. Since then UNHAS have secured funding from additional donors, which will help spread the risk of future funding. The main issue is how to secure medium term funding in a climate of donor reduction in presence.

(iii) The challenges of the operating environment are clear, and whilst this has caused some difficulties of operation, UNHAS retain a good reputation for maintaining high standards.

21. Given responses from interviews with board members, clearer correspondence is required in order for them to remain aware of decisions being made and upcoming meetings. Increased involvement of the board of directors as well as ensuring the right people attend meetings, rather than colleagues could potentially increase the effectiveness of the board.

Annex 5: Gender

1. This annex provides a limited summary analysis of WFP Afghanistan performance against the corporate standards articulated in its Gender Policy and Action Plan, derived from the evidence collected by the evaluation. It was not tasked to conduct a full gender audit of WFP operations in the country, so the findings presented here are indicative only. The Annex does however provide some suggestions for consideration in designing the next country strategy / PRRO.

Summary findings

2. WFP's efforts in gender over the last two years have focused mainly on the national level and on aid co-ordination; they include support to the Ministry of Women's Affairs plus work to develop a gender marker system for the Consolidated Appeal Process (CAP). At operational level, however, WFP's planning and implementation for the achievement of results in Gender Equality and Women's Empowerment has been limited, as the following analysis shows:

CORPORATE COMMITMENT	WFP AFGHANISTAN
<p>Capacity development</p> <p>_ WFP will ensure that staff members develop the capacity to mainstream gender into their work, including gender analysis.</p> <p>_ As part of United Nations country teams (UNCTs) and through its involvement in Poverty Reduction Strategy (PRS) processes, WFP will advocate for and support governments and cooperating partners in strengthening their capacity to incorporate a gender perspective into national food and nutrition plans, policies and programmes.</p>	<p>Some good liaison with and support to the Ministry of Women's Affairs. No gender analysis as it relates to WFP programming in the country at PRRO or sub-programme level. No evidence of significant training undertaken for WFP or other UN agency staff, or with Co-operating Partners or government. No evidence of serious efforts on capacity development for the integration of gender into the new national Food Security and Nutrition policy or other policy reform efforts.</p>
<p>Accountability</p> <p>_ WFP will improve its accountability systems and review and revise its accountability tools to incorporate a gender perspective, promote accountability for gender mainstreaming among its partners, and strengthen its monitoring and evaluation systems to measure and report on progress in gender mainstreaming,</p>	<p>Some good gender-based disaggregation of data under WFP's revised M&E system, and some valuable work supporting the development of a gender marker for the CAP. Corporate systems do not allow the tracking of gender-related financial allocations / expenditure. No apparent systematic efforts to promote gender mainstreaming among partners or a requirement for partners to disaggregate</p>

CORPORATE COMMITMENT	WFP AFGHANISTAN
including tracking and reporting on gender-related allocations and expenditure	expenditure allocations by gender.
<p>Partnerships, advocacy and research</p> <p>_ WFP will work with its partners to raise awareness of the importance of promoting gender equality and empowering women to achieve sustainable food and nutrition security</p> <p>_ WFP will collaborate with academic institutions on research to improve its policies and programmes and with partners to assess the impact of its interventions.</p> <p>_ WFP will continue to strengthen partnerships at all levels, including work at the inter-agency level to address gender issues</p>	<p><i>(Key for Afghanistan given WFP's own capacity limitations plus the drive to reduce the 'international footprint')</i></p> <p>No significant efforts within the cluster system to highlight gender issues or develop a coherent response to these within food security efforts in the country. Beyond limited interactions, no systematic collaboration with in-country partners such as UN Women, the use of the IASC Gender Adviser in Humanitarian Action or the women's movement. No reporting on GEWE issues within the recent wave of study and strategic review teams. No evidence of joint work with partners to mobilise resources specifically to address GEWE issues. Partnership review does not require consideration of GEWE issues.</p>
<p>Gender mainstreaming in operations</p> <p>_ WFP will make it mandatory to incorporate a gender perspective into operations at all stages of a project cycle and will revise its assessment and evaluation tools to support this process.</p> <p>_ WFP will launch a gender-friendly/sensitive country office initiative which will recognize country offices for compliance with measures set out in the policy.</p>	<p>No substantive analyses conducted or applied by WFP on gender issues as they relate to food security and WFP programming in the country beyond 2 protection missions in 2009 and 2012 that considered GBV issues (the findings from the 2009 mission were not fully followed up). No clear institutional statement from the Country Office on its vision for the addressing of GEWE within programming; its intended results; or how these results will be achieved through clear implementation strategies. Institutional systems and processes are not gender-mainstreamed beyond citing efforts to reach women as beneficiaries. Minimal requirements for gender capacity / balanced representation within WFP partners or subcontractors (e.g. PAT teams / Co-operating partners) and no clear incentives or sanctions in place. Staff capacity and understanding of GEWE issues is generally low.</p>

