Decentralized evaluation for evidence-based decision making

Decentralized Evaluation

An Evaluation of WFP's Asset Creation Programme in Kenya's Arid and Semi-arid Areas

2009 to 2015

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Executive summary

1. The Kenya Country Office of the United Nations World Food Programme (WFP) has commissioned this evaluation of its asset creation (AC) programme in the country, covering 2009–2015. The main objective of the evaluation is to assess and report on the performance and results achieved so far against stated objectives.

2. The AC programme is now implemented in the context of Kenya's recent devolution: county governments were elected for the first time in 2013, and agriculture is one of the functions fully devolved to them. Poverty remains widespread in the country, with food insecurity worst among pastoralists in the drier northern areas. Climate change is a significant threat to livelihoods in the Arid and Semi-Arid Lands (ASALs), where the AC programme operates, causing temperature increases and less reliable rainfall. Significant challenges to gender equality remain.

3. WFP has been supporting AC through three Protracted Relief and Recovery Operations (PRROs) since 2009; the third runs to 2018. Currently, AC work is done in seven arid and six semi-arid/marginal counties, totalling some 3,000 individual projects such as bunds and terraces, tree planting, fodder production, water pans and irrigation channels. Beneficiaries work 12 days per month on AC activities selected at community level. Female participants outnumber males (53% in 2015). There are special provisions made for vulnerable individuals and efforts in the design to promote women's empowerment and engagement. Both cash and food incentives are provided, with cash being the predominant modality in semi-arid counties and food the more common in arid counties.

4. WFP now emphasises that the AC programme should serve as part of a larger, integrated combination of interventions by various agencies, including and under the auspices of the Government of Kenya (GOK). The concept of 'layering' proposes that targeted beneficiaries in the ASALs should be assisted on the first part of a 'resilience pathway' by this programme, while other interventions would add further 'layers' of support, notably by strengthening commercial production and the related value chains. The interventions that should pick up from AC in this 'layering' strategy are partly in place.

Methodology

5. The evaluation was designed to assess the Kenya AC programme against the standard criteria of relevance, effectiveness, efficiency, impact and sustainability. The terms of reference (TOR) posed 15 key evaluation questions (EQs). The evaluation team (ET) applied a mixed-methods approach. It looked at all aspects of the AC programme through a gender lens. Field work focused on six representative counties, where the team met staff and beneficiaries at randomly selected AC sites. Changing monitoring indicators and systems, and unavailability of some data and reports for the full review period, were constraints, linked partly to the fact that this evaluation covered only the AC activities within the broader PRROs.

6. The ET sought to optimise the validity and reliability of its findings by triangulating them as much as possible; by critically reviewing WFP datasets in order to satisfy itself that they constituted a valid basis for measuring programme performance; and by applying its experienced technical judgement as a check on empirical data and informant opinions.

Key findings

7. **Relevance.** AC activities are partly, but not fully, relevant to beneficiary needs, and partially in line with the needs of women beneficiaries. Food insecurity remains a challenge for many beneficiaries. Some of the assets constructed are not appropriate for local conditions. The AC programme is well aligned with national policy frameworks, notably Ending Drought Emergencies (EDE). It is a central feature of the strong co-ordination among donors and United Nations agencies around promoting livelihood resilience and sustainable agricultural development in the ASALs.

8. **Effectiveness.** The number of outputs far exceeded planned levels for most types of AC. The programme's achievement of its intention to build community or livelihood assets has ranged from strong to negligible in terms of livelihood outcomes. A limited number of participants have already been linked into value chain development initiatives. Beneficiary views of effectiveness derive mainly from concerns about household food security: notions of resilience, or of steps along a 'resilience pathway' towards production for the market, are much less often mentioned. The effectiveness of the AC programme is constrained by several technical factors, notably inappropriate technology choices for specific local conditions and the lack of extension to promote good agricultural practice. While the National Drought Management Authority is playing a vital co-ordinating role at county level, the preliminary and uncertain stage of devolution makes this a difficult time to promote agricultural development in Kenya.

9. **Efficiency.** There are insufficient data available for an overall analysis of cost efficiency in the AC programme. Other things being equal, the efficiency of AC activities carried out closer to participants' homes is higher. Cost efficiency can be enhanced through more appropriate choices of AC techniques and more careful site supervision. External institutional and organisational factors significantly affect the aggregate efficiency of the AC programme as part of a 'layered' strategy to support beneficiaries along a 'resilience pathway'. Unusually strong co-ordination at present between the GOK, United Nations agencies and donors strengthens the potential for this ambitious joint strategy to function efficiently.

10. **Impact.** The short- and medium-term effects on beneficiaries' lives and ability to withstand shocks have been strongly positive in some cases. But overall the results have been modest. The effects of the AC programme on beneficiaries' resilience have been correspondingly limited. An important benefit of the programme is the mental 'assets' of knowledge and skill that participants have gained, along with strengthened community social capital. So far, few AC beneficiaries feel they have made much progress along a 'resilience pathway'. The triple conceptual framework of this 'pathway', 'graduation' of beneficiaries who have made enough progress along it, and 'layering' of agricultural development programmes that can pick up with value chain development where the AC programme leaves off, is too narrow and linear a concept of progress. it is demographically one-dimensional, focusing mainly on women in established households, not engaging men adequately and not clearly responding to the resilience needs of the (much larger) next generation. Women enjoy important economic and individually empowering benefits from their participation in the AC programme. Gender-based violence is a negative effect arising in a limited number of households.

11. **Sustainability.** Where the AC programme introduced appropriate technologies for local conditions, continued benefits may continue to flow – particularly if supported by ongoing monitoring and extension. But overall, the

aggregate effectiveness of the AC programme will depend on the proposed 'layered' initiatives that take beneficiaries further along a 'resilience pathway'. These initiatives have not yet taken co-ordinated shape at scale, but there is strong national level buy-in for the AC programme and the way in which it is intended to link into national policy and programmatic frameworks. Giving this practical effect will require the next cycle of County Integrated Development Plans to specify and implement detailed arrangements for 2018–2022.

Overall conclusions

12. The WFP AC programme is a relevant response to the challenges of food insecurity, livelihood vulnerability and climate change in the ASALs of Kenya. Technically, however, there are ways in which that relevance could be enhanced, through the selection of technologies more specifically suited to the individual conditions at each site. More broadly, the programme's balance of emphasis between support for crop and livestock production must be kept in mind, with increasing support given to livestock systems in arid areas. The AC programme aligns well with GOK policy frameworks. It is also the nexus of unusually strong consensus and collaboration among Kenya's partners. Good progress is being made with ambitious plans for a 'layered' suite of interventions, but much remains to be done. The AC programme is beneficial and empowering for women, but its relevance is constrained by its narrow social focus, largely excluding youth. The programme's relevance is also constrained by the narrow, linear concept of agrarian progress on which it and the related 'layered' approach to the 'resilience pathway' have focused so far.

13. Against this background of partial relevance, the evaluation found partial effectiveness in building community and livelihood assets. The programme has achieved strongly positive results for some households, and some groups. The 'assets' achieved are not limited to physical works on the ground, but include the knowledge and capacity that individuals and community groups have been helped to develop. At the same time, there is only limited evidence of life-changing improvements in livelihood resilience. One way in which the programme could enhance its effectiveness would be to apply a broader concept of climate-resilient livelihoods, in which climate resilience is promoted not only in rural households' crop and livestock strategies but also through technical measures at their homesteads. Meanwhile, there is uncertainty at county level about what to do for the 60,000 beneficiaries currently 'graduating' from the AC programme. The urgent priority now for WFP and development partners is to put the 'layering' concept into more extensive and better understood practice across the counties concerned.

14. In sum, the AC programme has achieved partial effectiveness with an incomplete solution to the challenges of climate change for the livelihoods of ASAL residents. Strategically, the programme has commendably comprehensive and ambitious plans to paint its direct support for food insecure households into a broader canvas of 'layered' agricultural development initiatives. As WFP is aware, that bigger picture needs to be broader still, with explicit and working linkages into national social protection strategy and expanded safety net systems.

Recommendations

15. The recommendations are set out in more detail in section 3.2 of the report.

16. **Recommendation 1.** Within three months, WFP should convene a national meeting, then meetings in each AC programme county, to discuss this evaluation and

WFP's response to it, and agree immediate interim steps to adjust PRRO 200736 in order to work towards the approach shown in recommendation 2 below.

17. **Recommendation 2.** Within 12 months, in consultation with the GOK and partners, WFP should develop a revised technical manual for AC, incorporating a decision support system that optimises the technical focus and approach of the AC programme, *inter alia* by greater local specificity in AC techniques and greater emphasis on AC at or near the homestead. In consultation with the same agencies and with county governments, WFP should use the revised manual in an AC (re)training programme for WFP, Co-operating Partner (CP) and county government field staff, starting within 12 months and completing within 24 months.

18. **Recommendation 3.** Within 12 months, in consultation with the GOK and development partners (DPs), WFP should build on existing achievements to ensure that the AC programme is a viable and effective component of a broad, integrated strategy for achieving climate-resilient livelihoods in climate-resilient households across Kenya's ASALs. This will require stronger efforts at all levels to remove the image of the programme as a women's activity, maximising the engagement of men; related initiatives to strengthen gender equality and the empowerment of women; specifying how the programme can engage and benefit youth; and specifying how the programme's more vulnerable beneficiaries can be transferred to national social safety net systems.

19. **Recommendation 4.** To ensure the viability and effectiveness of this recommended broader strategy, WFP and FAO should immediately intensify proactive support to national and county governments for the enhanced and effective implementation (and, if appropriate, revision) of the National Agricultural Sector Extension Policy, so that clearly defined and adequately resourced crop and livestock extension structures are operational throughout the ASALs.

20. **Recommendation 5.** By the end of 2016, WFP, the GOK and DPs should agree and specify in detail with the affected county governments how the 'graduation' and 'layering' of beneficiaries into a suite of post-AC support programmes will happen – issuing written guidance on this to WFP, county and CP staff and confirming, as far as possible, how counties will continue to fulfil their agreed responsibilities in the medium to long term.

