Annexes

Annex 1: Terms of Reference

EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 25.02.2014]

TERMS OF REFERENCE
MID-TERM OPERATION EVALUATION
ZAMBIA – COUNTRY PROGRAMME – 200157 – (2011-2015)

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Zambia Country Programme 200157 (2011-2015). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from March-July 2014. In line with WFP's outsourced approach for operations evaluations (OpEvs), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.

2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company's Evaluation Manager and Team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.

3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission 12 Operations Evaluations (OpEvs) in 2013; 24 in 2014 and up to 30 in 2015.

5. Operations to be evaluated are selected based on utility and risk criteria.[1] From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) CP200157 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and design.

6. This evaluation will feed into a planned Budget Revision (BR) for the Country Programme what will go to the Executive Board in November 2014. The BR also foresees an extension in time until end of 2016 to align with the Zambian National Development Plan and UNDAF which have been extended by one year until 2016.

2.2. Objectives

7. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:

- **Accountability –** The evaluation will assess and report on the performance and results of the operation. A management response to the evaluation recommendations will be prepared.
- **Learning –** The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

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[1] The utility criteria looked both at the timeliness of the evaluation given the operation's cycle and the coverage of recent/planned evaluations. The risk criteria was based on a classification and risk ranking of WFP COs taking into consideration a wide range of risk factors, including operational and external factors as well as COs' internal control self-assessments.

2.3. Stakeholders and Users

8. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

Table 1: Preliminary stakeholders' analysis

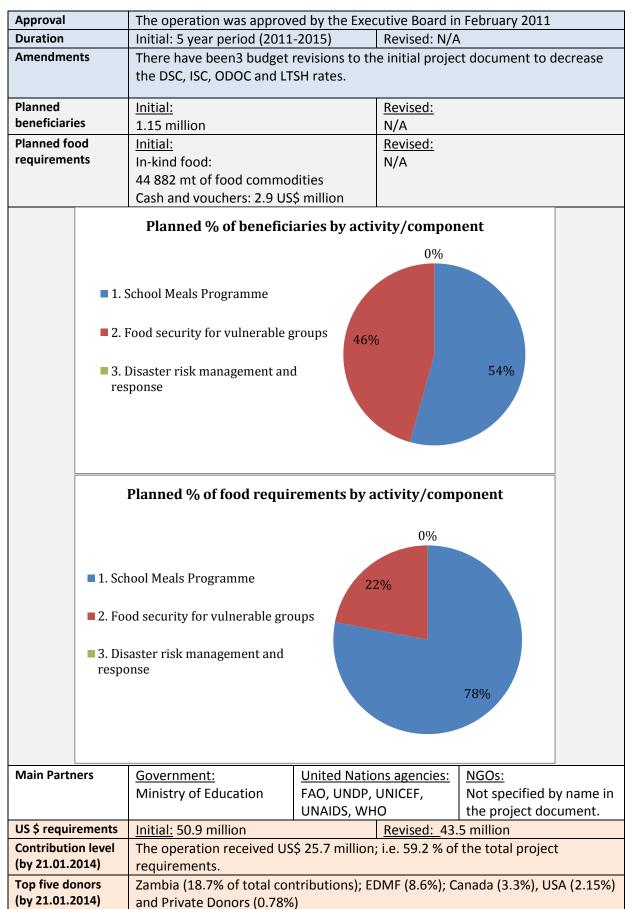| Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) [Johannesburg]	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2015. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. WFP Zambia is especially collaborating with the Ministry of Education.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. WFP is collaborating with FAO, UNDP, UNICEF, UNAIDS and WHO.
NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

9. **Users.** The primary users of this evaluation will be:

- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships. The evaluation will feed into a planned Budget Revision during the second half of 2014.
- Given RB's core functions of strategic guidance, programme support and oversight, the RB is also expected to use the evaluation findings as well as the office responsible for support to RBs under the Chief Operating Officer.
- OEV will use the evaluation findings to feed into an annual synthesis report of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

10. Country Programme 200157 contributes to WFP's Strategic Objectives 2, 4 and 5 and United Nations Development Assistance Framework Outcomes 1 to 5, as well as towards the attainment of the Millennium Development Goals (MDGs). The CP focuses on: 1) improving human capital for the most vulnerable groups through food-based safety nets using in-kind food and vouchers and including school feeding and support for vulnerable; 2) disaster risk management and response by strengthening the Government's capacity to reduce vulnerability to climate shocks, disasters and environmental degradation; and 3) expanding market opportunities for smallholder farmers by leveraging local food procurement for social-protection programmes. Under the Purchase-for-Progress (P4P) pilot initiative, WFP Zambia supports the expansion of market opportunities for small landholders by leveraging local food procurement for social-protection programmes. Local purchases for the CP will be undertaken through the Zambian Agriculture Commodity Exchange as part of P4P, through which WFP will work with partners to expand the network of certified food warehouses and develop farmers' organizations, village agents and small traders. Placing certified warehouses close to smallholder farmers will increase market access and price transparency for farmers, and reduce delivery costs for WFP.

11. The CP targets 20 districts in southern, western and eastern Zambia with the greatest overlap of poverty, hunger/underweight, poor educational performance and HIV and AIDS prevalence identified from ZVAC assessments, Central Statistical Office statistics and the comprehensive vulnerability assessment.

12. The CP was designed in 2010, and there have been a shift in activities since then. Zambia is a net producer of food, and WFP has increasingly focused on addressing food and nutrition security through capacity building, technical assistance and on promoting public/private sector partnership.

13. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking here.[2] The key characteristics of the operation are outlined in table two below:

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[2] From WFP.org – Countries – Zambia – Operations.

Table 2: Key characteristics of the operation

Approval	The operation was approved by the Executive Board in February 2011	
Duration	Initial: 5 year period (2011-2015)	Revised: N/A
Amendments	There have been3 budget revisions to the initial project document to decrease the DSC, ISC, ODOC and LTSH rates.	
Planned beneficiaries	Initial: 1.15 million	Revised: N/A
Planned food requirements	Initial: In-kind food: 44 882 mt of food commodities Cash and vouchers: 2.9 US$ million	Revised: N/A

Planned % of beneficiaries by activity/component

■ 1. School Meals Programme

■ 2. Food security for vulnerable groups

■ 3. Disaster risk management and response

0%
46%
54%

Planned % of food requirements by activity/component

■ 1. School Meals Programme

■ 2. Food security for vulnerable groups

■ 3. Disaster risk management and response

0%
22%
78%

Main Partners	Government: Ministry of Education	United Nations agencies: FAO, UNDP, UNICEF, UNAIDS, WHO	NGOs: Not specified by name in the project document.
US $ requirements	Initial: 50.9 million		Revised: 43.5 million
Contribution level (by 21.01.2014)	The operation received US$ 25.7 million; i.e. 59.2 % of the total project requirements.		
Top five donors (by 21.01.2014)	Zambia (18.7% of total contributions); EDMF (8.6%); Canada (3.3%), USA (2.15%) and Private Donors (0.78%)		

14. Table three below summarizes the operation's specific objectives and corresponding activities:

Table 3: Objectives and activities

	Corporate Strategic objectives	Operation specific objectives	Activities
The CP will support the MDGs and the UNDAF	Strategic Objective 2	Government has improved monitoring and implementation of disaster risk reduction activities by 2015	• Support to expansion of the national social protection strategy • Provision of school meals to school • Support the Governments Home Grown School Feeding Strategy • Food/voucher distribution to pregnant and lactating women attending health clinics • Food/Voucher distribution for HIV/TB clients attending health centres • Capacity development of the Government's Disaster Management and Mitigation Unit (DMMU) in livelihood profiling and integrated early-warning analysis of floods or droughts
	Strategic Objective 4	Number of targeted households that rely on negative coping mechanisms decreased by 80%	
		Assisted schools have increased access to education and human capital development	
	Strategic Objective 5	Increased marketing opportunities for participating smallholder farmers by the end of the intervention	

4. Evaluation Approach

4.1. Scope

15. **Scope.** The evaluation will cover CP 200157 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is mid 2010 – May 2014, which captures the time from the development of the operation until the start of the evaluation mission.

16. The CO prioritizes local procurement including links with the Purchase for Progress (P4P) initiative to provide market opportunities for small farmers. Linkages with P4P and the extent to which this has been used to support the home grown school feeding will be a part of the scope.

17. Throughout the evaluation and in making recommendations, the team should make forward considerations to inform modification of the ongoing CP implementation and the design of the – planned Country Programme Budget Revision. These should take into consideration issues related to Zambia's graduation to Middle Income Country and planned initiatives by the CO to refocus its programme. Hence, the CO would benefit from recommendations on how best to position itself as an enabler of long-term, nationally owned food security and nutrition solutions, in order to provide a more sustainable support to the Government and other stakeholders.

4.2. Evaluation Questions

18. The evaluation will address the following three questions:

Question 1: How appropriate is the operation? Areas for analysis will include the extent to which the objectives, targeting, choice of activities and of transfer modalities:

- Are appropriate to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners
- Are coherent with WFP strategies, policies and normative guidance.

Question 2: What are the results of the operation? While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- the level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- the extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;
- how different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country.
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation;

Question 3: Why and how has the operation produced the observed results? The evaluation should generate insights into the main internal and external factors that caused the observed changes and affected how results were achieved. The inquiry is likely to focus, amongst others, on:

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

Throughout the evaluation and in making recommendations, the team should make forward considerations to inform project design of a future country programme giving due consideration to the particular context of Zambia, transitioning to become a middle income country (MIC). Any forward recommendations should take into consideration the new WFP Strategic Results Framework (SRF) 2013-2017, and suggest a creative and dynamic set of interventions focusing on capacity building and knowledge transfer.

4.3 Evaluability Assessment

19. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will notably critically assess data availability and take evaluability limitations into consideration in its choice of

evaluation methods and in doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.

20. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.

21. For question two the operation has been designed in line with the corporate results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.

22. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.

23. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.

4.4. Methodology

24. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
- Use applicable standards (e.g. SPHERE standards);
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. In particular, the sampling technique to select field visit sites will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders, including the CO.
- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
- Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.5. Quality Assurance

25. OEV's Evaluation Quality Assurance System (EQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.

26. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents, including an orientation guide to WFP. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation

progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP.

27. The evaluation company is ultimately responsible for the quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

28. OEV will also subject the evaluation report to an external post-hoc quality assurance review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards.

5. Phases and deliverables

29. Table four below highlights the main activities of the evaluation, which will unfold in five phases.

Table 4: Activities, deliverables and timeline by evaluation phase

Entity responsible	Activities	Key dates
	PHASE 1 – PREPARATION	**February-March**
OEV	Desk review, consultation and preparation of TOR	January -February
CO / RB	Stakeholders comments on TOR	February 6th- February 13th
OEV	❖ **Final TOR**	February 15th
OEV	Evaluation company selection and contracting	February 15th- March 15th
	PHASE 2 – INCEPTION	**March/April**
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	16-18 April
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	
ET +EM	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning) + Quality Assurance	16 – 30 April
ET + EM	v Final Inception Package	30 April
	PHASE 3 – EVALUATION MISSION	**May**
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	1 – 10 May
ET	Introductory briefing	12 May
ET	Interviews with key internal and external stakeholders, project site visits, etc	12 – 31 May
ET	Exit debriefing / workshop	30/31 May
ET	**v Aide memoire**	**29 May**
	PHASE 4 – REPORTING	**June/July**
ET	Evaluation Report drafting	2 – 19 June
EM	Quality Assurance of draft Evaluation Report	20 -23 June
EM	**v Draft Evaluation Report**	**23 June**
CO/RB/OEV	Stakeholders comments on Evaluation Report	23 June – 7 July
EM	**v Final Evaluation Report + comments matrix**	**July 18th**

	PHASE 5 – FOLLOW-UP	
RB	Coordination of the preparation of the Management Response	
	❖ **Management Response**	
OEV	Post-hoc Quality Assurance	
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	
OEV	Preparation of annual synthesis of operations evaluations.	

30. **Deliverables.** The evaluation company will be responsible for producing as per the timeline presented in table 4 above the following deliverables in line with the EQAS guidance and following the required templates:

- **Inception package (IP)** – This package focuses on methodological and planning aspects and will be considered the operational plan of the evaluation. It will present a preliminary analysis of the context and of the operation and present the evaluation methodology articulated around a deepened evaluability and stakeholders' analysis; an evaluation matrix; and the sampling technique and data collection tools. It will also present the division of tasks amongst team members as well as a detailed timeline for stakeholders' consultation.

- **Aide memoire** – This document (powerpoint presentation) will present the initial analysis from the data stemming from the desk review and evaluation mission and will support the exit-debriefing at the end of the evaluation phase.

- **Evaluation report (ER)** – The evaluation report will present the findings, conclusions and recommendations of the evaluation. Findings should be evidence-based and relevant to the evaluation questions. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be provided on what changes can be made to enhance the achievements of objectives. Recommendations will be limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation.

31. These deliverables will be drafted in English.

32. The evaluation TOR, report and management response will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal.

6. Organization of the Evaluation

6.1 Outsourced approach

33. Under the outsourced approach to OpEvs, the evaluation is commissioned by OEV but will be managed and conducted by an external evaluation company having a long-term agreement (LTA) with WFP for operations evaluation services.

34. The company will provide an evaluation manager (EM) and an independent evaluation team (ET) in line with the LTA. To ensure a rigorous review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

35. The company, the evaluation manager and the evaluation team members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the code of conduct of the profession.

36. Given the evaluation learning objective, the evaluation manager and team will promote stakeholders' participation throughout the evaluation process. Yet, to safeguard the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders if the evaluation team deems that their presence could bias the responses.

6.2 Evaluation Management

37. The evaluation will be managed by the company's Evaluation Manager for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote stakeholders' participation throughout the evaluation process.
- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.
- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

6.3 Evaluation Conduct

38. The evaluation team will conduct the evaluation under the direction of the evaluation manager. The team will be hired by the company following agreement with OEV on its composition.

39. **Team composition.** The evaluation team is expected to include 2-3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds and nationals of Zambia. Past WFP experience would be an asset

40. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 for the evaluators

41. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in:

- Market access and agriculture
- Nutrition
- School feeding
- Gender expertise / good knowledge of gender issues

42. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.

43. The team members need to be fluent in English, both orally and in writing.

44. **The Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent English writing and presentation skills.

45. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team during the evaluation process; iii) leading the evaluation mission and representing the evaluation team in meetings with stakeholders; iv) drafting and revising, as required, the inception package, aide memoire and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

46. **The team members** will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

47. Team members will: i) contribute to the design of the evaluation methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s) and v) provide feedback on the evaluation process as part of an evaluation feedback e-survey.

7. Roles and Responsibilities of WFP Stakeholders

48. **The Country Office.** The CO management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter. Harald Mannhardt, Head of Programme, will be the CO focal point for this evaluation.
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits and the exit briefing; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise and participate in two separate debriefings, one internal and one with partners and external stakeholders.
- Comment on the TORs and the evaluation report.
- Prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

49. **The Regional Bureau.** The RB management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter, as required. Silvia Biondi, Regional M&E Advisor, will be the RB focal point for this evaluation.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the RB should participate in the evaluation team debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Provide comments on the TORs and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

50. **Headquarters.** Some HQ divisions might, as relevant, be asked to discuss WFP strategies, policies or systems in their area of responsibility and to comment on the evaluation TOR and report. These include: Operations Department (OS), Policy, Programme and Innovation Division (OSZ), Emergency Preparedness (OME), Procurement Division (OSP), Logistics Division (OSL), Government Partnerships Division (PGG).

51. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Anette Wilhelmsen, Evaluation Officer, is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance and quality checklists as well as orient the evaluation manager on WFP policies, strategies, processes and systems as they relate to the operation being evaluated.
- Comment on, and approve, the evaluation report.
- Submit the evaluation report to an external post-hoc quality assurance process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration as well as in other lessons-learning platforms, as relevant.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

8. Communication and budget

8.1. Communication

52. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 51 describes how findings will be disseminated.

53. To enhance the learning from this evaluation, the evaluation manager and team will also emphasize transparent and open communication with WFP stakeholders. Regular teleconferences and one-on-one telephone conversations between the evaluation manager, team and country office focal point will assist in discussing any arising issues and ensuring a participatory process.

8.2. Budget

54. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO, will be established by the WFP Budget & Programming Division (RMB).

55. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a small operation.
- Take into account the planned number of days per function noted in section 6.3.

Please send queries to Anette Wilhelmsen, Evaluation Officer, at anette.wilhelmsen@wfp.org, + 39 06 65 13 30 08.

Annex 2: Evaluation Approach and Methodology

Proposed approach and methodology

9.   *Evaluability Assessment*

The team has conducted an initial evaluability assessment of the Zambia Country programme based on the documents received so far, and believes that the programme and its activities can be evaluated in a reliable and credible fashion as the programme has clear statements of intended results, defined and appropriate indicators, and target dates for achievement, and internal M&E reporting seems to have conducted with regularity and completeness. Furthermore, there has been a willingness and openness of the CO to address data gaps in the inception period, giving the ET confidence that all extant data required to complete the evaluation will be provided.

Below are the identified gaps in the currently data, all of which the team believes can be addressed during the evaluation.

Data constraints for Question One: So far the ET still needs strategic documents such as work plans and other documents detailing partner donors and multilateral agencies strategic positions and priorities for Zambia**.** While we acknowledge that this type of information may not be readily available, the team proposes to obtain this information during key informant interviews.

Data constraints for Question Two: Similarly, some challenges have been identified for answering Question Two: i) Absence of baseline data for the programme activities; ii) Data gaps in relation to efficiency; iii) Information gaps regarding the coordination and synergy among different operations (within WFP and other actors); iv) Data gaps for nutritional status of children and vulnerable groups (pregnant lactating women and people with HIV/AIDS and TB).

The mitigation strategy to address these deficiencies is to: 1. Reconstruct the baseline using findings from various assessment reports; 2. Determine the remaining data or information via interview. 3. Explore for additional source of data such as national level nutritional survey.

Data constraints for Question Three: The team members will request access to institutional planning documents and plan to elicit further information from key informant interviews.

Finally, the ET believes that the gender dimensions of the CP are of medium to high evaluability based on the guidance in the UNEG Handbook on Integrating Gender Equality in Evaluation. Gender has been considered as a cross-cutting issue throughout the design of the programme, both conceptually in the acknowledgement of current contexts and desired outcomes of programme activities, and effectually in the performance indicators in the CP logframe which are disaggregated by gender to measure impact. Additionally, qualitative findings on gender and gender perspectives in previous evaluations contributed to the evaluability of gender in the intervention.

The School Meals Programme provides an illustration of how the programme was designed with the intent to address the wide gender gap in higher educational levels and used indicators to compare attendance ratios of girls to boys and completion rates.

Additionally, the School Meals Programme also incorporated stakeholders' positions and emphasized the need for capacity development of NGOs on gender dimensions for sustainability. However, although there are high inclusion criteria of gender aspects in some areas of the CP, others lack a gender focus, such as Component 3: Disaster Risk Management and Response. Additionally, while most of the previous evaluations assess the inclusion of gender equity aspects, some programme evaluations, such as the Milk for Schools Program Midterm Evaluation, have no mention of gender at all. By contrast, the Milk for Schools Pilot Programme Final Evaluation did report on gender dimensions but to conclude that the programme lacked the inclusion and recommended the need to development the gender component for the next phase of the programme.