3. Following are some examples of immediate actions which could be undertaken for the preparation of the next PRRO / Country Strategy, plus some short and more-medium term suggestions. They are not a fully comprehensive plan for gender mainstreaming, which is beyond the scope of this study and which in any event would be best undertaken by an in-country or WFP resource.

Immediate	<p>Under proposed strategic partnership with collaborator agency and drawing on support from Gender Unit at HQ / the IASC Gender Adviser:</p> <ol style="list-style-type: none"> 1. Review the resource documents listed within this evaluation (see below) for clarity on the linkages between gender and food security to produce a ‘Why It Matters’ Country Office statement for GEWE 2. Review WFP’s Gender Policy and Action Plan and produce a simple ‘What We Hope to Achieve’ vision and (realistic) results statements for GEWE (beyond ‘women as beneficiaries’ e.g. around women having equal rights of access to, and voice within, WFP operations in Afghanistan). Accompany with a clear statement on how results will be reported 3. Require each sub-programme / unit to set out briefly in 1 page a) their own understanding of the GEWE issues facing their sub-programme or unit and b) their proposed strategies for achieving the vision statement in the PRRO budget extension. Review and collate these into an initial GEWE Implementation Plan (‘How we will get there’), pending a full gender audit being carried out (below). 4. Design ToRs for a full gender audit of the programme, to be carried out by a gender resource from within WFP corporately or under advice from HQ 5. Within the redesign of the PRRO / development of the Country Strategy, commit to: <ul style="list-style-type: none"> - a basic training programme for all internal staff on food security and GEWE issues (request support from Gender Unit in HQ/ the IASC Gender Adviser) - a full gender audit of the portfolio at an early stage, to be carried out by the proposed partner agency / a WFP gender expert - (arising from the gender audit) developing a full Gender Mainstreaming Strategy for the portfolio (to include analysis / intended results / management responsibilities / implementation strategies / accountability / monitoring and reporting) within each sub-programme
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	<ul style="list-style-type: none"> - integrating a gender component within communications on entitlements - building partnerships with key actors for GEWE in the country: UN Women, academic institutions, civil society etc - Reporting on GEWE progress within SPRs beyond the simple indicators currently required <ol style="list-style-type: none"> 6. Task a members of senior management for responsibility for GEWE available (in liaison with the Gender Unit at HQ) 7. Request that the PRRO preparation material / country strategy be screened by the IASC Gender Adviser / strategic partner / HQ Gender Policy Unit, with a view to maximising the prominence of GEWE issues and checking the realism of intentions for Afghanistan 8. Continue participation in the Gender Working Group (but take a view as to whether participation merits the time) 9. Contact the Gender Unit within WFP HQ and ask for support / an update with accessing the Gender Friendly Country Office Initiative
<p>Immediate to short term</p>	<ol style="list-style-type: none"> 1. Carry out training above 2. Once trained: Require all sub-programme redesigns to contain a more detailed statement on how GEWE issues will be addressed across five areas: i) what are the main GEWE issues facing the sub-programme; ii) what are the sub-programmes realistic intended results on GEWE and how these will be achieved (beyond ‘women as beneficiaries’ e.g, female representation in school management and health committees, support for female monitors, women-focused FFA activities); iii) what efforts will be made to improve the capacity of Co-operating Partners on GEWE; iv) who will be responsible within the team for leading on GEWE issues; and v) how results will be reported upon. Refer to 2012 Protection Mission report for guidance 3. Once trained - staff involved in cluster dialogue to be tasked with responsibility for raising gender issues in dialogue and ensuring its presence in agreements / actions 4. Require the new Partnerships Strategy / criteria to include a requirement for partners to have a gender policy statement – even short – which sets out commitments to maximising a gender balance in both beneficiaries and monitors. Agree incentives and sanctions 5. Require PAT team contracts to have a minimum number of female monitors and agree / implement incentives / sanctions 6. Confirm and implement role in Gender Working Group