21. **Recommendation 6.** By January 2017, in a related initiative, WFP, national government and the DPs should begin a co-ordinated, consultative programme of support to county governments in the preparation of the second cycle of County Integrated Development Plans (CIDPs). Unlike their predecessors, the next set of CIDPs should set out their strategy for ensuring climate-resilient livelihoods for their rural populations by 2022.

22. **Recommendation 7.** WFP, the GOK and DPs should agree by December 2016 to take the EDE's current ten-year time horizon – to 2022 – as the framework for achieving the broad objectives of the AC programme.

23. **Recommendation 8.** This implies that, after the current PRRO, WFP should maintain support for the AC programme for a second, final three-year period, to 2021.

1. Introduction

1. This report presents the findings, conclusions and recommendations of the independent evaluation of the asset creation (AC) programme in Kenya, commissioned by the Kenya Country Office (CO) of the World Food Programme (WFP) to cover the period 2009–2015. The main objective of the evaluation, as presented in the Terms of Reference (TOR, see Annex 1), is to assess and report on the performance and results achieved so far (intended, unintended, positive and negative) against stated objectives. The evaluation serves the dual and mutually reinforcing objectives of accountability and learning, providing evidence-based findings to inform operational and strategic decision-making as well as ongoing and subsequent operations.

2. The project document for the current Protracted Relief and Recovery Operation (PRRO) that is supporting AC envisaged that "an impact evaluation of FFA [food for assets] activities during the previous two PRROs will be conducted in 2015" (WFP, 2015a: 15). During the inception mission, the evaluation team (ET) emphasised that a full impact evaluation would not be feasible, as it would require a much larger-scale survey not envisaged in the TOR. Discussions with WFP staff during that mission did emphasise "that the evaluation is asked not only to identify the results that the AC programme has achieved, but also to offer strategic guidance on how the programme can best contribute within 'layered' approaches by WFP and other government and external agencies to achieving sustainable rural development in the ASALs [arid and semi-arid lands]" (Turner *et al.*, 2016: 1; on 'layering', see ¶16 below).

3. As outlined in the TOR, the evaluation results are intended to support WFP, the Government of Kenya (GOK) and other partners, to devise AC programmes that increasingly support beneficiaries and whole communities to achieve sustainable and resilient livelihoods. As such, users of the evaluation include the WFP Kenya CO, WFP Regional Bureau, WFP Headquarters, Co-operating Partners (CPs) and the GOK (notably the National Drought Management Authority (NDMA)).

1.1. Overview of the evaluation subject

4. **Intervention type, timing and geographic scope.** Since 2009, WFP has provided support for AC in the ASALs of Kenya (see Map 2 at Annex 3) under three successive PRROs. Each of the PRROs has covered a three-year project period (106660: 2009–2012; 200294: 2012–2015 and 200736: 2015–2018). The first followed implementation of an Emergency Operation (EMOP) 'pilot' of AC between 2004 and 2008 and a much longer history of supporting FFA activities in the country (with major interventions since the early 1980s).

5. The evaluation of WFP's country portfolio in Kenya for the period 2006–2010 found a strategic shift under way, matching WFP's corporate move from food aid to food assistance with increasing emphasis on engaging beneficiaries in productive activities in return for food (and later, cash) transfers. WFP has increasingly referred to the concept of resilience in beneficiary livelihoods (WFP, 2015d), as part of a sharpened strategy to help poor people resist the adverse impacts of shocks and stressors, which are increasingly likely to be driven by climate change. In Kenya, as the country portfolio evaluation (CPE) put it, "WFP's shift from free food distribution towards FFA responds to the realization that GFD [general food distribution] activities implemented over the past few decades have had little substantial long term impact. Conceptually, the move to FFA constitutes a shift in focus from conditional transfer of food aid as a means of reducing dependency to the creation of livelihood assets via

food aid subsidized labour and other inputs and is reflected in the CO's shift from GFD to FFA" (Bagnall-Oakeley *et al.*, 2011: 32).

6. The timing and length of AC implementation varies for each of the individual activities supported at different sites. Currently, AC activities are being implemented across 13 counties (seven arid counties, and six semi-arid/marginal counties) with plans under the 2015–2018 PRRO to expand to a further two counties.[1] In 2014 WFP incentives were ended in one county (Tharaka-Nithi), with co-ordination handed over to the county government. Interventions currently total around 3,000 individual AC activities supported in 928 communities across ten livelihood zones (WFP, 2016a). Table 1 below shows a summary of activity categories, and Annex 4 lists all types of AC work done under each previous PRRO, as well as planned activities for the current operation.

7. **Planned objectives, outcomes and outputs (beneficiaries/activities) at design.** The objectives of the PRROs have been aligned to WFP's strategic objectives (SOs), with the 2012–2015 PRRO also aligning cash/food for assets (CFA/FFA) activities to PRRO-specific objectives (see Table 1 below). The AC programme also aims to contribute to the four policy objectives outlined in the WFP Gender Policies (2009 and 2015). The programme is intended to build food security and livelihood resilience in order to enable households or communities to 'graduate' or 'transition' [*sic*] out of the programme, having become able to withstand future shocks. They would then be supported further by other development agencies and programmes. Planned results relating to the C/FFA components of the PRROs (2009-2015) are detailed in the logical frameworks at Annex 5. There were changes over the period of the evaluation, in terms of the planned results and the indicators to measure these.

8. **Recent strategic directions.** Inspired partly by the recommendations of a 2014 review (Watkins, 2014: see ¶17 below), WFP is taking important strategic steps by emphasising that the AC programme should serve as part of a larger, integrated combination of interventions by various agencies, including and under the auspices of the GOK. The PRRO 200736 document says that WFP "will promote integration among government and partners' programmes and enhance livelihoods with a view to graduation" (WFP, 2015a: 9). The concept of 'layering' (not directly mentioned in the PRRO project document) proposes that, having gone beyond the need for GFD but still insufficiently food secure, rural Kenyans in the ASALs should be assisted by WFP's AC programme on the first part of a 'resilience pathway' (also not mentioned in the project document). The 'resilience pathway' concept intends that, thus stabilised in terms of food security, beneficiaries should be able to take further steps to resilient and sustainable livelihoods with the support of other interventions by government and development partners (DPs), leading them into at least partially commercial production through development of the relevant value chains.

9. WFP Kenya recently gave a presentation on the AC programme as "a focus on integration and scaling for transformative impacts" and showed the 'resilience pathway' leading from GFD through FFA to CFA (with production of surpluses) into commercial agriculture (WFP, nd (d)). This graphic (reproduced at Annex 6, page 85)

[1] Arid counties: Baringo, Garissa, Isiolo, Mandera, Marsabit, Moyale, Tana River, and Turkana. Semi-arid/marginal counties: Kilifi, Kitui, Kwale, Makueni and Taita Taveta (see Map 2 at Annex 3). Support to sites in Tharaka-Nithi is no longer incentivised (since 2014) and is co-ordinated through the county government. There are plans for expansion, providing support directly through government structures at county level, to Wajir and Samburu.

shows government inputs to AC for "community organising and skills development", as well as partnerships in the process with the United Nations Rome-Based Agencies (RBAs: the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD) and WFP), the World Bank (WB) and the USAID-funded Partnership for Resilience and Economic Growth (PREG). WFP's Agricultural Market Access and Linkages (AMAL) project is shown as making commodity purchases from beneficiaries' surplus production.

Table 1. Summary of objectives and activity categories

PRRO	Strategic objectives/PRRO objectives *(of C/FFA activities and interventions)*	Activities (categories)
2009–2012	***Strategic Objective 2:*** *Prevent acute hunger and invest in disaster preparedness and mitigation measures* ***Strategic Objective 3:*** *Restore and rebuild lives and livelihoods in post-disaster situations*	• *Soil and water conservation; fertility trench construction* • *Micro-catchments* • *Water (management/harvesting)* • *Afforestation/agroforestry* • *Land Rehabilitation* • *Irrigation* • *Access roads* • *Fish farming* • *Capacity building* • *Fodder/hay production* • *Livelihood drivers*
2012–2015	***PRRO Objective 3:*** *Enhance communities' resilience to shocks through safety nets or asset creation, and increase capacity to design and manage disaster-preparedness and risk-reduction programmes* ***PRRO Objective 4:*** *Support and re-establish livelihoods and food and nutrition after shocks*	
2015–2018	*[New Strategic Results Framework introduced]* ***Strategic Objective 3:*** *Reduce risk and enable people, communities and countries to meet their own food and nutrition needs*	

10. During AC activities under the PRRO, incentives are provided for completion of work norms, which typically require 12 work days per month. The programme covers 180 feeding days in arid counties, and 135 feeding days in semi-arid counties (PRRO 200294, 2012–2015). There are special provisions made for vulnerable individuals and efforts in the design to promote women's empowerment and engagement, e.g. through encouragement of gender-sensitive work norms. Both cash (direct financial transfers) and food incentives are provided, with cash being the predominant modality in semi-arid counties and food the more common in arid counties. Beneficiaries in arid counties receive (as standard) 75% of their daily nutritional intake, and in semi-arid counties the standard is 50%. Cash amounts vary depending on the equivalent local market value of the food ration. The proportion of beneficiaries receiving cash has been increasing, driven by market and logistical factors, but mainly by the availability of WFP financial resources. Annex 7 presents data on beneficiary numbers (page 87), food and cash transfer amounts (page 88), as well as a summary of Standard Project Report (SPR) reporting on planning and performance from year to year (page 88).

11. The specific AC activities undertaken vary from site to site, covering a wide range of categories (as outlined in Table 1) broadly intended to contribute to food security. By design, activities are intended to be integrated within the overall PRRO recovery strategy, and to have been decided upon in consultation between the CP and the community, following a food security analysis (undertaken by the Kenya Food Security Group (KFSG) and County Steering Groups (CSGs)) (WFP & GOK, 2010). The programme includes 'corrective' measures (e.g. transfers to women's accounts) to respond to the unequal decision-making powers women have over resources and to locate activities in areas where they may reduce hardships that affect women negatively (e.g. water collection). Furthermore, interventions advocate registration of women as household representatives, and gender parity in project committees (often chaired by women).