The ET will continue the evaluation of gender dimensions through addressing the previous assessments' recommendations and determine if and how gender has been included in the design and implementation of the programmes. While the CP fulfils most of the criteria to achieve a high evaluability of gender dimensions, the inconsistency of past evaluations to sufficiently assess gender aspects puts the evaluability a bit lower. The ET plans to elaborate more on the gender dimensions of the CP's impact through stakeholder analyses of individual programmes, assessments of indicators describe in the logframe and through qualitative data with single-sex Focus Groups Discussions. The ET sees no barriers to this method as Zambia presents few cultural limitations to women's participation in the primary data collection.

10. Approach and Methodology

The evaluation has been planned as an independent exercise to provide an objective assessment on the performance of WFP's Country Programme in Zambia and to make recommendations for future programme activities. The Evaluation Team consists of three consultants who have devised an approach and methodology to fulfill the objectives of the evaluation stipulated in the terms of reference and the CO's expressed intentions for the evaluation. The three consultants will conduct the whole evaluation, performing both quantitative and qualitative research using primary and secondary data.

As an evaluation towards the latter stages (not strictly mid or endline) of the Country Programme, the evaluation has two general purposes, both of which have shaped the chosen approach:

- To identify and validate achieved results to date

- To enable the CO to revise CP in order to ensure its relevancy

The evaluation will cover both of these aspects, and each will complement the other in the evaluation report. As the Zambian context has changed even since the start of the CP, the ET has decided to pay particular attention to the strategic shift that WFP could take in the short to mid-term. During the inception period, the team obtained an understanding of the Country Office's intentions for the latter objective, and these factors have been included in the evaluation matrix:

- Understanding who the vulnerable populations that WFP still has to target and the support that WFP can bring to the government of Zambia in meeting the unmet needs of these groups.

  This relates to Q1 in the Evaluation matrix in term of appropriateness of targeting.

- Gather perspectives on WFP as a fundable entity and the ways in which greater funding can be achieved if a redesign were to bring WFP's operations in line with its specialism, its niche in the donor context in Zambia, and the current situation and future projects for Zambia. The classification of Zambia as lower-middle income country status and food secure has been accompanied by a shift in donor support from food distribution, and the evaluation should inform WFP on how to meet the needs of those that remain vulnerable and food insecure.

  This relates to elements of Q1: Alignment / complementarity / synergy with donors and development agencies

- Ascertain the understanding amongst donors/partners and gov of WFP's niche role in social protection (nutrition (school feeding), Ag (P4P) and capacity building and gauge their appetite for greater emphasis on this work from WFP. Particular emphasis here on understanding the government's appetite for WFP's capacity building to enable the government to do all the things that WFP historically has done (all areas in the current country programme (resilience building, nutrition/vulnerable groups support, school feeding) as well as disaster mitigation, preparedness, and response)

- Gather and develop success stories of WFP's capacity building with the government of Zambia to date (particularly on emergencies and early warning)

- Understand issues that have prevented UN agencies/donors from implementing joint programmes and share budgets in a synergistic way

  Q1 in evaluation matrix

- Understand who the other players in nutrition, comparative advantages of each player and how can their programs function in a synergistic/complementary manner

- Redesign of WFP CP in line with other major development programmes in Zambia and determining WFP's niche based on its current work

  Q1 and Q3 in Evaluation Matrix

- Detail the implications of the above and of the financial elements of the existing CP operations to provide evidence for the Budget Revision (taking place in July 2014). This should consider the current gaps that WFP still needs to fill in and the level of funding needed to fill in those gaps.

  Q3 in Evaluation Matrix

- Capture how the WFP Regional Bureau and HQ think about positioning itself to support the Country Office for a shift in terms the Zambia programme's reengineering?

- To capture and integrate the lessons from the current stand-alone Purchase 4 Progress pilot project so that the approach can be integrated into the CP. Also capture lessons from the school feeding programme

- To align the CP with the Government of Zambia's forthcoming 2014-2017 Strategic plan.

Q1 in the Evaluation Matrix

In light of the overall intention for substantial strategic and programmatic re-orientation, the perspectives of stakeholders at the national level regarding WFP's current operations and future direction will be crucial to the evaluation's recommendations. Furthermore, since WFP is looking to hone its operations and apply more resources into a role that would see it become expert provider in social protection, the ET will send more time on the existing programmatic components. The evaluation will pursue the opinions of stakeholders on how WFP's expertise can be used to further strengthen the national social protection agenda by building the capacity of the government of Zambia.

Nevertheless, future design of the CP can only proceed effectively with a substantial understanding of what has/hasn't worked since 2011, and the Evaluation will retain a strong results assessment component. Evaluation questions have been designed to ascertain the performance of the country programme. The ET will seek to ascertain the situation before WFP operations were implemented through document reviews and recall questions (where no baseline is available) and match the current results against indicators and target dates.

With this approach in mind, the ET will follow an evaluation methodology for gathering and verifying the information required to answer the evaluation questions. The ET will use the WFP EQAS guidelines for Operation Evaluations, which provides a strong procedural and methodological framework for the exercise. In addition, the ET will use the OECD DAC and UNEG evaluation standards, which provide evaluation criteria and agreed definitions of evaluation terms (in line with OEV usage) such as efficiency, effectiveness, sustainability, connectedness, and coverage.

The methodology has been derived from the TOR and the discussions with the CO, and developed using the Evaluation Matrix, which outlines three key evaluation questions – 1) How appropriate is the operation? 2) What are the results of the operation? and 3) Why and how has the operation produced the observed results? – and breaks each of these down into sub-questions that explore specific components of the operation. For each sub-question, the ET has identified the method of measuring the results, the main source of information used to answer the question, how the data will be collected and how it will be analysed.

Focus areas in the evaluation have been assigned to each member of the ET and the matrix provides them with a clear process for collecting the data that will help to develop their analysis and recommendations. The team will proceed to evaluate the CP using a combination of mixed data collection methods and analyses. Through the methods described below the methodology will ensure:

a. A rigorous process that provides valid information to answer the evaluation questions accurately;

b. Wide representation of the perspectives of key stakeholders, including those of representatives of women (women's groups), men, boys and girls from different groups;

c. Consistent triangulation of information through a mixed data collection method;

d. The consideration of gender dimensions by disaggregating the data and analysing it in through a gender lens

Data collection methods and tools

Mixed methods

The evaluation team will use a mixed methods approach as per the EQAS guidelines, which are linked to the theories of change underlying the different main WFP's main interventions. This section explains the different tools employed to gather data responding to the evaluation questions and sub-questions and the approach to triangulate evidence from different sources.

The data collection methods employ both quantitative and qualitative techniques, ranging from review of secondary data review through document review from e-library, to collecting primary data through interviews and focus groups discussions, site visits and direct observations. The main instruments are as follows:

(a) **Document/ literature review**. The bibliography is drawn from the e-library of documents obtained from the CO and the OEV. They consist of the project documents, including CO strategic documents, work plans, assessment reports, monitoring reports, output monitoring reports, operational documents, evaluation reviews, partners reports, coordination meeting notes, resource mobilization documents and maps. They have been reviewed for the design of the evaluation questions and will be further examined in light of new information gathered during the evaluation period.

(b) **Review of secondary data**. In addition to the e-library document review, the ET will gather additional documents from their interviews with internal and external stakeholders. From these they will extract the quantitative and qualitative secondary data from the literature/project documents, which will serve as the key sources of information for this evaluation including country level performance data in the various sectors in which WFP is engaged. An assessment of data constraints will also be documented and whereas possible the ET will mitigate.

(c) **Key informant interviews** will be the main form of primary data collection used during the evaluation. A semi-structured questionnaire guide will be used to gather the views of the interviewee on the area of the CP under discussion. The guide has been designed with universal questions that elicit detailed description for the relevant evaluation questions, and the team will tailor the questions to each interviewee using the rationale for selecting the interviewee and knowledge of their context.

The stakeholders' analysis provides the range of internal and external targets to be interviewed in Section 4. The list will integrate gender considerations to allow generation of information on women (women's groups), men, boys and girls from different groups (e.g. beneficiaries, implementers, rights holders, etc.) and avoid the reinforcement of gender discrimination and unequal power relations. The final list of the interviewees will be included in the final evaluation report with a breakdown by gender and age group. The interviews will be written up using a standard template and the compilation will be accessible through Zambia e-library for this exercise. This will also help to triangulate the different perspectives obtained with the secondary data extracted from the project documents.

It is the intention of the ET that the key informant interviews will be conducted at the office of the interviewee (although alternative arrangements can be made if necessary),

and, based on the semi-structured interview guide, last between 45 minutes to 1 hour. The Team Members will plan to gather all information needed in one visit so as not to unduly disturb the interviewee's work, and will request copies of any documents that will assist the findings.

(d) **Focus group discussions (FGDs)**. Focus group discussions will be held with the beneficiaries of WFP's activities, and any large grouping that occur within its operations, such as teachers in the school feeding programme and input suppliers in the P4P.

Each FGD will consist of a group of participants that have common characteristic of their engagement with WFP's operation – the overarching categorisation for this being the type of benefit received. If all beneficiaries in an area have received the same type and level of benefit then one focus group can be held and the type of benefits discussed within. For each type of beneficiary separate FGDs will be held for men, women, boys and girls, and identified vulnerable groups (if applicable).

The ideal number of participants for the FGDs is between 6-12, which allows for a breath of opinion without over-crowding the discussion. During the FGDs, the convening member of the team will guide the process using the Focus Group Discussion guide to ensure that the discussions remain relevant, but will encourage participants to elaborate on the points they make so that depth can be achieved in the responses. The team member will use devices to ascertain how far opinions are representative of the whole group or just individual perspectives, and will encourage the participation of all members, rather than relying on answers of the most vocal.