Medium term	<ol style="list-style-type: none"> 1. Conduct a full gender audit of WFP's programming and operations in Afghanistan, to be led by either WFP internal resources or under advice from HQ, with a commitment to implement recommendations where relevant / feasible / appropriate 2. Arising from gender audit, develop full Gender Mainstreaming strategy and Action Plan for the Country Office 3. Participate within the Gender Friendly Country Office initiative, or be a trailblazer for WFP 4. Provide narrative reporting against GEWE in the SPR and any other relevant forms of corporate reporting, including against the vision statement and intended results 5. Write up and disseminate the process within WFP corporately / the donor architecture in Afghanistan – what the process was, what was tried, what worked and what did not.
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References

4. WFP's own corporate material, while limited, includes its Gender Policy and Corporate Action Plan 2010-2011, Rome 2010. A huge range of other resources on gender mainstreaming within food security initiatives exists; examples include:

(i) 'Food Security Insights January 2012 Issue 82: Innovative Approaches to Gender and Food Security' IDS, Brighton UK (available on the Eldis resource centre at <http://www.eldis.org/go/topics/resource-guides/food-security/food-security-and-gender&id=59402&type=Document>)

(ii) Fact sheet on Gender, Nutrition and Agriculture by Bread for the World/The Hunger Project (2010)

(iii) Leland, M (2011) Effective Gender Mainstreaming in Agriculture for Secure Household Nutrition available at <http://www.hungercenter.org/wp-content/uploads/2011/09/Effective-Gender-Mainstreaming-in-Agriculture-Agee.pdf>

(iv) FAO's resources at see <http://www.fao.org/gender/gender-home/gender-why/why-gender/en/>

(v) IASC, Gender and Nutrition in Emergencies. Available at www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=4097

Annex 6: Bibliography

WFP Library for Internal documents

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Afghanistan National Development Strategy 2008-2013		Islamic Republic of Afghanistan	2008
Afghanistan Millennium Development Goals Report 2010		Islamic Republic of Afghanistan	Oct-10
Agriculture Prospects Report 2011		Ministry of Agriculture, Irrigation and Livestock	May-11
Summary of the National Risk and Vulnerability Assessment 2007/08		GoA & EU	2007
Agriculture Prospects Report 2009		Ministry of Agriculture, Irrigation and Livestock	May-09
Poverty Status in Afghanistan		Ministry of Economy	Jul-10
Joint Evaluation of the Paris Declaration Phase 2: Islamic Republic of Afghanistan		Ministry of Finance	2010
Response to Global Monitoring Report, The hidden crisis: Armed Conflict and Education		Ministry of Education	2011
The National Strategic Education Plan		Ministry of Education	Aug-10
Initial Assessment of the Afghanistan National Education Strategic Plan (NESP II) 1389-1393 (2010-2014)		Ministry of Education	June 2010
Fact Sheet		GoA	2011
Health and Nutrition Sector Strategy		Ministry of Health	Feb-08
Strategic Plan for the Ministry of Public Health (2011-2015)		Ministry of Health	May-11
2 - WFP Afghanistan			
A - Operations			
Project	Docs Available		SPRs
200063	Project Document, Budget Revision 1 and 2, Resource Situation, Logframe		2009-2012
P4P	Implementation plan, Country Programme Profile, Factsheet, 2Powerpoint		2009-2011
200092	Project Document, Budget Revision 1, Resource Situation		2010-2011
107080	Project Document, Logframe		2007-08
105140	Project Document, Budget Revision 1,3 and 4, Resource Situation		2007-2010
104270	Project Document, BR 1,2,4,6,7,14,16, Resource Situation		2005-2010
200366	PD, Cash and Voucher Concept Note		2011