12. Table 2 summarises the planned and actual participants in AC activities. Further analysis of beneficiaries (to the extent possible) is presented at Annex 7 (page 87). On average over the period 2009–2015, there have been just under 140,000 participants in AC activities each year. The number of female participants is always higher than the number of male participants: 53% in 2015. Currently, some 22,000 households are being 'graduated' from WFP assistance, receiving their final transfers from the programme in June 2016 (see ¶98 below and WFP, 2015a).

Table 2. Planned and actual participants in asset creation activities

	Planned			Actual		
Year	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
2009	28,000	42,000	70,000	45,313	52,765	98,078
2010	28,000	42,000	70,000	64,137	80,977	145,114
2011	83,205	97,295	180,500	81,097	99,338	180,435
2012	77,000	90,000	167,000	71,312	86,610	157,922
2013	77,000	90,000	167,000	68,297	80,175	148,472
2014	54,640	64,140	118,780	58,972	63,886	122,858
2015	59,440	64,393	123,833	57,152	64,449	121,061

Sources: PRRO SPRs for 2009–2015

13. **Main partners.** WFP works in partnership with the GOK, through the National Drought Management Authority (NDMA), which co-ordinates the Ending Drought Emergencies (EDE) programme management framework, as well as with other UN agencies (notably IFAD and FAO). It works with CPs[2] to support AC activities at management and implementation levels. Another key partnership is with the United States Agency for International Development (USAID), which funds PREG and, within PREG, the Resilience and Economic Growth in Arid Lands (REGAL) project. WFP is a member of the EDE Steering Committee and is currently Chair of the Donor Group on ASALs.

14. **Resources and donors.** The main donors of the current PRRO are USAID, Sweden, the European Union (EU), Canada and multilateral agencies (including the WB) (WFP, 2015c). Other donors include GIZ and the Swiss Agency for Development and Co-operation (SDC). Overall, there has been a decline in the allocation of funds to PRRO activities in Kenya, as reflected in the total planned budgets for each of the PRROs (including AC-related allocations): 2009–2012 USD 474m; 2012–2015 USD 424.5m; 2015–2018 USD 343m.[3]

15. **Logical framework.** Annex 5 presents the elements of the logical frameworks for PRROs 106660 (2009–2012) and PRRO 200294 (2012–2015) that address AC activities, and form the basis of an implicit theory of change (TOC). Both logical frameworks identified certain assumptions with regard to the AC work, spanning design, operational, social and institutional factors (see also EQ 4 in section 2.2 below). Among those made for PRRO 106660 in 2009 were that "other social protection programmes [would be] co-ordinated in the government master plan". Assumptions made for PRRO 200294 three years later included the basic expectation that "beneficiaries used cash and food appropriately and to improve the household's

[2] Including World Vision International, Kenya Red Cross, Action Aid, Child Fund, Cocop and Caritas.
[3] Budget data in the SPRs are not disaggregated by activity – meaning that it is not possible to identify planned versus actual distributions of cash and food for the C/FFA component of the PRRO. Budget revisions covering the PRRO were not available for analysis (see discussion at Annex 15).

food intake and nutritional status"; and that there would be "no severe drought and floods that will erode the assets and reverse the gains".

16. **Other interventions.** The interventions that should pick up from AC in this 'layering' strategy are partly in place. In addition to the components of PREG (¶13 above) they include WFP's own AMAL project, which operates in a number of counties, including some where AC work is done (WFP, nd (g) [4]). FAO's Conservation Agriculture project is intended, *inter alia*, to provide advice on sustainable, market-led farming practice that could enable AC beneficiaries to exploit the assets created to better productive advantage. It has not yet begun implementation at scale. The IFAD-funded Kenya Cereal Enhancement Programme – Climate Resilient Agricultural Livelihoods Project (KCEP-CRALP) is currently mobilising and is intended to link AC beneficiaries in some counties into value chain development. Another value chain development initiative is delivered in some AC counties by the GOK's Agricultural Sector Development Support Programme (ASDSP), jointly financed by Sweden.

17. **Previous evaluations.** World Vision Kenya (one of WFP's CPs for AC) commissioned a mid-term evaluation of the Food for Assets (FFA) programme in 2011, covering PRRO 106660 (2009–2012). It highlighted, *inter alia*, the problems of AC on community land (PET Consultants, 2011: 10–11). The project document for the subsequent PRRO 200294 (2012–2015) did not refer to that evaluation, although it did very briefly quote the 2011 CPE's endorsement of the PRRO's approach as "broaden[ing] the focus to rebuilding livelihoods and strengthening resilience to shocks" (Bagnall-Oakeley et al., 2011: 23) – actually the CPE's quote from WFP's own PRRO design document. In 2014, a Strategic Review was conducted of PRRO 200294 (2012–2015). It found that PRRO 200294 had "remained strategically and practically relevant" and made recommendations on how the next PRRO should offer "focused and phased support to government institutions" in order to "facilitate greater transformational change". It urged WFP to "continue to strengthen resilience programming, by first clarifying the graduation and partnership models" (Watkins, 2014: 2, 20).

18. In 2015 another evaluation was conducted of World Vision's PRRO operations in Kenya. It found that, despite various positive effects on food security and livelihoods, with some households 'graduating' from programme assistance, "the project overall goal 'to protect and rebuild livelihoods in the ASAL areas by 2015' may not be achieved since 88.2% of the beneficiaries still experience regular food shortages and on average water from the structures established last[s] for only three months during the dry season." It recommended, *inter alia*, upscaling of the CFA modality; increased irrigation and improved access to domestic water; and further promotion of Village Savings and Loan Associations (VSLAs; Liaison Consulting, 2015: 5–8).

19. The design document for the 2015–2018 PRRO 200736 makes no reference to any previous evaluations. Further comments on the findings and recommendations of these earlier evaluations and reviews are made in ¶60, ¶61, ¶ and ¶73 below.

1.2. Context

20. **Politics and government priorities.** A referendum approved a new Constitution in 2010 (GOK, 2010) and the 2013 elections marked the official launch of a devolved system of government. Increased responsibilities for public finance and service delivery (including in agriculture) were transferred to 47 newly established

[4] nd: no date.

counties, along with emergency response and disaster risk management. Kenya's devolution provides for the transfer of a minimum 15% of budgetary resources to the counties.

21. Kenya's long-term development goals are set out in Vision 2030, which envisages Kenya becoming a "middle-income country providing a high quality of life to all its citizens by the year 2030" (GOK, 2007). Realisation of Vision 2030 is supported by the Agricultural Sector Development Strategy (ASDS) 2010–2020. The EDE Country Programme provides a key framework for co-ordinated action among counties affected by drought to better respond to and mitigate shocks.

22. **Poverty, food security and nutrition.** Annual growth of Kenya's Gross Domestic Product (GDP) has been steady recently, averaging 5.2% between 2006 and 2014 despite being only 0.2% in 2008 (WB Data, various). Despite promising potential, rates remain lower than in some neighbouring countries (such as Tanzania). Kenya ranks 145 out of 187 countries on the Human Development Index (UNDP, 2015). In 2005, the poverty headcount ratio at national poverty lines was 47% (WB Data). Kenya's Integrated Household Budget Survey found that 17m (47%) of Kenyans could not afford to buy the calories needed to meet their nutritional requirements, and there are 1.1m acutely food insecure people (GOK, 2015). Food insecurity is most pronounced amongst pastoralist communities in arid regions. Nutrition indicators show persistently high rates of stunting (26% nationally (down from 38% in 1998) and global acute malnutrition (4% nationally (down from 7% in 2008/09)), and rates of malnutrition reach critical levels in arid regions (DHS, 2014). The African Development Bank states that "women, single-headed households and pastoralists are more likely to be poor" (African Development Bank, 2014: 8), but gender-disaggregated data on poverty, food security and nutrition are scarce.

23. **Agro-ecological zones.** Some 83% of Kenya is classified as arid or semi-arid. Map 2 at Annex 3 (page 71) shows the distribution of the three main agro-ecological zones. WFP and other organisations also refer to some counties within the semi-arid zone as 'marginal' for rainfed agricultural production, although this is not recognised in the formal zonal classification of the country.

24. **Climate.** The country is highly susceptible to weather-related shocks. Average temperatures have increased by 1°C since 1960 and there have been changes in rainfall patterns, which have become increasingly unreliable during the long rains (March–April) and heavier during the short rains (October–December) in the bimodal areas of the country (McSweeney, New and Lizcano, 2009, quoted in IISD, nd: 2).

25. **Social indicators.** Rates of infant mortality have been declining, from 60 per 1,000 live births in 1990 to 47.5 in 2014, with mortality of children under five declining from 91 to 70.7 per 1,000 live births over the same period (UNDP, 2015). Maternal mortality rates have also declined, but remained high in 2009 at 488 (MODP, 2013). There are disparities in access to health and education services, with the ASALs lagging behind against social indicators.

26. **Gender dimensions.** Challenges to gender equality remain, and Kenya ranks 126th out of 155 countries in the Gender Development Index, with a score of 0.552 (UNDP, 2015). A national demographic and health survey in 2008–2009 found that "45% of women aged 15–49 have experienced physical or sexual violence" (McEvoy, 2012: 10). Women constitute the majority (estimated at around 80%) of the agricultural labour force, yet have limited control over resources (with only 1% of agricultural land in Kenya owned by women (WFP, 2015a)). They are particularly

affected by issues related to food insecurity, with greater vulnerability to the impacts of drought, and by poverty. Women are managers on 40% of small-scale farms, and the number of households headed by women (8.5m in 2009) is reportedly increasing (WFP, 2015a).