(e) **Field visits.** The purposes of the field visits in the evaluation are; to assess the activities that WFP is implementing; gather perspectives from those involved in the implementation (including beneficiaries) on current and future activities for use in capturing success stories and creating the eventual recommendations; to fill identified data gaps; and to identify gaps in WFP's programming with regards to Zambia's vulnerability profile.

The field visits will cover the parts of the programme that have direct engagement with beneficiaries, namely, where WFP is operating food-based safety nets and where it is expanding market opportunities for smallholder farmers. (The third focus area, that of disaster risk management, will not be covered by the field visits as the work is solely capacity building for government staff, and will be covered by the interviews in Lusaka). As such, the team will visit:

i) At five **School feeding programme** sites,

ii) At least five **MCHN centers**

iii) At least four **P4P** sites

Within these activities, the selection of the sites will be based on the need to gather perspectives from:

- Different profiles of beneficiaries (across the spectrum of poverty levels; highly vulnerable/less vulnerable; women/men; age; date of engagement with the programme)

- Areas of success and areas of difficulty and/or challenge (particularly important for the recommendations relating to the P4P pilot)

- Areas outside of the programme area identified as having high vulnerability from the ZVAC

- Areas of relatively recent WFP engagement and areas of more long-term engagement.

Given that the CO wishes to scale up and integrate the P4P pilot the field visits will spend a significant amount of time assessing these. They will assess the implementation mechanisms established under the P4P project to support its strategies on i) strategic partnerships within the public and private sector as well as its four pillars of the confidence cycle; and ii) innovative procurement approaches that aim at enhancing smallholders linkage to commercial markets. During the field visits, the ET will consult the perspective of frontline implementers (e.g. at the warehouses, processing plants, traders, farmer organizations and implementing partners on the productivity side) as well as some beneficiaries (especially women) on the strengths and weakness of these mechanisms, and their effectiveness in promoting small-scale farmers' productive and income potential.

Although logistical factors should not influence the selection of sites, the ET recognizes that it is reliant on the time availability of the people it wishes to meet in the field visits and the level of access to those parts of the country.

Checklists will be used during direct observations at selected sites in order to capture all the programme elements that should have been put in place. The ET will inquire from the Country office monitoring office for some of these checklists and apply them as needed.

Limitations: There are natural limitations present in any approach and methodology, and the evaluation of the CP has these too. The decision to focus on informing the CP's strategy changes means that a greater percentage of the primary data collection will come from the institutional context in Zambia than the beneficiaries' perspectives. Without conscious attention to emphasize the beneficiary perspectives, the eventual recommendations risk being a reflection of institutional priorities in Zambia rather than needs-based. To overcome this, the ET will gather the perspectives of beneficiaries through FGDs in the field visit, and will consult with beneficiaries on early ideas for re-programming of the CP in these fora.

Using many Key Informant Interviews for the primary data collection runs the risk of gathering individual's opinions rather than the perspectives of the institutions they represent. If the individual were to leave their post, there is little guarantee that the information provided remains valid. To avoid this, the team has identified more than one person to interview from most organizations. They will request that each interviewee speaks from the institutional perspective rather than express their personal opinions, and will test the validity of statements made by cross-checking them with other institutional representatives and secondary data.

The team does not foresee major limitations to the conducting of the evaluation except for the time and availability of people for the interviews. Any issues with the availability of the participants will be dealt with by re-scheduling, but if it becomes impossible to conduct the interview during the time in Zambia it will be arranged to take place by phone calls.

Data check, cleaning and analysis

The ET has assessed both the availability and the quality of the data during its initial desk based review and will continue this with information received during the evaluation period.

Using the **Data Summary Tool** the content of the KIIs and FGDs responses will be assigned into categories based on the evaluation themes/questions. The categories are then analyzed for frequency of responses from stakeholders in order to identify the main messages. Once this is done the primary qualitative information can be compared with the secondary quantitative information to interrogate, corroborate and expand on the findings from the secondary sources and then draw conclusions. This process will be ongoing during the evaluation so that key themes in the responses can be extrapolated for the production of Aide Memoire at the end of the evaluation period.

Triangulation and complementarity methods as per Stern et al, 2012, definitions will be used to check and clean the data collected.[3] Information for each sub question will be gathered and used to remove outliers, irregularities and subjective responses, fill information gaps, and determine the reliability of the data contributing to the recommendations. Where similar findings are obtained across the different data collection methods the team can confirm the credibility of the results and demonstrate the confidence it has in the eventual assessments and recommendations. Any findings that the team find particularly interesting to the CP, but which have not been corroborated through the triangulation or complementarity methods – such as suggestions expressed in relation to the CP re-orientation - will contain a note describing that the data is from a single source and the reason for its inclusion. However, to avoid this, the ET will make every effort to reinforce the reliability of the information, and will perform further document reviews and telephone interviews if this cannot be achieved during the evaluation period

Once the ET has ordered and cleaned the data it will be presented to WFP in the Evaluation Report format. The assessment of the WPF's CP operations since 2011 will be ordered by Component and Activity, and an overall CP and national level picture presented along with stratification of information by province and district. The former will provide a comprehensive assessment of the CP and the latter allows for in-depth analysis and a more detailed picture of the outcomes at the local level. The district analysis will provide insights into trends across the regions where WFP has both high and low-level interventions, and will help to justify the success or failure of activities within their specific context. Analysis of beneficiaries data will be disaggregated by gender, age, vulnerability and poverty levels. Specifically, for the school feeding programme, gender equity in enrolment, retention and completion achieved in basic education will be analyzed.

The ET will use multi-methods - including tables, graphs, photos, network maps, diagrams, and case studies - to display the data behind the findings in evaluation report. Summary narratives for each interview will be used to outline the salient issues and each will be linked to existing secondary data. During the evaluation the summary narrative will be used to identify new questions that require further exploration and these will be added into evaluation plan. Recurring themes/ideas will be coded in broad categories to facilitate drawing conclusions.

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[3] Triangulation confirms and corroborates results reached by one method with other results reached by another method. For instance, when beneficiaries of a project's services state that they judge it good (or bad); this can be cross-checked by collecting quantitative data on coverage and accessibility of the service." Complementarity refers to the way in which results obtained by a method help better understand those obtained by another method. In-depth theory based approaches (such as focus group discussions and key informant interviews) will allow the ET understand reasons why a project led to unexpected results; qualitative methods may help clarify concepts and define variables; large-scale data sets may be analyzed by multivariate and case-based methods to provide a context within which a small number of intensive case studies can be interpreted."

Data from the questionnaire will be processed using excel and summary statistics from the findings will be presented in tables and graphs. The team will also use existing graphs, maps, diagrams to process the newly collected information so that the findings can be displayed in the geographical coverage of the CP's operations. Tables will be used to summarize the number of beneficiaries (targets groups) and stratified by gender, age groups, and activity in the targeted geographical area. When possible photos will depict actual project sites with beneficiaries and other activities.

The recommendations in the ER will be based on the measured achievements of the CP since 2011 and combined with the perspectives and technical information gathered during primary data collection within Zambia. Each recommendation will be ordered by CP programme area and the specific requests for information that the CO has requested. The recommendations will be linked, where appropriate, so that, for example, a suggestion to target other vulnerable groups or to provide a niche expertise role will be linked with the government's strategies, donor funding forecasts, and within the UNDAF in Zambia. Each recommendation will be supported by substantial evidence from multiple sources and the rationale for making it clearly articulated. Each recommendation will also have a time frame based on short, medium and long term actions. Early designs of recommendations will be shared with the CO for comment and reflection.

Quality Assurance

The Evaluation Team has extensive quality assurance expertise, held by the Team Lead and both Evaluators. The full performance of the evaluation - from the data collection, analysis and the production of the Evaluation Report - will benefit from their existing knowledge of evaluation standards, quality checks, and codes of conduct. As each evaluation component has been assigned an ET member to act as a primary and secondary responsibility, the ET has an internal review system for the analysis of the data and the production of the report. Ultimately, the Team Leader is responsible for the inputs into the draft ER, and will question the team members on their contributions. Any unresolved disagreements in the inputs will be flagged for the Quality Assurance team to arbitrate on. In addition to the triangulation and complementarity methods described above, these operational measures will be the first line of quality assurance, providing a reliable grounding for all outputs.

The Evaluation Report will be developed using the relevant sections in the EQAS for Operation Evaluations and scrutinised by the EM and the Reviewers before submission using the relevant EQAS Quality Checklists. The Team Lead will compile the initial version of the Inception Package and the Draft Report. He will organise and check the quality of the inputs from the two Evaluators and the Senior Expert.

Once the Team Lead is satisfied that the Draft Evaluation Report meets the criteria requirements she will submit her draft to the Evaluation Manager, and the review panel (consisting of the EM and Second and Third Reviewers) will scrutinise using the WFP's quality criteria in a two step process.

Evaluation Report:

1. Compliance with the evaluation objectives

2. Completely addresses the evaluation questions

3. Free from contradiction

4. Relevance, completeness, and accuracy of the information used

5. Strength of the evidential grounding for the findings

6. The rationale used in arriving at the findings

Second review: Reporting format (Performed by Ben Murphy, Third Reviewer)

7. Logical flow and structure of the report

8. Strength of the Executive Summary

9. Is structured and written in a way that responds to the needs of the users

10. Quality of writing and clarity of presentation

11. Compliance with EQAS requirements and format for final reports.

All Reviewers will assess the Draft Evaluation Report using the relevant EQAS Quality Checklist (the above points are indicatory), but the First Review will also provide technical guidance to advise the TL on any parts of the content that need further elaboration or modification.

Once these checks have been performed and amendments made by the Evaluation Team the Evaluation Manager will clear it for submission to WFP and stakeholders for comment using the Evaluation Report Comment Matrix. These will then be sent back to the EM, who will address the points raised in conversation with the Team Leader. The Third Reviewer will then perform a final check on the quality of the written material and the Evaluation Manager will submit a Final Report to WFP.