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<i>B - Evaluations</i>		
Evaluation Report of Afghanistan – PRRO 10427.0 Post Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan	WFP	Oct-09
Summary Report of Evaluation Report of Afghanistan – PRRO 10427.0	WFP	Oct-09
Management Response to the recommendations of the summary evaluation report AFGH PRRO 104270	WFP	Jan-10
Strategic Evaluation of WFP's Contingency Planning 2002-2008	WFP	Oct-09
Evaluation of Afghanistan PRRO 10233	WFP	Apr-04
Review of the UNJLC Core unit	WFP	May-04
Review of the United Nations Joint Logistics Centre (UNJLC) Operations in Afghanistan	WFP	Sep-03
<i>C - Assessment Reports</i>		
Global Update Food Security Monitoring	WFP	Dec-11
A Regional View of Wheat Markets and Food Security in Central Asia - with a focus on Afghanistan and Tajikistan	WFP/FEWSNET	Jul-11
Afghanistan - National Risk and Vulnerability Assessment 2007/8	EU	Oct-09
Northern Wheat Trader Survey and Afghan Food Security	WFP/FEWSNET	Aug-07
National Risk and Vulnerability Assessment 2005	Ministry of Rural Rehabilitation and Development Kabul	Jun-07
Afghanistan - Drought impact Emergency Food Security Assessment	WFP	Dec-11
Afghanistan - Market Price Bulletin	WFP	Aug-11
<i>D - Strategic Review Reports</i>		
Review of WFP School Feeding in Afghanistan	WFP	Aug-11
Review of the Wet Feeding Pilot Project Afghanistan 2009-2010	WFP	Jan-10
A Strategic Review of World Food Programme (WFP) Operations in Afghanistan	WFP	May-11
3 - WFP Documents		
<i>A - Policies</i>		
WFP Strategic Plan 2008 to 2013	WFP	May-08
WFP Strategic Plan 2006 to 2009	WFP	Jun-05
Programme Category Review	WFP	Jun-10
Strategic Results framework (related to WFP Strategic Plan 2008-2013)	WFP	Jan-09
Implementation Action Plan for Capacity Development and	WFP	2010

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Hand-Over 2010-2013		
Consolidated framework of WFP policies	WFP	Oct-09
Gender Policy - Policy Brief	WFP	
WFP Gender Policy	WFP	Feb-09
WFP Gender Policy and Corporate Action Plan 2010-2011, Rome	WFP	2010
Food Aid and Livelihoods in Emergencies Strategies for WFP	WFP	May-03
Food for Nutrition : mainstreaming nutrition in WFP, 2004	WFP	Apr-04
Nutrition in emergencies : WFP experiences and challenges	WFP	Apr-04
Micronutrient fortification : WFP experiences & ways forward	WFP	Apr-04
School Feeding Policy	WFP	Oct-09
Vouchers and cash transfers as food assistance instruments : opportunities and challenges	WFP	01-Oct
Disaster and risk reduction (DRR) Policy	WFP	Jan-09
HIV/AIDS Policy (for EB approval)	WFP	Jun-10
School Feeding Policies: Investment Case Manual	WFP	
Education Strategy Outline	WFP	2012
WFP Management Plan 2012-2014	WFP	Oct 2011
WFP and Safety Nets: A Policy Guidance Note	WFP	Jul 2011
<i>B – Evaluations</i>		
WFP Internal Audit	WFP	2012
WFP Standard Project Report	WFP	2011
WFP Afghanistan Strategic Review of Operations	WFP	2011
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Documents surveyed - Afghanistan Country Portfolio Evaluation	Author	Date
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Evaluation of WFP's Capacity Development Policy and Operations, (WFP/OEDE/2008/3)	WFP/OEDE	
C - General Docs		
Memorandum of Understanding between UNHCR and WFP	WFP	Juk-02
Water Harvesting for improved drought preparedness using Food for Assets	WFP	Oct-08
D - Nutrition		
WFP Food and Nutrition handbook	WFP	N/A
WFP Nutrition Product Sheet	WFP	Oct-11
The right food at the right time	WFP	Jun-11
Mother and child nutrition (MCHN)	WFP	
WFP NUTRITION IMPROVEMENT APPROACH	WFP	Jul-10
Food for Nutrition : mainstreaming nutrition in WFP, 2004	WFP	Apr-04
E - HIV		
The evolution of Food Assistance for HIV care and treatment 2000 to 2009; A decade of institutional innovations	WFP	2009
Getting Started: HIV, AIDS and gender in WFP programmes	WFP	Jun-06
Food Assistance Programming in the Context of HIV	WFP	Sep-07
F - Cash and Voucher		
Voucher and Cash Transfers as Food Assistance Instruments: Opportunities and challenges	WFP	
The use of cash transfers to beneficiaries in WFP operations	WFP	2007
Accounting procedures on the use of vouchers and cash transfers to beneficiaries in WFP operations	WFP	2009
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