27. **Land tenure and land reform.** The ownership, distribution and use of land and natural resources have been difficult and controversial issues through much of Kenya's history. A new National Land Policy was approved in 2009 and endorsed in the new national Constitution of 2010. The policy mandates land restitution or resettlement for those who have been dispossessed and calls for reconsideration of constitutional protection for the property rights of those who obtained their land irregularly (USAID, nd: 3). Actual modes and security of tenure continue to vary across the rural sector, with individual tenure evidently judged more secure in some areas, and group tenure seen as a more feasible path to secure agricultural development in others.

28. **WFP's work in Kenya.** Current operations in Kenya comprise two PRROs – one focusing on resilience building, and one on supporting refugees – as well as a Country Programme, which are aligned to Kenya's Vision 2030. WFP is expanding support for recovery activities in arid and semi-arid regions, through AC as well as AMAL. At the same time, responsibility for interventions is increasingly being handed over to national and county governments (WFP, nd (c)).

1.3. Evaluation methodology and limitations

29. As explained in the Inception Report (IR), the methodology adopted for this evaluation responds to the emerging specifications and formats of WFP's Decentralised Evaluation Quality Assurance System (DEQAS). This has meant the development of an evaluation matrix, shown at Annex 8, and the presentation in sections 2.1 – 2.5 below of findings for each of the 15 evaluation questions (EQs) in the TOR. The EQs and the matrix are structured according to the standard evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability, with due reference to the implicit TOC of the AC programme and its corresponding assumptions – as well as emerging WFP generic TOCs for AC work (see ¶42 below).

30. The ET sought at all times to comply with international ethical principles for evaluation, as set out in UNEG, 2008. The team sought consent from all interviewees, and emphasised confidentiality at the start of each interview or focus group discussion (FGD; see Annex 9, page 107).

31. The evaluation applies a mixed-methods approach that combines the review of WFP documentation and monitoring data; technical assessment of AC work on site; and the collection of information and opinions through direct and telephone interviews and FGDs. The intention, as shown in the evaluation matrix, was to undertake comprehensive quantitative analysis of food security and related outcome data, as well as financial data, and to complement this with qualitative technical, socio-economic and institutional analysis in order to answer the 15 EQs. As explained below (¶38 and Annex 15), quantitative analysis was constrained by the evolving definition and/or partial unavailability of indicator data across the whole review period. Analysis of data and other findings has therefore been more qualitative than intended. It has been systematic, however, combining and triangulating information from documentation, monitoring and other databases, technical inspection and interviews – and triangulating the respective views of female and male informants with other data sources. The wide spectrum of site observations, interviews and documentary sources,

combined with the professional judgement of the experienced ET, enhanced the reliability and objectivity of the findings presented below.

32. Technical assessment was intended to draw on the comprehensive technical review (TR) of the assets across all 12 counties that WFP commissioned ahead of the evaluation (Annex 1, ¶36). The main report of that review is not yet available. However, the ET attended the technical review team's debriefing presentation (Thomas, Wasonga & Ragwa, 2016). After submitting its draft report, and shortly before this final report was due, the ET received a draft review of technical standards, and 12 draft county reports, by that team. The ET has cross-checked this report against the draft material contained in those documents and refers to the most relevant points in chapter 2 below.

33. At the heart of the evaluation were FGDs and interviews with beneficiaries and other community members (a total of 204 women and 87 men), complemented by interviews with informants in county and national governments, CPs, WFP and other United Nations bodies; and donor agencies. The questionnaire for individual beneficiaries (a total of 22 women and eight men) was supplemented by a similar questionnaire administered in Swahili to 36 randomly sampled CFA beneficiaries (26 women, 10 men) over the telephone by the WFP staff member who carries out Mobile Vulnerability Analysis and Mapping (mVAM). Questionnaires and guides for the various categories of interviews are shown at Annex 9. A list of persons met and interviewed by telephone is at Annex 10.

34. Evaluation field work focused on six of the counties in which the AC programme is carried out. These were selected to represent the range of environmental and socio-economic conditions facing the programme, taking into account logistical and scheduling factors. Within these counties, the team visited AC sites that were randomly selected from WFP's full list of activities in each county, inspecting as many individual assets as logistically possible in each case. Details of the sampling approach are given at Annex 11. The itinerary is shown at Annex 12. The sites visited and corresponding FGDs are shown at Annex 13. Annex 14 shows the assets inspected at these sites, together with a small selection of photographs taken there.

35. Technical assessment, FGDs and interviews were complemented, to the extent possible, by analysis of WFP and other data on AC programme performance. Annex 15 presents the results of this analysis, as well as a discussion of some of the limitations encountered.

36. The ET looked at all aspects of the AC programme through a gender lens. It also focused specific EQs and analytical methods on gender issues. To answer these questions, gender-disaggregated data were sought and presented, notably from beneficiary contact monitoring (Annex 15, page 160). In the field, special efforts were made to secure the views of women, notably through separate FGDs for them and ensuring that two of the three household interviews per site were with women.

37. The ET sought to optimise the validity and reliability of its findings by triangulating them as much as possible; by critically reviewing WFP datasets in order to satisfy itself that they constituted a valid basis for measuring programme performance; and by applying its technical judgement – based on lengthy relevant professional experience in Kenya and elsewhere – as a check on empirical data and informant opinions.

38. A limitation on the use of WFP monitoring data was that the methodology for capturing food security indicators and beneficiary feedback changed in 2012 (with the

Food Security Outcome Monitoring (FSOM) and Beneficiary Contact Monitoring (BCOM) tools introduced to replace the Post Distribution Monitoring (PDM)). The Community Asset Score (CAS) can be analysed across the period. Data from the recently introduced 'Outcome Monitoring' tool were only available for 2015. FSOM data include a sample of non-beneficiaries, but direct comparison of CFA and FFA beneficiaries with non-beneficiaries in the same or similar communities was not possible for this evaluation as it would have required an extensive reanalysis of the raw FSOM data. Disaggregated financial data for AC activities by modality were not available across all years. The data limitations just described constrained the extraction of objective resilience indicators from WFP monitoring sources. However, during FGDs a simple subjective community scoring of progress along the 'resilience pathway' was used (¶94 below; see also Jones & Samman, 2016).

39. As noted at inception, the scale and timing of this evaluation did not permit full assessment of impacts, which would require a much larger study at a later date, against a comprehensive and standardised baseline dataset that would have to be assembled on the basis of a field survey carried out as soon as possible. The field survey would have to collect basic demographic, food security, livelihood and related socio-economic data about equal numbers of households participating in the AC programme and not participating in it, either in the same communities or in pairs of comparable communities.

40. The IR also noted that logistics dictated a degree of bias against remoter sites, which was only partially compensated by WFP data coverage of these areas and draft material received from the TR team. The telephone questionnaires to individual households were completed on a smaller scale than the 100 that were planned (36), due to the WFP staff member's existing work load. The ET decided that the complexities of assigning and training a second, outside person to help administer this questionnaire would outweigh the benefits of additional coverage.

2. Evaluation findings

41. The evaluation findings and the evidence to substantiate them are presented below, responding to each evaluation question in turn (see the matrix at Annex 8).

2.1. Relevance

2.1.1. EQ 1: AC activities' alignment with needs of beneficiaries

42. WFP is currently developing a corporate TOC statement for its FFA work. Although this remains work in progress, the ET believes that it is helpful to some parts of this analysis to quote the corporate thinking that is emerging from the draft TOC. This includes the assumption that "different types of community/household assets can be created through FFA", leading to one or more "intermediate outcomes, i.e. strengthened livelihoods; strengthened geophysical conditions; reduced hardships; enhanced access to basic social services". This, in turn, is assumed to lead to impacts: "enhanced geophysical conditions and environmental benefits; increased productivity and livelihoods benefits; reduced vulnerability of people, households and communities, and natural environment; strengthened household resilience to shocks and stressors… for food security and nutrition" (WFP, 2016b: np[5]). In Kenya's ASALs, where a major factor in food and livelihood insecurity is inadequate water for crop and

[5] np: no page number.

livestock production in a context of climate change, alignment with the needs of beneficiaries is assumed to mean that the AC programme will reduce these and related constraints, closing the hunger or livelihood gap and enabling beneficiary households to begin the journey along a 'resilience pathway' to more prosperous livelihoods based at least partly on crop and livestock marketing through strengthened value chains.

43. FGD participants (70% of whom were women) considered the AC activities to be very relevant, because they led to increased food production, and – for households able to market some output – increased incomes. 17% of individual interviewees stated that AC was not relevant to their livelihoods, because the benefits had not trickled down to them and/or because rainfall had been insufficient. Their judgement of relevance was thus directly connected to their assessment of the programme's effectiveness (section 2.2 below). Among households interviewed on site (70% women interviewees), over 80% said that the AC activities were relevant to their livelihood needs, citing similar reasons: some improvement in community livelihood, income and food security. Of those interviewed by telephone (¶33 above: 68% women), 82% said AC was very relevant or quite relevant.

44. In Kilifi and Tana River counties, FGDs rejected most AC activities as irrelevant to their livelihood needs, with the clear, and popular, exception of water pans (Kilifi) and access to irrigation (Tana River). For example, local informants in Tana River stated that the majority of households constructing goat sheds under the programme had not used them (¶62 below). In Kilifi, beneficiaries rejected a proposal for (technically inappropriate) terracing; and a group farm with 'zai pits' was abandoned due to inadequate rainfall that led to very low production. Overall, beneficiaries' appreciation of AC relevance focused on food production (often enhanced by assets that help conserve water) rather than on environmental benefits.

45. FGD discussions also emphasised that, however relevant they might be, AC activities' benefits were limited by the number of beneficiaries WFP was able to target, with significant numbers of vulnerable people left out in some places. But they also pointed out that the community-based targeting system used in the programme helps to identify the neediest community members for support. In some cases, better-resourced households are included in AC activities – which may give them a much-needed boost along the 'resilience pathway' into more commercial production. In other cases observed in the field (but probably limited overall), it is hard to understand why such comparatively well-off households were able to benefit from WFP incentives. (A recent study found that "the exact mechanisms for selecting and allocating beneficiary numbers to sub-counties, food distribution and villages are poorly documented and remain something of a 'black box'… the report was unable to fully assess the targeting performance of the AC programme *within* counties" (Gelders, 2016: 7).) Some better-off households benefit indirectly, either learning by watching what poorer AC beneficiaries are doing, or actually employing those beneficiaries to do similar work on their land.