Throughout the whole period of drafting and finalising the report all members of the evaluation team will be in constant conversation with the EM and will be available to discuss details of the report with WFP.

Annex 3: Evaluation Matrix

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
Key Question 1: How appropriate is the operation? Areas for analysis: objectives, targeting, choice of activities and of transfer modalities:						
1.1	**Appropriateness of Objectives**					
1.1.1	Are the objectives appropriate to the needs of the food insecure population and small-scale farmers including the distinct needs of women, men, boys and girls from different groups, as applicable? Were the objectives based on the recommendations of needs assessment by WFP/other partners and/or government? Accuracy of knowledge of food security and nutrition situation	Within WFP operational areas: Nutrition status (of women, children under five, HIV/AIDS/TB patients) School attendance: drop out and attendance rate of boys and girls in schools sponsored by WFP % of women participation in leading groups (farmers organizations, school organizations, other?) Capacity of government	- WFP, Food Security and Nutrition Assessment, 2010 - Zambia, 2010 Comprehensive vulnerability Assessment and Analysis Survey - WFP Zambia Country Strategy (2010-2015) - Original Logical framework - Standard Project Reports (SPRs): 2010, 2011, 2012, 2013	- Review of key documents that have data on the magnitude , type, location target groups - Expert judgment - Questionnaire - Interviews and FGD	- Triangulate information from summary matrix (template) and interview data organize - Gender Analysis	

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
		of Zambia in disaster risk management (plan in place at national and province/district levels) (level of knowledge of disaster risk per area; level of knowledge of coping strategies by geographical area and social category) Alignment between assessment findings and PRRO strategy (objectives, results, activities) Implementation records on access to Market and increased to income				
	Were beneficiaries consulted for input in the development of the country programme? (women, teachers/school children, farmers groups, HIV/AIDS and TB patients, mothers of children under five)	Level and quality of involvement: 1. number of consultations (disaggregated by beneficiary type) 2. use of beneficiary	Report of consultation HoP and programme staff	Document review Focus group discussions with beneficiaries	Triangulate data from reports with interviews disaggregated by beneficiary type	No report related to consultation with beneficiaries viewed so far

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
		perspectives		Questionnaire KII with HoP and programme staff		
1.1.2 Relevance to Government/national Priorities						
1.1.2	Are the programme objectives coherent with national protection strategy/policy, and School nutrition policy? *Are the objectives relevant to government policies in terms of social protection and food security?*	Zambia government national policies/strategies in Education, Health and Nutrition, Food Security, Livelihood, Social Protection,	- Government of Zambia Documents (National School Feeding programme policy, Ministry of health and Nutrition Policy, Disaster Risk management, Agriculture) - Zambia Vision 2030, Zambia Poverty Reduction strategy paper	- Expert judgment - Documents review - KII with Government Officials and UN partner agencies	- Summary matrix (template) and organize review of the documents within this matrix	Assessment of their importance will be determined through multi-stakeholder discussion
	Are the objectives relevant to Agriculture Policies (P4P)?	Linkages with Agricultural sector plan 2004-15 plus 2013 revision	- Agricultural sector plan 2004-15 plus 2013 revision - MoA staff	Document Review KII with MoA staff	Comparative analysis	

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
	Are the objectives relevant to government needs for capacity building for disaster mitigation, preparedness, and response	Linkages with DMMU objectives	DMMU staff	KII Document Review	Comparative analysis	
	Are the objectives relevant to national gender equality strategy?	Linkages with Gender equality strategy	Min of Gender and Women in Development staff	KII Document Review	Comparative analysis	
1.1.3	**Do the programme objectives complement the interventions of relevant humanitarian and development partners?** - Is there synergy? - Is there duplication/gaps? - Was there consultation with these partners during design process?	1. Level of coherence in strategies 2. Level of coherence of activities 3. Unaddressed areas of food insecurity/vulnerability 4. Superfluous programmes/activity in geographic areas 5. Number and type of	UNDAF UNCT Mapping of agencies and partners operations Strategic plans and Annual reports from partners	Review of documents from column (b) KII and FGD with Partners UN Agencies, Donors, Private sector, NGOs (local and International)	Review of WFP programme within UNDAF Geographic profiling of WFP activities with other programmes Beneficiary profiling of WFP activities with	UNDAF presents clear description, as does the Programme Design for the CP. The ET will further assess through multi-stakeholder discussion; ask about

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
	UN Agencies: FAO, UNDP, UNICEF, UNAIDS, WHO, IFAD, UNHCR, UNFPA, World Bank Group	Joint assessments	Partners MOUs, Field Agreements Evaluation/ reviews of past and ongoing operations Evidence of reports from coordination meetings UN Agencies country program strategy		other programmes Description of the comparative advantages of each agency and recommendation their programs function in a synergistic and complementary manner	harmonization/collaboration of partners
	Donors: EU, DIfid, USAID, Irish Aid, CIDA *What is their view about Zambia CP as a fundable entity? What would make Zambia CP more fundable in terms of redesign to achieve greater funding based on its niche?*		Donor Country program strategy			

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
	Private Sector: Grain Traders Association, AAA Nutrition Forum, CHAI, COMACO		Specific MOU or agreement or collaboration			
	NGO (International and Local): ADRA, Heifer International, District Farmers Associations		Specific MOU or agreement or collaboration			
1.1.4	Are the programme objectives coherent with WFP strategies, policies and normative guidance?	Relevant WFP corporate standards and operational guidance	WFP corporate strategy and thematic policies, standards & guidelines CP strategy Country Director and HoD	Document review KIIs with Country Director and HoD	Content Analysis of Corporate standards and comparison with CP strategies	Good evidence of coherence in planning and strategy
1.2	**Appropriate Targeting (geographic and beneficiaries)**					
1.2.1	**Did the programme appropriately apply the targeting criteria to choose the beneficiaries including the distinct needs of women, men, boys and girls from different groups?**	Target population/geographic areas for the WFP activities by sex and age group Evidence of application	Project operational Map List of districts and population targeted by district Needs assessments by WFP and partners	- Review of documents in column - FGD with women, men, boys and girls from different groups, as applicable - Expert judgment - Structured questionnaire	- Comparative secondary data analysis (reports, stats) with primary data collected - Summary table of target groups by district/region	Same as above

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
		of WFP Targeting criteria P4P Baseline Direct Observations during site visits				
	Did the CP target the regions and the vulnerable groups identified in the needs assessments? Is there evidence that special initiative is in place to target women farmers, other vulnerable women and groups?	Areas of interventions Beneficiaries count per district Level of identification and extensiveness of strategies of vulnerable schoolchildren boys and girls Existence and quality of strategy for gender equality	Map of interventions ZVAC assessments CP Strategy and design Monitoring reports	KII with CD and HoD Document review	Comparative analysis and triangulation of data from documents review and interviews Disaggregation by beneficiary type	Good evidence that CP planned on the basis of ZVAC assessments and gender factors
1.2.2	Is the targeting coherent with relevant Government geographic and vulnerable populations' priorities as stated in national policies: (social protection (nutrition , school feeding) education, and agriculture)?	Target population/geographic areas in the national sector policies	Map of GoZ priority areas and list of target population on food security and agricultural potential	Document review	Summary table cross checking targets by type of policies Descriptive content	Same as above

Nber	Sub-questions	Measure/ Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
			ZVAC assessments		Analysis	
1.2.3	Is the targeting complementary with the targeting of relevant humanitarian and development partners? Same list of partners in 1.1.3 Is the Zambia country program overlapping in same geographic region and reaching same vulnerable groups as other partners? Is the program filling gaps in terms covering groups and areas that are not covered by these groups/development partners?	Target populations/geographic areas for the humanitarian and development partners 1. Unaddressed areas of food insecurity/vulnerability 2. Superfluous programmes/activity in geographic areas 3. No of Joint Assessments	List of partners and map of intervention areas and target population Logistics/Food Security/ nutrition cluster documents and Direct observation	- Review of documents - Semi-structured questionnaire - Expert judgment	Comparative content analysis: summary table with patterns interventions/programme area, target group and activities (same as in 1.1.3)	Same as above
1.2.4	Is the targeting coherent with WFP strategies, policies and normative guidance?	WFP strategic guidance and policies	WFP global and CO documents	- Review of documents - Expert judgment	Analysis of content and comparison of targeting policies with guidance	