46. From the technical perspective – and as confirmed with the TR team (¶32 above) – the alignment of AC activities with beneficiary needs is limited by the adoption of a generic, 'one size fits all' approach. As that team pointed out in discussions, there is no decision support system (DSS) based on technical criteria for systematic selection (or at least preselection) of the asset type(s) most suitable for local conditions. Currently a broad 'menu' of technologies is tested in each county through a community-based participatory planning process – though without consistently strong technical guidance to assist in choice of asset. The TR team support this finding.

Inappropriate and irrelevant techniques have been demonstrated in some areas, e.g. terraces in parts of Kilifi (¶44 above); 'zai pits' superimposed on oxen-ploughed fields in Makueni; and trapezoidal bunds constructed in parts of Turkana. Particularly concerning for women is the (overdesigned) labour-intensive nature of some of the assets, e.g. the large 'zai pits' (not *zaï* pits as used in Burkina Faso, more like small sunken beds (¶62)) and trapezoidal bunds, which require more earth work proportionately for less water impoundment than semi-circular bunds. While the popular water pans were certainly seen as relevant in terms of improving access to water and reducing collection time, their construction was rated as the most difficult and laborious task undertaken by women across all counties. Furthermore, the TR team found that the design of these structures was often sub-standard. The water may also not be safe for drinking (see also ¶18 in Annex 15).

Key findings and conclusions – EQ 1

1. The basic TOC assumption that AC activities are relevant to beneficiary needs because they can enhance livelihoods is partly, but not fully, met. Food insecurity remains a challenge for many beneficiaries.
2. AC activities are partially in line with the needs of women beneficiaries, although the labour-intensive nature of the work is a problem.
3. The assets being constructed are not always appropriate for local conditions, and their relevance is often constrained by inadequate rainfall.
4. Alignment with the needs of beneficiaries is diminished by the facts that the programme does not support all those who need its help and that some of those who are included in the programme must dilute the benefits by sharing them with non-beneficiary households.

2.1.2. EQ 2: AC activities' alignment with government and other policies

47. The draft corporate TOC for FFA refers to the importance of capacity development and of government recognising WFP as a relevant partner for this purpose. In the same context of an impact pathway for capacity development of government and other partners, the draft TOC states that "national support and vision" should lead to "a higher scale and more sustainable outcomes and impacts… efforts at national level can lead to a gradual hand-over of the FFA programme to government and local partners" (WFP, 2016b: np).

48. GOK informants confirm that the AC programme is aligned with government policies and priorities. They describe it as an integral part of the EDE framework, with the Community Action Plans that ought to frame AC at local level being reflected in County Integrated Development Plans (CIDPs). Informants at county level confirmed this alignment with the CIDPs, although the first generation of these plans (2013–2017)[6] was less precise about the strategic and operational relationship than they intend the second one to be.

[6] Baringo County Government, 2013; Kilifi County Government, 2013; Makueni County Government, 2013; Tana River County Government, 2013; Tharaka-Nithi County Government, 2013; Turkana County Government, 2013.

49. As was shown in ¶7 above, the PRROs under which AC was implemented during the review period were well aligned with the relevant SOs of WFP's 2008–2013 Strategic Plan (SP) and with its Gender Policy. AC is strongly associated with WFP's emphasis on food assistance rather than just food aid, with its developmental rather than relief connotations – at least in the policy theory, although this evaluation will comment below on the practical extent to which AC is seen by beneficiaries as more than food for work. At the policy level, the Kenya AC programme has certainly been well aligned with WFP's 2015 Policy on Building Resilience for Food Security and Nutrition, which commits the organisation to "continue to implement programmes that create productive assets, diversify livelihood strategies and rehabilitate natural resources. Tailored to specific contexts, these programmes will aim to be part of productive safety nets that contribute to government initiatives" (WFP, 2015d: 13).

50. The WFP policy just quoted emphasises the importance of collaboration between the RBAs, which "have developed a common approach to building resilience to improve food security and nutrition" (FAO, IFAD & WFP, 2015). Their "joint conceptual framework" for this purpose is guided by six principles, of which the third is that "planning frameworks should combine immediate relief requirements with long-term development objectives. Building resilience means addressing the immediate causes of vulnerability, food insecurity and malnutrition while building the capacity of people and their governments to manage risks to lives and livelihoods" (WFP, 2015d: 8). At policy level, the alignment is strong. The practical expression of this alignment will be assessed below.

51. Interviews and document review reveal a strong alignment of the AC activities with donor policies and priorities. Many of the relevant relationships were outlined in ¶16 above. As noted in ¶13, WFP currently chairs the donor group on the ASALs. Its AC programme falls squarely within the PREG framework: USAID is committed "to increase resilience and economic growth among pastoralist communities. Priorities include increasing adaptability, reducing risk, and improving social and economic conditions to target causes of vulnerability" (USAID, 2016b: 1). The AC programme aligns well with the major support provided by the EU to the NDMA: "food security and resilience to climatic shocks with focus on ASAL" is one of the three focal sectors in the National Indicative Programme for Kenya of the 11th European Development Fund, 2014–2020 (EU, 2014: 8–10). It is also aligned with the priorities of Sweden – whose 2009–2013 country strategy for Kenya included a commitment to "improved management of natural resource utilisation with a focus on sustainable growth that benefits poor people", while its 2016–2020 strategy refers to "better opportunities and tools to enable poor people to improve their living conditions" (Government of Sweden, 2009: 4; Government of Sweden, 2016: 4, 9).

Key findings and conclusions – EQ 2

1. The AC programme is well aligned with national policy frameworks, in particular that for Ending Drought Emergencies. It is also aligned with CIDPs, although the first cycle of these county plans offered mostly generic statements of intentions with regard to livelihood resilience.
2. Under EDE there is currently a strong degree of co-ordination among donors and United Nations agencies around promoting livelihood resilience and sustainable agricultural development in the ASALs. Not all of these harmonious intentions have yet resulted in a 'layered' suite of co-ordinated implementation

at scale. As one United Nations informant put it, it is now time for "the rubber to hit the road".

2.2. Effectiveness

2.2.1. EQ 3: achievement of intended objectives and outcomes

52. As can be seen at Annex 5, PRRO 106660 stated the aims of AC in terms of reduced disaster risk, disaster mitigation measures and "increased access to livelihood assets" – all falling under SO2 of the 2008–2013 SP, "prevent acute hunger and invest in disaster preparedness and mitigation measures" (WFP, nd: 1). The logical framework for PRRO 200294 already reflected the wording of SO2 of the 2014–2017 SP: "support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies" (WFP, 2013: 3). It stated outcomes in terms of adequate food consumption reached or maintained for target households; improved access to assets and/or basic services, including community and market infrastructure; and community or livelihood assets built, restored or maintained. Referring to SO3 ("reduce risk and enable people, communities and countries to meet their own food and nutrition needs"), it aimed at enhanced resilience and reduced disaster risk, through improved access to livelihood assets. The PRROs did not focus directly on environmental conservation as an objective, although conservation of water and soil was a central mechanism in the intended enhancements of crop and livestock production. Nor did any of their objectives focus on gender equality and the empowerment of women (GEEW).

53. Table 14 at Annex 15 (page 149) summarises the PRROs' delivery of outputs against plan, with further details in Table 15 (page 150). There is variation in terms of the types of outputs reported in each of the SPRs, reflecting the diversity of activities undertaken under the AC programme but also a significant variation in the activities that are planned each year. For the majority of activities, the number of actual outputs far exceeded the number planned (reflecting as much as a 469% realisation rate for the hectares of cultivated land conserved with biological/agroforestry technologies). But there are instances where the planned output level was not fully realised: for example, the actual total length of feeder roads built was 65% of the target. SPRs say little about reasons for outputs exceeding targets, although the one for 2011 says that "targets were surpassed because of the substantial scale-up of the operation in response to the drought" (WFP, 2012b: np). Field interviews suggest that, at some sites where rations or funding for cash transfers were not a constraint, enthusiastic participants agreed with CP managers to extend the original implementation plan. But it is also notable that, according to the 2014 SPR, "the number of people participating in asset creation has remained stable since 2012" (WFP, 2015e: np) – implying that outputs above target were not necessarily achieving positive livelihood outcomes for a larger number of beneficiaries.

54. Reporting the achievement of intended objectives and outcomes across the review period is difficult for the reasons outlined in section 1.3 and at Annex 15 (page 145). Data for 2009–2011 show a 9% improvement in the proportion of households with an acceptable food consumption score (FCS), and a 3% increase in the proportion of household expenditure on food. (WFP interprets higher spending on food as an indicator of deteriorating food security and/or resilience.) Between 2012 and 2014, there was overall positive progress towards, or achievement of, targets (except in terms of the Coping Strategy Index (CSI) for male- and female-headed households in the CFA programme) – with a dip in FCS score in 2014 for FFA beneficiaries compared with

stronger performance in 2013 (Table 3; see also Figure 1 and Figure 2 in Annex 15, page 148). Noting the difference between the starting point indicators for the FFA and CFA respondents, it can be seen that the percentage of households with poor or borderline FCS fell further among CFA beneficiaries than among those receiving FFA. There is no major difference between the male- and female-headed households in terms of achievement. It should also be noted that, with the exception of gender aspects and the CAS, WFP monitoring tools and indicators (as reported in PRRO SPRs) focus on food security and dietary diversity; they do not offer a broader or longer-term perspective on resilience.

Table 3. Outcome indicators 2012–2015 (PRRO 200294) against SOs and logical framework targets

	Outcome indicator	Target (logical frame-work)	2012 (base-line)	2013 (follow -up)	2014 (latest)	Change
FFA						
SO2	**Food Consumption Score (% of households with poor food or Borderline consumption)**	-	**68.7**	**36.5**	**54.7**	**↓14%**
	Food Consumption Score (% of households with poor and borderline food consumption) Male HH	<10 (border-line) <6 (poor)	71.2	33	56.5	↓14.7%
	Food Consumption Score (% of households with poor and borderline food consumption) Female HH	<8 (border-line) <7 (poor)	78.2	36.1	51.9	↓26.3%
	Dietary Diversity Score	**>4.3**	**4.3**	**4.2**	**4.9**	**↑0.6**
	Dietary Diversity Score Male HH	4	4.4	4.1	4.99	↑0.59
	Dietary Diversity Score Female HH	4.1	4.1	4.4	4.9	↑0.8
	Coping strategy Index	-	**18.3**	**14.3**	**16.3**	**↓2.0**
	Coping strategy Index Male HH	<20	19.5	14.4	17.2	↓2.3
	Coping strategy Index Female HH	<17	16.9	14	14.6	↓2.3
	Household Expenditure (% of expenditure Devoted to food over total Expenditure)	-			71.7	-
CFA						
SO2	**Food Consumption Score (% of households with poor food or Borderline consumption)**	-	**83**	**50.8**	**47.1**	**↓35.9%**
	Food Consumption Score (% of households with poor and borderline food consumption) Male HH	<9 (border-line) <7 (poor)	84.6	43.1	46	↓38.6%
	Food Consumption Score (% of households with poor and borderline food consumption) Female HH	<9 (border-line) <7 (poor)	77.8	57.4	50	↓27.8%
	Dietary Diversity Score	**>3.9**	**3.9**	**3.9**	**4.5**	**↑0.6**
	Dietary Diversity Score Male HH	4	4	4.1	4.4	↑0.4
	Dietary Diversity Score Female HH	3.8	3.8	3.6	4.5	↑0.7
	Coping strategy Index	-	**16.9**	**10.6**	**18.8**	**↑1.9**

	Outcome indicator	Target (logical frame-work)	2012 (base-line)	2013 (follow -up)	2014 (latest)	Change
	Coping strategy Index Male HH	<17	17.1	7.8	17.3	↑0.2
	Coping strategy Index Female HH	<16	16.3	13.5	21.9	↑5.6
	Household Expenditure (% of expenditure Devoted to food over total Expenditure)	-			**65.5**	-
CFA /FFA	**CAS**	**80%**	**64**	**19**	**68**	**↑4%**
	Disaster Preparedness Index	-	**6**	**7**	-	**↑1**
Note: The 2015 SPR reports the 'latest' figures based on the May FSOM. However, for comparability, FSOM data is drawn from the September monitoring round (which is why 'latest' is from September 2014).						
Sources: Logical Framework PRRO 200294; SPRs 2012–2015; WFP Summary FSOM Data						

Key:	
	Negative progress
	Progress, but target not achieved
	Target achieved
	No target specified (or not possible to determine)

55. The common sequence in the AC programme has been to begin work on communal or group land – partially to evaluate a suite of potential assets (not all of which may be appropriate in the area, or the particular site, as has already been noted) – and to move later to construction of assets on beneficiaries' individual land holdings, often on a 'merry-go-round' basis: the group all work on one member's land, then move on to the next member's. The common perception of field staff is that the work on communal land was less successful and that motivation and effort have been enhanced by the shift to individual holdings (tenure has become more secure in recent years in areas like Baringo – where there is a striking contrast with almost identical reseeding initiatives made some 35 years ago, which failed because of insecure land rights). By contrast, in some areas such as Kilifi, individual tenure is still seen as insecure and informants argue that tenure and production by legally registered groups are vital for market access. Monitoring data show that the community asset score (CAS) improved by 10% between 2009 and 2011 (Annex 15, page 146). There was some further progress in the CAS between 2012 and 2015, but the target was not achieved (Table 3).

56. WFP introduced a new monitoring tool in 2015. Data from the use of the tool last year give beneficiaries' retrospective view of the changes in livelihood outcomes they had experienced. Their overall response was that, with the exception of distance to water and waiting time at water sources, there had been some improvement in these outcomes (Figure 4 and ¶17, Annex 15 (page 154)). The majority of CFA and FFA respondents indicated a 'slight increase' in their household food consumption (CFA: 81.7%; FFA: 75.6%), as well as their dietary diversity (CFA: 79.8%; FFA: 74.1%), with slightly higher proportions of CFA respondents indicating an increase in income (81.1%) than of FFA respondents (with, instead, 49% indicating income had stayed the same). The least degree of change related to the duration of availability of water during the lean season.

57. Among individual interviewees at AC sites visited for this evaluation, 50% said that the AC programme had enhanced their food security, but that they did not yet feel fully food secure. The other half still described themselves as food insecure. Low rainfall was cited as the reason for 40% saying that AC had not affected their incomes. Furthermore, FGDs pointed out that extra food production often did not fully bridge the hunger gap – partly because it was shared with non-beneficiary households. The

contribution of the AC programme towards improvement of the natural resource base was rated very low by many of the beneficiaries, especially those contacted randomly through telephone interviews (77% – note that the total number contacted this way was only 36). Of these interviewees, 53% said that the activities were relevant in terms of increasing their income through crop marketing, with 50% saying that they were more food secure. Women stated that the nutritional status of their children had improved. Importantly, FGDs also pointed to another mode of AC effectiveness – strengthened capacity and skills at individual (agricultural) and community (organisational) levels.

58. As reported in section 2.1 above, the aggregate view of beneficiaries is that the programme's achievements have been significant but incomplete in terms of their food security and incomes. This was plainly evident during site visits, where crop productivity remained close to zero in some places, despite new AC structures, because of inadequate rainfall; while other beneficiaries enjoyed healthy and productive crops between their terraces, producing a substantial marketable surplus. A limited number of participants have already been linked into value chain development initiatives such as AMAL and the ASDSP. Others have abandoned the programme, saying that alternative income generating opportunities (usually local casual labour) are more attractive than the WFP incentives (¶86). The most promising technology for achieving the intended results is usually irrigation, in the very limited areas where water can be channelled from nearby rivers (WFP, nd (g)). However, even this is subject to the vagaries of river channel dynamics, which may take the main stream away from the irrigation inlet and change the river bed levels, leaving the inlet high and dry. Poor design may also play a role, as was noted in Turkana – and by the TR team in Baringo and Kitui. Beneficiaries' appreciation of programme results was qualified by their perception that some activities (such as trapezoidal bunds) are too labour-intensive; and by their criticisms of transfer modalities, e.g. that the food supplied is too little and sometimes of poor quality (e.g. beans taking too long to cook); and that cash transfers are sometimes made late (mentioned in Tana River, Kilifi and Makueni). Beneficiary views of effectiveness derive mainly from concerns about household food security: notions of resilience, or of steps along a 'resilience pathway' towards production for the market, are much less often mentioned.

59. The 2014 strategic review of PRRO 200294 stated that "seventy-five percent of counties reported strong impact in reduction of environmental degradation, and 60 percent reported improvement in pasture and browse production and capacity building. In Kitui, the adoption and replication of on-farm rainwater harvesting and soil conservation technologies, such as terraces and zai pits, resulted in improved production and diversified food sources at the household levels. In addition, apart from consumption, some households were able to earn incomes from the sale of surplus produce. In Mandera County, which is predominated [*sic*] by the pastoral livelihood, some areas realised improved pasture production using irrigation, loose rock check dams and trapezoidal bunds. Consequently, households noted improvements in livestock body conditions, reductions in livestock deaths and increased economic opportunities through hay and livestock products. In Baringo, the creation of soil and water conservation structures was noted to have reduced soil erosion in many farms" (Watkins, 2014: 7–8). However, 77% of this evaluation's telephone interviewees said their natural resource base had not been improved.

60. In 2015, one of WFP's major CPs in the AC programme, World Vision International (WVI), commissioned an evaluation of PRRO experience. This found

that "88.2% of the beneficiaries still experience regular food shortages and on average water from the structures established last for only three months during the dry season. Achievement of [the project] goal has been hampered by failed rains and drought… 69.7% of households do not access food year round. Makueni has the highest population of households at 90.8% that do not get food all year round despite increased participation in the project activities… Supply of water has increased as reported by 61.2% of the respondents. Distances to the water points had reduced to an average of 3 km as expressed by 60.3% of respondents. However, most of the water structures can only retain water for an average of three months during the dry spell; hence, over 30% of the households do not access water year round. There is increased time for productive activities due to shorter distances to the water points and increased supply of water has improved hygiene at the household level." (Liaison Consulting, 2015: 5–6). WFP outcome monitoring data support these findings: overall, low crop yields were reported, most of which were used for consumption with very limited amounts marketed. Similarly, fodder sales were limited and the average length that production was estimated to last was 2.6 months. Water availability was also reported as being limited, with rivers being the primary source for both livestock and household use, at an average distance of 3.2 km and 2.7 km respectively. Respondents estimated water would last 3.6 months for livestock use and 3.7 months for household use (Annex 15).

Key findings and conclusions – EQ 3

1. For the majority of activities, the number of actual outputs far exceeded the number planned.
2. The AC programme's achievement of its stated objectives and outcomes on building community or livelihoods assets has ranged from strong to negligible in terms of livelihood outcomes. While change cannot conclusively or exclusively be attributed to the programme, some of the assets constructed appear to have made a major difference to food security and (potential) market access. Others have made none.
3. Overall, beneficiaries consulted feel that the programme's achievements have been significant but incomplete in terms of their food security and incomes. This was evident during site visits, where agricultural productivity remained close to zero in some places, despite new AC structures, because of inadequate rainfall; while other beneficiaries enjoyed healthy and productive crops. A limited number of participants have already been linked into value chain development initiatives. Others have abandoned the programme. The most promising technology for achieving the intended results is usually irrigation. Stronger results could be achieved if the technical suitability of AC measures at each specific site were optimised through a technical decision support system to complement demand-driven, participatory selection.
4. Beneficiary views of effectiveness derive mainly from concerns about household food security: notions of resilience, or of steps along a 'resilience pathway' towards production for the market, are much less often mentioned.