1.3	**Relevance of activities and transfer modalities (food, cash, voucher)**					
1.3.1	Was the CP relevant to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, and small scale farmers as applicable? *Why was school feeding program selected as best activity for social protection objective? Did the government specifically request it?* *How were decisions made about which schools to target if there were more schools and beneficiaries than resources available?* *The fact that the government has fully integrated school feeding into its activities: is that a success story for WFP? What support if any should WFP continue to give to that program? Are there geographic regions that still need to be reached? If so what is the plan for expansion?* *Are there enough women who benefit*	Compare the WFP Activities with those recommended by needs assessment for women, men, boys and girls from different groups Implementers of the activities Adequacy of criteria for farmer and farmer organization selection Number of F.O.s and membership broken by gender Number of women involved in the P4P Number of girls and boys participating in school feeding program	Needs Assessment reports and WFP workplans CD, HoD and relevant programme staff Reports from WFP Implementing partners	Review of documents FGD with women, men, boys and girls from different groups Site visits (Schools, Farmers group, Health centers) Semi-structured questionnaire	Content analysis (Comparison of WFP activities to recommended actions points from needs assessment by gender, age and groups) Triangulation of primary data sources with those listed in M/Is Descriptive analysis of decision making process and rationale	Adequate

	from these activities and transfer modalities	Number of women involved in transfer modalities (cash, food, voucher)			
	Why was the milk distribution project dropped after one year of the pilot? Why was the milk project included in the school feeding activity? Was there an assessment done to show the need? Will there be other milk distribution integration in the future? Pros and cons of this milk distribution				
	How was Zambia selected for the P4P pilot program? Was a needs assessment performed?				
	Why was component 2 food distribution to vulnerable populations such as pregnant/lactating women, children under 5, people living with HIV/AIDS and TB dropped?				
	How was the choice of transfer modalities (food, cash and vouchers) come about? Were the beneficiaries consulted?				
	What is considered best practice in				

	the Zambia context? *How was gender equality integrated in the choices of these activities?*				
1.3.2	**Coherent with relevant stated national policies, including sector policies and strategies?** Did the HGSF, P4P, Milk distribution and transfer modalities support the activities that the government of Zambia intended to implement? How did the capacity building for disaster preparedness and mitigation take place? Was there a needs assessment at the province and district levels that revealed the gaps to be filled?	Coherence between list of WFP activities and implementing, list of activities from the national sector policies (health and nutrition, climate change, capacity building for disaster and risk management)	National workplans (education, health and nutrition, climate change, capacity building for disaster and risk management, P4P related processes)	- Review of documents from column (b) - FGD with partner organizations and representatives from the sectors (Education, Ministry of health), and partners organizations implementing activities - Semi-structured questionnaire	Summary matrix table of objectives, target groups, activities and modalities Match the WFP activities with those recommended in Sector policies/Strategies (education,) Content Analysis	The ET will further assess through multi-stakeholder discussion
1.3.3	Are the activities and transfer modalities complementary with the relevant humanitarian and development partners (donors, NGOs, UN agencies, Private Sector?) Same List in 1.1.3	Evidence of duplication/overlap/gaps of WFP activities and developments partners Evidence of reports	- Partners' workplans - Maps where key partners are working and their interventions - Strategic plans and Annual reports from partners - Evaluation/ reviews of past and ongoing	- KII and FGD with Partners UN Agencies, Donors, Private sector, NGOs (local and International) , Pto find out if harmonization/colla boration took place	Summary matrix table of objectives, target groups, activities and modalities; analysis of map of	Not adequate; still needs to see map of operations

		Is there duplication/overlap/gaps with partners' activities? Define the type of collaboration.	from coordination meetings Agreement with WFP	operations - UNCT	- Expert judgment	intervention and see if any overlap and complementarity	
1.3.4	Are the activities and transfer modalities coherent with WFP strategies, policies and normative guidance? Capture how the WFP Regional Bureau and HQ think about positioning itself to support the Country office for this imminent shift needed in terms the Zambia programme's reengineering?	Criteria in WFP guidance: WFP Strategic plan (2008-2013) and (2014-2017) WFP nutrition Policy WFP safety net policy WFP gender Policy WFP policy on vouchers and Cash transfers WFP strategy on targeting Alignment with WFP toolbox of activities	WFP guidance document	- Review of documents - FGD with WFP CO programme unit, office of the director and evaluation unit - Expert judgment		Adequate

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
Key Question 2: What are the results of the operation?						
2.1	What is the level of attainment of the planned outputs	1. Evidence on number of household received food as Planned (as % Planned)disaggregated by gender, activity and geographic area.	Output monitoring	Review Output monitoring and SPR reports data base	Comparative analysis including national & region/district levels	Adequate; the ET will further assess the quality of the available data
		2. Evidence on tonnage of food distributed by type (as % Planned)	Standard Periodic Report (SPR) data base			
		3. Evidence on number of school assisted				
		4. Evidence on quantity of food distributed through school feeding (mt)	P4P baseline survey on infrastructure and productivity gaps		Summary tables and graphs/charts with some narrative	
		5. Number of farmer groups supported through local purchases				
		6. Number of government and counterpart staff trained on disaster management and mitigation	M&E system for commodity and HH surveillance			
		7. Evidence on the number of women involved in Parent Teacher Association training in management HGSF			Gender analysis	
		8. Evidence on numbers of people receiving vouchers to pregnant and lactating women and HIV/TB clients by gender	Reports on local purchase			
		9. Evidence on the number of male and female government/national partners staffs received technical assistance and training on capacities in assessment methodologies, designs and implementation.	Implementing Partner reports			

2.1.1	Planned resources Vs resources used	1. Evidence of planned vs. actual financial allocations by component, project (eg. P4P) and activity 2. Evidence on quantity of food distributed Vs the planned resources	Output monitoring Standard Periodic Report (SPR) data base Programme/Component/Activity budgets	Review Output monitoring and SPR reports data base KII with Finance Unit and programme staff	Comparative analysis of planned vs. actual by component, project and activities	
2.1.2	Transparency of the mechanism used for counting the beneficiaries.	1. Level access to mechanism (who has access) 2. Level of availability (how often are counts published); 3. Completeness and accuracy of numbers, 4. Clarity of calculations; 5. Consistency of approach used over time; 6. Universality of calculation use amongst users; 7. Understanding of calculation among users and external stakeholder	Output monitoring Standard Periodic Report (SPR) data base Implementing partners Beneficiaries Other internationally recognised counting mechanisms	Review output monitoring document, Review SPR report and data base KII and FGD Comparison of approach with WFP guidelines and other UN counting mechanisms	-	

2.1.3	Coverage of beneficiaries by activity and by geographic area	1. Number of households receiving food vs. planned (as % Planned) disaggregated by gender, activity and geographic area. 2. Evidence on tonnage of food distributed by type (as % Planned) 3. Number of school assisted 4. Quantity of food distributed through school feeding (mt) 5. Number of beneficiaries (disaggregated by gender, age) reached vs. number of vulnerable/food insecure people in area	Country program document and Zambia country strategy ZVAC assessments Perspective of people in target areas and non target areas	Review country program document and country strategy Review of ZVAC assessments FGD with beneficiaries and non beneficiaries	Comparative analysis of planned vs. actual beneficiaries and planned/actual vs. level of food insecurity/vulnerability disaggregated by national, province, district and gender/age	The design document is adequate, the process report need to determined by ET during the survey
2.1.4	Extent to which proposed activities were carried out in each geographic area.	% coverage of activities % Planned vs. actual Duration of the implementation	Output monitoring Standard Periodic Report (SPR)	Review Output monitoring and SPR reports data base - FGD with Beneficiaries and other partners - Direct observation - Semi structured questionnaire	Comparative analysis of planned vs. actual activities disaggregated by national, province, district and gender/age Summary description of the extent	Adequate; the ET will further assess the quality of the available data
2.1.5	What is the level of the quality of the output?	1. Evidence on the quality of the output, quality of the school feeding in terms of nutritional content.	Output monitoring Standard Periodic	Review Output monitoring and SPR	Summary of the evidence on the quality of the	Adequate; the ET will further assess the

		2. Evidence on the quality standard of the output, quality standard protocols and guidelines. 3. Evidence on the quality assurance assessment undertaken and results of the assessment. 4. Beneficiary perspectives on outputs 5. Implementers' perspectives on outputs 6. Partners' perspectives on outputs	Report (SPR) FGD with Beneficiaries KII with other partners KII with implementing partners	reports data base Direct observation Semi structured questionnaire	output	quality of the available data
2.1.6	What are the major challenges in achieving the output	1. Search for evidence challenges in *inter alia*: Internal factors: funding (sufficiency/wastage/bottlenecks); timeliness; logistics; staffing; communication. External factors: funding; relationships with Govt.; relationships with partners; relationships with beneficiaries; geographic access; security; weather/disaster events Level of understanding of constraints and capacities of government institutions	Output monitoring, Standard Periodic Report. Perspectives of WFP staff and implementing partners Perspectives of Govt. Perspectives of	Review Output monitoring and SPR reports data base KII with WFP staff/ implementing partners/govt. FGD with Beneficiaries Direct observation	Summary of the major challenges and assessment of the extent to which they can be held responsible for shortcomings Summary of the appropriateness of the mechanism for overcoming challenges faced and others	Adequate; the ET will further assess the quality of the available data

		2. Evidence on the mechanism applied to overcome the challenge	Beneficiaries	- Semi structured questionnaire	identified.	

2.1.8	To what extent were the capacity development activities were accomplished?	1. Completedness of capacity building curriculum/modules 2. No. of staff trained vs. planned 3. Person/position trained vs planned 4. Retention of knowledge acquired through capacity building by participants 5. Application of knowledge acquired through capacity building by participants 6. Distribution level of CB supporting materials	Output monitoring, Standard Periodic Report. DMMU staff perspectives	Review Output monitoring and SPR reports data base KII with DMMU staff	Summary of the evidence of capacity development, with planned vs, actual and summary of application of CB	Adequate; the ET will further assess the quality of the available data
2.1.9	Achievements of local purchase activities by geographic areas.	1. Amounts purchased 2. Amounts purchased vs. amounts used 3. Timeliness of purchase (in relation to harvest time) 4. Income contribution (particularly to women) 5. Timeliness of payment 6. Appropriateness of payment for farmers (sufficient amount; ease of access; gender considerations) 7. Use of payment by farmers	Output monitoring, Standard Periodic Report. Beneficiary perspectives Private sector/NGO perspectives Govt. perspectives at national, provincial and district levels	Review Output monitoring and SPR reports data base FGD with Beneficiaries KIIs with Private Sector /NGOs/ Govt. levels Direct observation of purchase activities	Summary of the evidence on the achievement of payments by indicator at national, provincial and district level Gender analysis on payment mechanism Success stories derived from findings	Adequate; the ET will further assess the quality of the available data

				Semi structured questionnaire		
2.2	The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects (Particularly capturing lessons from the P4P and school feeding Programme)	1. Attendance rate in WFP-assisted primary schools 2. Drop-out rate in WFP-assisted primary schools 3. Ratio of girls to boys enrolled in WFP-assisted primary schools 4. Evidence on amount of food purchased locally as % of food distributed in country. Tonnage of food procured locally. 5. Evidence that small-scale farmers benefit from P4P processes (improved processing, group marketing and access to market information) 6. Proportion of women involved in supplying cowpea for HGSF. 7. Evidence on the proportion of women to men in leadership position on food, voucher and cash management committee. 8. Proportion of female to male receive technical assistance and training on capacities in assessment methodologies, designs and implementation. 9. Capacity development of Government to take over SF programme and Implementing partners on P4P related processes.	Standard Periodic Report (SPR) data base and beneficiaries, implementers and stakeholders VAM Reports Implementing partner reports Procurement reports both international and local purchase. Price monitoring reports	- Review Project documents, and SPR - FGD with Beneficiaries and other partners - Direct observation - Semi structured questionnaire	- Summary matrix with key themes from the interviews - Summary tables and graphs/charts with some narrative - Summary of key themes from interviews- - Gender analysis	Adequate The ET will further assess the quality of the available data

2.2.1	Extent to which the objectives achieved?	1. % population with food insecurity 2. Evidence on change related to the availability of food. 3. Evidence on access to food, market functioning and household livelihood 4. Change in eating or food consumption habit.	- Project document - output monitoring report - SPR and VAM report - KII implementing partners and CSO - FGD of beneficiaries	- Project document review - SPR and VAM report review - Semi structured interviewee	- summary matrix of key finding from the secondary document - Summary matrix of the interview	Adequate and the ET will further asses the quality of available data.
2.2.2	To what extent were the CP activities able to address the major social security problems of the country identified during the design	1. Evidence on the school feeding programs contribution to reduce potential children engagement in risk behaviour that can lead to HIV/AIDS 2. Evidence on the reliable market opportunity created as the result of school feeding program	Standard Periodic Report (SPR) and VAM report and implementing partners report	- Review project document and SPR - FGD with benficries and other partners - semi structured questionnaire	- Summary of them collected from different sources and - summary of them from the interview	Adequate the ET will further asses the quality of available data
2.2.3	Does the program contribute to the social security program of the country?	1. Evidence on the contribution of P4P to meet the objective of enhancing food security 2. Improve income generation and improve nutrition?	- SPR and VAM reports - Implementing partners report _ KII with implementing partners	- Project document review - review SPR and VAM reports	- summary of matrix of key themes - summary of them form the interview	Adequate and the ET will further asses the quality of available data.
2.2.4.	Does the CP complement or catalyse other funding sources in the social security program?	1. Evidence on the grant allocated and transferred to the government? 2. Evidence on the complimentarily role of WFP program to the government social security	- SPR and VAM report - KII with implementing partners	- Project document review - SPR and VAM Report review	- summary of matrix for key themes - summary of them from the interview	Adequate and the ET further asses the quality of available data

		initiatives?. 3. Evidence on the reliable market opportunity created for small holder farmers?				
2.2.5	What are the unintended positive or negative consequence of the CP in social security.	1. Evidence on the positive unintended impact as the result of the program 2. Evidence on the negative consequence WFP program.	- Project document - output monitoring report - SPR and VAM report - KII implementing partners and CSO - FGD of benefcirieies	- Project document review - SPR and VAM report review - Semi structured interviewee	- summary matrix of key finding from the secondary document - Summary matrix of the interview	Adequate and the ET will further asses the quality of available data.
2.2.6	Which component of the operation most significantly contributed to the realization of the operational objective?	1. Evidence on operational activities result. 2. evidence on activity Vs operational objectives analysis	Project document Output monitoring report SPR and VAM report KII implementing partners and CSO FGD of beneficiaries	Project document review SPR and VAM report review Semi structured interview	Summary matrix of key finding from the secondary document Summary matrix of the interview	Adequate and the ET will further asses the quality of available data.

2.2.6	Performance of tools used to measure achievement of the objectives and M&E system	Relevance and strength of the methodology, Completedness and accuracy of data, Timeliness and completedness of reporting	- SPR report and project document - monitoring and evaluation tools - survey or assessment tools - M&E staffs and program implementers	Project document review SPR and report review Semi structured interviewee	Summary matrix of key finding from the secondary document Summary matrix of the interview	Adequate and the ET will further asses the quality of available data.
2.3	How did different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country	1. Evidence on activities presence or absence at national and local level 2. Evidence on operational activities planned and implemented jointly with other CO programs ` 3. Evidence of active coordination within the country programme and other actors programme 4. Level of participation in key coordination forum	- Output monitoring data base - KII with implementers and other stakeholders - Workplans, strategic plans from other donors and agencies - Logistics/Food Security/nutrition cluster documents - NFRs of coordination meetings	Review project and operational document , country office strategic documents , partners Interview (FGD and KII) implementers and other partners	Comparative matrix of activities from the various actors	Partially Adequate other data yet to be determined (via interview)
2.4	What is the likelihood that the benefits will continue after the end of the operation	1. Evidence on the opinion of implementers and partners 2. Evidence of consideration of issues around exit, handover and sustainability in programme design 3. Evidence of plans and capacities in place for ongoing maintenance of community assets.	- KII & FGD with beneficiaries, implementers partners and stakeholders - Output monitoring data base (plan Vs actual) - Coverage data for vulnerable groups and data on improved food	Interview /FGD with beneficiaries, partners Document review	Summary tabulation of opinions Comparative analysis	Partially Adequate; Available documents suitable; other data yet to be determined (via interview) and additional

		4. Review of logistic pipe line (plan Vs actual) 5. Overall sustainability plan within WFPs operation guidance for the country programme 6. Evidence on the % of vulnerable household with increase human capital score 7. Evidence on the % of vulnerable household with acceptable food consumption score (>35) 8. Evidence on the number of vulnerable group (people with HIV/AIDS, TB) recover from savoir or moderate malnutrition and being more food insecure 9. Evidence on timely response to disaster by member of the disaster team 10. Disaster preparedness index developed. 11. P4P commodity prices and quality	security status of those vulnerable groups - Assessment data - Health facility HIV/AIDS and TB client nutritional support data - Early warning and timely response data/report - SPR and monitoring reports	Questionnaire	Graphs, table with narrative	secondary document review.
2.4.1	Extent to which resource forecast was accurate?	- Forecast vs actual	Forecast reports Finance staff	Document review KIIs	Comparison between forecast and actual with time and resource amount disaggregation	Adequate and the ET will further asses the quality of data
2.4.2	Effectiveness of the contracted civil society organizations (CSO) in the WFP program.	1. Evidence on partners ship created between WFP and FRA 2. Evidence on the effectiveness of and the benefit of mobile technology to trace and monitor commodity movement from farmers to district depot.	Project document, monitoring report, SPR report Memorandum understanding and agreement KII informants (implementing partners)	Project document review SPR report review	- summary matrix for key findings - - summary matrix of the interview	Adequate and the ET will further asses the quality of data

				MOU and agreement document review		
				KII informant interviews		
2.4.3	Is the implementation of WFP program resources and activities appropriately coordinated and monitored by the government?	1. Level of engagement between WFP on implementation at national/provincial and district level (sharing of plans; no. of meetings; opportunity for comments)	- Resource management guideline - Resource management report - Minutes of WFP/Govt meetings Perspectives of govt (MoF, MoH, MoA, MoE staff) and WFP staff	Resource management guideline review Resource management report review - KII interview	Summary of key findings	Adequate and the ET will further asses the quality of data

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
Key Question 3: Why and how has the operation produced the observed results?						
3.1	**Internal:** How was the operation planned, managed, monitored, and modified through the programme cycle?		- Results data (incl annual reports, SPRs) - Discussions with key staff, incl CD, HOP, M&E, RB, gov't, and other implementing partners - M&E data - P4P global WFP Evaluation documents.	- Review of documentation - KII , FGD, Field Visits, Direct Observation	- Qualitative assessment of the intended and unintended results Analysis of stakeholder views	Adequate: Expert analysis of documentary evidence & participant experience

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
3.1.1	**Level of resource optimization in project implementation**. - Evidence of optimization of resources to reach set objectives. - Adaptability: evidence of programme adjustments with a learning element; evidence of opportunities sort.	- Capacity to mobilize funds. - Level of donors' satisfaction with their relationship with WFP. - Quantity and quality of human and physical resources made available compared to forecasts/needs. - Any programme quality shortcoming related to insufficient resources (financial, human, physical, logistics, time, etc.). - Evidence of actions taken to substitute gaps (resources, personnel etc) - What systems exists to record lessons and incorporate them in to WFP business practices? - Are operational lessons generated being captured (especially for P4P)?	- Results data (incl annual reports, SPRs) - Discussions with key staff, incl CD, HOP, M&E, RB, gov't, and other implementing partners - M&E data - P4P global WFP Evaluation documents.	- Review of documentation - KII , FGD, Field Visits, Direct Observation	- Analysis of stakeholder views as well processes and documentation in place	Adequate; existence & quality of major mgt routines will be established

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
3.1.2	**Performance of the WFP office.** What is the organisational capacity of WFP to deliver (i.e. structures, procedures, leadership)	- How do the skills and capacity within WFP personnel match operational requirements for effective delivery of CP components and the P4P pilot within the various divisions (e.g. logistics, HR , procurement etc.) - Communication between the country office and sub-offices, decision-making procedures. - Appropriateness of analytical, monitoring, information-management and decision-making tools. - Quality and quantity of support from the regional bureau and WFP Headquarters. - Effectiveness of WFP internal approval processes.	- Results data (incl annual reports, SPRs) - Discussions with key staff, incl CD, HOP, M&E, RB, gov't, and other implementing partners - M&E data - P4P global WFP Evaluation documents.	- Review of documentation - KII , FGD, Field Visits, Direct Observation	- Qualitative assessment of stakeholder views	Adequate; existence & quality of major mgt routines will be established through expert analysis participant experience

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
3.1.3	**Quality of implementation partnerships**. Level of engagement in coordination mechanisms; level of participation of partners in decisions on the programme strategy and implementation.	- Proportion of project activities implemented with the engagement of complementary partners - Amount of complementary funds provided to the project by partners (including NGOs, Government counterparts, private sector organizations etc) - Number of partner organizations that provide complementary inputs and services. - Relevance of procedures and criteria for the selection of partners. - Respect and transparency of those procedures. - Quality and quantity of support to partners.dx - Quality of dialogue with partners and mutual influence. - Level of WFP involvement in the coordination systems (food security, nutrition, agriculture, disaster mitigation).	- Results data (incl annual reports, SPRs) - Discussions with key staff, incl CD, HOP, M&E, RB, gov't, and other implementing partners - M&E data - P4P global WFP Evaluation documents.	- Review of documentation - KII , FGD, Field Visits, Direct Observation	- Analysis of stakeholder views and documentation	Partially Adequate; Available documents suitable; other data yet to be determined (via interview) and additional secondary document review.