2.2.2. EQ 4: factors influencing achievement of outcomes/objectives

61. Local agro-ecological conditions are a major **technical** factor affecting the extent to which the AC programme has achieved its intended results to date. In arid

areas like Turkana and Tana River, an emphasis on water harvesting and conservation structures can only have limited and inconsistent effects. The TR team make this point for several counties, including Tana River, Isiolo and Moyale. Although these structures may enhance water capture and retention for crop growth, they are no use if – as is often the case – rain does not fall. In such areas, as recognised by the 2011 impact evaluation, exploiting the limited irrigation possibilities and emphasising livestock production are more appropriate strategies (Ngigi *et al.*, 2011: 48). Once again this is strongly supported by the TR team for the more arid areas. In semi-arid areas like Kilifi, resilient livelihoods are hard to achieve if AC structures are not integrated with a broader effort to achieve climate-resilient households that apply a number of measures around the homestead, as well as on cultivated land, to maximise the use of available water and optimise their ability to withstand shocks and stresses. Annex 16 sets out some typical elements of a climate-resilient Kenyan rural household: this concept is widely applicable across arid and semi-arid counties. Livelihood resilience is more easily achievable in the 'marginal' counties like Makueni and Tharaka-Nithi, which have a history of crop-based production systems and a well-established set of known and proven technologies for the programme to apply, such as *fanya juu* terraces and contour stone bunds.

62. Inappropriate technology choices have been a significant technical factor in the underperformance of the programme. Trapezoidal bunds were the wrong choice in some parts of Turkana; water pans were poorly designed in some cases, and have breached; in some cases, the wall was built much higher than the spillway outlet; 'zai pits' should not be implemented on land cultivated with oxen and are unnecessarily large for in situ moisture conservation. (It was nowhere evident that they were acting as water harvesting structures from external catchments.) Those seen at Hurara in Tana River have much more than the capacity required to hold a single – heavy – rainfall event of 25mm, and have at least five times the total capacity of the original *zaï* in Burkina Faso. The TR team found 'zai pits' to be favourable in Baringo, Makueni and Tharaka-Nithi, but that they performed poorly in Isiolo, Moyale and the hinterland of Tana River. In Tana River, goat houses were constructed but are only used by about 20% of recipients, according to data supplied by the CP there; many did not need or want them (¶44 above). Some assets are performing well technically, however, such as the *fanya juu* terraces mentioned above, sunken beds for vegetable production and some of the irrigation systems in Turkana. According to the TR's draft county reports, irrigation also worked well in parts of Baringo and Kilifi. The 2014 strategic review of PRRO 200294 raised similar points: "Some key issues inhibiting optimal impacts and sustainability of projects range from beneficiary capacity in best agronomic practices, optimal utilisation of assets created for production, sub-optimal replication of rain-water harvesting mechanisms technologies at the household level, post-harvest management and asset maintenance" (Watkins, 2014: 8-9).

63. A common observation by the ET in the field, corroborated by some officials in interviews, is that there is inadequate agronomic 'software' provision to accompany the AC 'hardware'. In other words – with some exceptions – the programme incorporates little of the necessary emphasis on what FAO terms 'good agricultural practices' (GAP) such as crop diversification, rotation, intercropping and fertility management. There is strong concurrence from the TR team on this point. Where the physical structures are performing effectively in terms of water conservation and/or retention, this means that their potential food security and livelihood benefits are not fully achieved. There also does not seem to be an internal participatory evaluation

process that would allow for feedback to improve or change the assets that were not performing.

64. The variable impacts of group versus individual land tenure are an important **institutional** factor in programme effectiveness, as discussed in ¶55 above. Policy, co-ordination and implementation responsibilities – spread among national and county governments, WFP and its CPs – are well understood. WFP and its CPs, according to informants and field observation, have generally smooth working relationships in AC programme implementation. NDMA – a national government agency – plays a vital and largely effective role in co-ordination at county level; in practice, its mandate often extends into overall co-ordination of agricultural development in the counties. This is partly because, according to informants, the county governments (first elected in 2013 under the 2010 Constitution) still lack capacity to fulfil their functions – including the fully devolved Agriculture mandate – effectively. Some rural people report that agricultural extension services have disappeared. Establishment of an integrated agricultural cadre at county level has been fraught with problems, including staff terms of service. Ministerial portfolios and mandates vary from county to county. Structures could be revised by newly elected county governments in 2017, potentially jeopardising recent capacity development achievements. The TR team also note these county level constraints in Baringo, Isiolo, Kilifi, Marsabit and Tana River – although they find Kitui to be an exception. So far (although WFP and its partners are striving to address them), all these institutional factors have impeded the necessary integration of the AC programme with full promotion of GAP and climate-resilient households.

65. **Economic** factors influencing the effectiveness of the AC programme range from household to national levels, and link to institutional/programmatic issues. At the household level, the programme may reduce but not fully close the food gap because the food (not cash) transferred by WFP is shared with other, non-beneficiary households; or food consumption may remain at the same inadequate level while the incoming resources are used for other livelihood purposes such as school fees. From an economic perspective, targeting the programme on the poorest and most vulnerable households ties one hand behind its back. These are the households that are least well equipped to progress to productive and potentially commercial agriculture. Indeed, the target group includes a proportion of the absolutely vulnerable (such as elderly people and orphans and vulnerable children (OVCs)) who are not required to work on asset construction but receive food and cash transfers and may benefit from assets being built on their land.

66. Steps along the 'resilience pathway' and/or value chains depend not only on the availability of markets but also on the right economic choices by WFP and partners. For example (and as confirmed in discussions with the TR team), in most arid and some semi-arid contexts, livestock production and marketing are a more reliable way to enhance resilience than efforts with crops (Critchley, 1991; Bagnall-Oakeley *et al.*, 2011: ix; WFP, EU & GOK, 2013). In some cases, the AC programme has recognised this, e.g. its links into the goat meat value chain through AMAL in Baringo. In others, it has not (although the REGAL project is focusing on the livestock value chain in Marsabit and Isiolo counties (Watkins, 2014: 16)). Furthermore, the programmatic linkages must be in place, e.g. with AMAL, the ASDSP and KCEP-CRALP. As indicated in ¶16, this is mostly not yet the case in practice. County officials stated that arrangements to link AC beneficiaries into these other programmes remain

fragmented and unclear. In Kilifi, however, encouraging progress has been made linking some of these beneficiaries into chilli production for the market.

67. **Social** factors blend with cultural ones. Some officials working in and with the AC programme emphasise its achievements in changing the mindset of pastoralists, so that they begin to embrace crop production rather than focusing entirely on livestock. The significance of this achievement is debatable, given that livestock are the more rational environmental and economic choice to ensure resilience in many arid areas (even though crops may play a complementary role). But the importance of achieving individual and group capacity cannot be overstated. Such capacity ranges from individuals' expanded conservation and production knowledge to groups' growing ability to manage enterprises jointly. The programme's success in achieving this is influenced by the varying quality of its CPs' facilitation and by local community politics, which may or may not be conducive to effective local consensus and leadership, and to the establishment of the farmers' organisations that are emerging in some counties. As will be explained under EQ 11 in section 2.4 below, the gendered nature of the intervention is an important factor in its partial success as well as its shortcomings.

68. Good local governance is also needed for the sustainable management and operation of community assets like water pans. 'Merry-go-round' approaches have generally proved popular and successful. They closely resemble the *mwethya* groups responsible for so much soil conservation work in eastern Kenya in the 1970s and 1980s. The formation of registered community-based organisations among the AC beneficiaries acts as a cementing factor that enhances their performance in diversifying their livelihood sources and improving food security.

Key findings and conclusions – EQ 4

1. The effectiveness of the AC programme is constrained by inappropriate technology choices for specific local conditions, partly due to the lack of a sound technical decision support system to guide participatory choices.
2. While NDMA is playing a vital co-ordinating role at county level, the preliminary and uncertain stage of devolution makes this a difficult time to promote agricultural development in Kenya, although current institutional conditions arguably present a good opportunity for innovation. The lack of capacity and resources at county level for extension services to promote good agricultural practice is a significant technical constraint on the full effectiveness of the AC programme.
3. The success of the AC programme depends on factors in the household economy as well as the availability of an integrated 'layered' programme of value chain and related initiatives to take beneficiaries along a 'resilience pathway'. That programme is still at a preliminary stage.
4. Care should be taken in encouraging pastoralists to adopt or increase crop production. Resilience in the arid areas is likely to be achieved mainly through supporting livestock systems, although crops may play a complementary role in some local conditions.
5. These findings indicate that a number of the assumptions in WFP's draft TOC for FFA (WFP, 2016b) are not fully valid for the Kenya AC programme –

notably assumptions that co-ordination – a challenge in all countries – is enhanced and assured.

2.3. Efficiency

2.3.1. EQ 5: cost efficiency

69. As WFP OEV's Technical Note on the subject points out, the efficiency of an operation can be assessed at output, outcome or impact level (Renard & Lister, 2013: 7). Partly because most WFP reporting (e.g. by SPRs) is only at the overall level of the PRROs (of which AC is just one component activity), available data do not permit a thorough empirical analysis of cost efficiency in the AC programme, even at output level. The ET requested PRRO financial data broken down by activity so that it could review information on the AC component, but WFP was not able to provide them. Nor is it possible with available data to assess efficiency at outcome level, e.g. expenditure for a certain percentage change in FCS.