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
3.1.4	**Capacity to adapt and mitigate external factors**: - Existence of an appropriate M&E and progress reporting system with feedback mechanisms for programme adjustments at both policy and operational levels.	- Level of adaptation to financial opportunities and risks; - Level of adaptation to evolution of national strategies; Ability to monitor and anticipate external shocks.	- Results data (incl annual reports, SPRs) - Discussions with key staff, incl CD, HOP, M&E, RB, gov't, and other implementing partners - M&E data - P4P global WFP Evaluation documents.	- Review of documentation - KII , FGD, Field Visits	- Qualitative accuracy of processes in place - Analysis of stakeholder views - Expert Judgement	Adequate; existence & quality of major mgt routines will be established through expert analysis of documentary evidence & participant experience
3.1.5	**Gender:** How has the program assured that gender balance is incorporated into the programme.	- Proportion of beneficiary, disaggregated by sex, participating in CP/P4P activities, including trainings. - Proportion of women beneficiaries in leadership positions in CP and P4P activities.	- M&E data and implementing partners progress reports	- Review of documentation - FGD	- Data analysis and review of documentation	Unclear: review of detailed project reports to be done in coun try

Nber	Sub-questions	Measure/Indicator	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence quality
3.2	**External:** What events and/or assumptions in the Zambian context changed or shifted to affect programme results in a major way? **Operating Environment**: prevailing conditions in the country as well as donor policies and programmes. Also partner mandates, capacity and resources	- Capacity to monitor external factors (resource shortfall, climatic factors, partner capacity etc.) -Measures taken to reduce the impact of external factors on WFP and partner staff and on programme results. - Existence of evidence of successful adaptation to external factors. - Level of adaptation to financial constraints and opportunities. - Level of adaptation to changes in national policy and strategy.	- Funding summaries - Public Gov't Data	- Review of documentation - KII, Direct Observation - Expert Judgement	Analysis of qualitative findings, esp comparison of stakeholders views	Adequate; Assessment of their importance will be determined through multi-stakeholder discussion

Annex 4: List of persons met

Zambia 200157 Operation Evaluation

List of people interviewed and places visited

May 25 to June 14 2014

	Persons met	Title	Institution/Location
1.	Simon Cammelbeeck	Country Director	WFP
2.	Harald Mannhardt	Head of Programmes	WFP
3.	Jennifer Sakwiya	Senior Program Assistant in M&E	WFP
4.	Robinah Mulenga	WFP Consultant in M&E	WFP
5.	Allan Mulando	Head of Disaster Risk Reduction/vulenrability Assessment and Mapping	WFP
6.	Edna Kalaluka	Senior Programme Officer (HGSF, Nutrition Social Protection)	WFP
7.	Helen Kamau	Finance	WFP
8.	Aurore Rusiga	P4P Country Coordinator	WFP
9.	Calum Mc Gregor	Consultant, Private Sector & M-Tech support	WFP

	Persons met	Title	Institution/Location
10.	Orient Muloongo	Program Officer – M&E	WFP
11.	Muzaza Mulunda	Provincial Coordinator	WFP, Eastern Province (Chipata)
12.	Agnes Aongola	Nutrition Officer	Ministry of Health
13.	Faith Nchito	Director	Ministry of Education (MoE), School Health and Nutrition
14.	Mr Mofu	Executive Director	National Food and Nutrition Commission (NFNC)
15.	Mr Kebby	Nutrition Officer	NFNC/WFP
16.	Mr Kakusa	Planning officer	Ministry of Community Development Maternal and Child Health (MCDMCH)
17.	Ennie Muchelemba	Technical Advisor, School WASH	Ministry of Education Science Vocational training and Early Education, MESVTEE
18.	Patrick Kangwa	National Coordinator	DMMU
19.	Lenganji Sikaona,	Principal Research and Planning Officer	ZVAC
20.	Evans Kapekele	Operations Logistics and Management	ZVAC
21.	Edwin Peteli	Provincial Coordinator, Southern Province	DMMU
22.	Engribet Bondo	Provincial Coordinator, Southern Province	DMMU

	Persons met	Title	Institution/Location
23.	Pumulo Mubita	Provincial Coordinator, Western Province	DMMU
24.	Alfonso Kahalawe	District Agricultural Coordinating Officer	District Office - Chipata
25.	Christine YambaYamba	Dept of Livestock	Ministry of Agriculture
26.	Anayawa Mutema	Acting Chief Economist	Dept of Agri-business -Ministry of Agriculture
27.	Mrs Sitwala	Director of Cooperatives (Mr Daka also present)	Dept of Cooperatives - Ministry of Agriculture
28.	Ndawambi Daka	Deputy Registrar	Dept of Cooperatives - Ministry of Agriculture
29.	Kayamba Sikazwe	District Community Development Officer	District Office – Chipata
30.	Jonas Sikaona	Cooperative Inspector	District Office - Chipata
31.	Richard Chintu	Provincial Marketing Coordinator	FRA (Eastern A) - Chipata
32.	Esau Sakala	Marketing Officer	FRA (Eastern A) – Chipata
33.	Josephine Phiri	Marketing Assistant	FRA (Eastern B) – Katete
34.	Prince Mwenge	Depot Supervisor	FRA (Eastern B) – Katete
35.	Chipika Crispin	Agricultural Officer	Katete
36.	Robin Musendo	District Agricultural Coordinating Officer	Katete

	Persons met	Title	Institution/Location
37.	Friday Sikomba	District Agricultural Coordinating Officer	Petauke
38.	Mr. Roymonde	District Agricultural office	Sesheke District DACO
39.	Mr.Mulonda	District Education Board Secretary (DEBS)	Mongo District (Western Province)
40.	Mr.Chabelungo Nambi	District Agricultural Coordibation Office	Mongo District (Western Province)
41.	Mr.Nawa and	FRA Manager	Mongo Province
42.	Miss.Terrera	FRA Marketing officer	Mongo Province
43.	Janet Rogan	UN Resident Coordinator	Resident Coordination Office (RCO) for the United Nations
44.	Dominique Brunet	Nutrition Officer	UNICEF
45.	Paul Quarles van Ufford	Chief Social Policy and Economic Analysis	UNICEF
46.	Winnie Musonde	Assistant Resident Representative & Environmental Advisor, UNDP	UNDP
47.	Mtendere Mphatso	Programme Officer	FAO
48.	Dick Siame	Programme Officer	IFAD
49.	Tiyanjane Cooperative,	Focussed Group Discussion, 11 present (6 women)	Kalenta, Katete
50.	Panuka Cooperative	Focussed Group Discussion, 15 present (7 women)	Mazabuka

	Persons met	Title	Institution/Location
51.	Jonathan Zimuto	AFGRI Warehouse	Katete
52.	Tembekibe Musvosvi	Country Director	ADRA – KADI Complex
53.	Focus group discussion	ADRA (6) and MAL extension staff (2)	ADRA – KADI Complex
54.	Focus group discussion	Cooperatives – Hammer Millers, Warehouse management, Lead farmers (Total 10; 2 women)	ADRA – KADI Complex
55.	Harison Phiri	Block Supervisor	Maguyi Block, Mazabuka
56.	Loyd Haboongo Pauline Mukuwe	Chairman Tresurer	Chilumbwe Cooperative Society, Kalabo, Choma District
57.	Canicious	District Warehouse Operator Representative	SPCMU – Marketing Union, Choma District
58.	Goliath Chooye	District Agricultural Officer	Choma District
59.	Crispin Mtengo	Block Supervisor	District
60.	Anna Torres	Economic Growth Team Leader	USAID
61.	Patrick McManus	Deputy Head of Mission	Irish Aid
62.	Kirsi Pekuri	Head of Section, Economics Private Sector and Rural Development	EU
63.	Silke Seco-Grutz	Nutrition Advisor	DFID

	Persons met	Title	Institution/Location
64.	Indira Janaki Ekanayake	Senior Agriculturalist	World Bank
65.	Eliab Simpungwe (Dr.)	Country Director	Harvest-Plus
66.	Luc Potter	Country Director -	Technoserve
67.	James Kasongo Djondoh Sikalangwe	Country Director Program Manager	Heifer International
68.	Esau Muzuni	Program Manager – Central Province	Heifer International
69.	Amin Scherrer	Small-scale trader/ Owner	Moomba Investments, Monze
70.	Dann Griffith	Consultant	Technoserve
71.	Ron Munro	Snr Tech Advisor	Musika
72.	Samuel Gondwe	Agricultural Finance Specialist	Profit-Plus
73.	Mathias Tembo	Trader representative	Kalawani General Dealers – Chipata
74.	Phiri Masauso	Trader representative	Faisly General Dealers - Chipata
75.	Lotte Kamanga	Trader representative	Tience Coop Ltd- Chipata