70. Not surprisingly, the 2011 CPE noted that "the shift towards FFA has entailed higher costs per metric tonne, with higher administrative, technical assistance, monitoring and evaluation costs… the cash-for-assets programme saves on logistical arrangements" (Bagnall-Oakeley *et al.*, 2011: 56–57). It did not present detailed evidence. The 2014 strategic review of PRRO 200294 did not analyse efficiency, and recommended the use of "cost-effectiveness analyses to explore more effective budget options" (Watkins, 2014: 38). WVI's 2015 evaluation of that PRRO offered only qualitative commentary in this regard, referring (like the 2011 CPE) to the impact of pipeline breaks on efficiency (Liaison Consulting, 2015: 22). A CP informant stated that his organisation does informal cost-benefit analysis of the various asset types, but that no formal conclusions are available. Commentary in SPRs on efficiency mainly refers to streamlining the delivery of food and cash to AC beneficiaries. For example, the use of mobile phone banking makes cash transfers cheaper and faster (WFP, 2016c: np). However, it has not been possible to trace any data on planned or actual unit costs for variables such as cubic metres of earth moved, or on their variation by location or other factors such as season, gender mix of workers or equipment used.

71. From the technical perspective of work norms applied, the efficiency of AC operations appears sound. Ironically, many of the participants in evaluation FGDs and household interviews (in which women predominated) were critical of what they saw as inefficient, labour-intensive techniques which, sometimes coupled with long walking distances from homes to work sites, should be replaced with more capital-intensive construction using machinery and/or work closer to home. That aside, there are other ways in which technical efficiency could be improved. For example, the provision of simple equipment like line levels and rain gauges would not only empower communities but would enhance the efficiency of asset construction and subsequent farm production. Irrigation canals may be hydraulically inefficient, as well as losing water to seepage. Farm ponds are seen by many of the officials and beneficiaries interviewed as a highly desirable intervention. They may indeed be cost-effective when viewed in isolation: for example, the TR team found that, in Makueni, they have positive benefit-cost ratios (although this was on the basis of high value crop production and apparently excluded construction costs). Nevertheless, despite their apparent popularity, there are concerns: they are only feasible for a limited number of households because of soil factors and availability of adequate catchment areas (road runoff being the usual source); may be expensive to construct (hard sub-soil layers are labour intensive to excavate, linings are costly); and they favour a relatively small

minority of programme participants where a much larger number could benefit from the same resources invested in, for example, *fanya juu* terracing that can be applied on the majority of farms. From a food security perspective, there are also questions about the efficiency of promoting transition along value chains into crop marketing when household food security is not assured. Some beneficiaries reported that their groups are marketing crops when the members themselves are not food secure.

72. Cost efficiency certainly varies by type of AC activity. The tried and tested technologies of *fanya juu* terraces and stone lines enhance productivity in the marginal counties like Baringo, Makueni and Tharaka-Nithi. The TR team concur. Trapezoidal bunds, on the other hand, require a major investment of labour, but can fail to produce a crop in arid conditions such as those of Turkana. Participants also recorded opportunity costs and activity trade-offs associated with participating in AC activities (see Table 26 in Annex 15). Women most frequently reported having to sacrifice domestic work, followed by farm labour; and men most frequently reported having to sacrifice farm labour, followed by paid labour.

Key findings and conclusions – EQ 5

1. There are insufficient data available for an overall analysis of cost efficiency in the AC programme.
2. If more cost data were available, a priority would be to compare the efficiency of current labour-intensive and potentially alternative capital-intensive construction techniques.
3. Other things being equal, the efficiency of AC activities carried out closer to participants' homes is higher.
4. Cost efficiency can be enhanced through more appropriate choices of AC techniques and more careful site supervision.
5. Farm ponds can be cost-effective when looked at in isolation, but they are only suitable for and available to a small minority of households.

2.3.2. EQ 6: efficiency compared with alternatives

73. As noted above, there are insufficient data available for a comprehensive comparison of the efficiency of the AC activities adopted compared with alternatives. The TR team report this lack of hard data as a constant constraint in making calculations. While some might share the views of beneficiaries, quoted above, about the inherent inefficiency of labour-intensive construction techniques, these cannot be fully validated without overall analysis of the income streams that can be achieved once the assets are in place and a 'layered' approach to market-led agricultural development has been implemented. That is currently impractical and premature.

74. As the discussion above has shown, there are certain basic ways in which the technical efficiency of the AC programme could be improved. There is excessive application of rain-dependent technologies in arid counties where they may stand useless for several years of (semi-) drought. The TR team note this in, among other counties, Isiolo and Moyale. The standard 'zai pits' as currently implemented by the programme are often inefficient and wasteful, especially when constructed on land normally cultivated with oxen: it must be noted that the TR team are not fully in agreement with this finding. Irrigation (where it is possible) and fodder/pasture enclosures for livestock appear more promising. County reports from the TR support

these contentions, giving examples from Baringo, Isiolo, Kitui, Moyale and Turkana. Water pans are generally effective where catchments are protected. The efficiency of farm ponds for water conservation may not match that of the smaller-scale in-field and homestead-based approaches that a climate-resilient household can provide (Annex 16).

75. Informants also quoted ways in which some of the assets included in the programme could be made more technically efficient: for example, by lining irrigation canals and farm ponds. However, the case for making larger capital investments like this cannot currently be substantiated by data on increased returns – which would certainly be dependent in part on other factors, such as agricultural extension, that are not yet fully in place. WFP, the World Agroforestry Centre and the Southern and Eastern Africa Regional Network for rainwater harvesting are launching an ambitious 'Billion Dollar Business Alliance for Rainwater Harvesting', to be piloted in Kenya, aiming to build "an integrated farm pond support system capable of expanding and sustaining the massive upscaling of farm pond technology" (United Nations, 2016). Great technical care will be needed to ensure that this technology is workable at each site where it is introduced.

Key findings and conclusions – EQ 6

1. The inconsistent and sometimes inappropriate nature of the technology choices being made in the AC programme – often leading to the construction of inefficient or ineffective 'assets' – shows that a more thorough approach to AC and other climate-resilient technologies is needed at community, farm and homestead levels.

2.3.3. EQ 7: factors influencing efficiency

76. Efficiency can be affected by factors that directly influence operational costs, or by factors that influence the effectiveness of an activity by increasing or decreasing the results it can achieve. Given that the leading objective of the AC programme is to enhance resilience through strengthening the asset base of rural livelihoods – and not just to deliver food to hungry people – the more significant efficiency factors are those that affect the AC activities' level of performance. Factors directly influencing operational costs are mostly self-evident, such as WFP's use of CPs and collaboration with GOK and county staff, the shift from food to cash, and the shift from banking transfers to mobile money. Although empirical data on these factors are unavailable, the consensus is that all the factors mentioned enhance the efficiency of the AC programme.

77. More can be said, although still qualitatively, about the range of factors that affect effectiveness if operational cost is assumed to be held constant. External factors influencing the efficiency of the AC programme in this way are not always readily separable from internal ones. For example, years of low rainfall, such as those recently suffered in Turkana, exacerbate the consequences of inefficient technology choices. Some more genuinely external factors concern policy and institutional development. The efficiency of the aggregate, 'layered' strategy of which the AC programme is meant to be part is likely to be enhanced by the unusual degree of co-ordination of GOK and donor effort, under the auspices of NDMA and the EDE initiative, that is currently evident in Kenya. However, the efficiency of the strategy is currently constrained by the lack of effective agricultural extension (linked to the present status of the devolution process – and despite the existence of a National Agricultural Sector

Extension Policy (GOK, 2012c)). There are major inefficiencies inherent in an AC programme that installs physical structures but is not accompanied by extension to help beneficiaries make the most productive use of those structures.

78. Some external factors have enhanced the efficiency of the programme, making certain types of intervention more likely to succeed than they did some decades ago. The individualisation of land tenure in some areas, such as Baringo, means that pasture (and grass seed) production for the market can now be profitable. Increased tethering and stall feeding of livestock in Makueni similarly makes this type of AC much more efficient than previously. There is strong concurrence on this point by the TR team, and it recurs in several of their draft county reports.

79. The efficiency of AC linked to irrigation schemes continues to be vulnerable to external factors. Changing river channel dynamics can reduce efficiency to zero if water no longer enters the offtake channel. Some irrigation AC in Tana River depends for its efficiency on the co-operation of the Tana and Athi Rivers Development Authority (TARDA) in releasing water.

80. A fundamental internal inefficiency of the AC programme arises from its very nature as an intervention targeted at the most vulnerable sector of rural society (¶65 above). Further inefficiencies arise from the sometimes inappropriate technical choices that are made in the field, failing to attune AC interventions adequately to local conditions.

81. Beneficiaries in FGDs and individual interviews also reported logistical inefficiencies in incentive transfers. Food rations and cash transfers are sometimes delivered late, they say, and the quality of the food has sometimes suffered from delays in transit. Encashment arrangements for monetised incentives are sometimes inefficient too: agents do not always have enough cash when they visit a beneficiary community. These logistical problems do not directly affect the technical efficiency of the AC activities, but the cost efficiency of a work force demotivated by them is obviously likely to be lower.

Key findings and conclusions – EQ 7

1. Factors that clearly enhance AC programme efficiency by reducing operational costs include WFP's collaboration with CPs and GOK staff; the use of cash rather than food incentives; and the use of mobile phone transfers rather than conventional banking.
2. A wider range of factors affect efficiency by influencing levels of AC performance. External institutional and organisational factors significantly affect the efficiency of the AC programme as part of a 'layered' strategy to support beneficiaries along a 'resilience pathway'. Unusually strong co-ordination at present between the GOK, UN agencies and donors strengthens the potential for this ambitious joint strategy to function efficiently. But the current status of devolution, which has weakened agricultural extension (almost to invisibility in some cases), seriously impairs that efficiency at present.
3. Some external trends in the individualisation of land tenure and an increase in controlled grazing have transformed AC initiatives in pasture development and fodder marketing from likely failure to probable technical efficiency.

4. The most important internal influences on efficiency arise from the sometimes sub-optimal technical choices made by WFP and its CPs (along with NDMA and county governments) in the selection and detailed design of assets.

2.4. Impact

2.4.1. EQ 8: short- and medium-term effects on beneficiaries' lives and ability to withstand shocks

82. In the wording of the EQs set out in the TOR (Annex 1) and elaborated in the evaluation matrix (Annex 8), the separation of factors affecting outcomes and factors affecting impacts is somewhat artificial. This discussion continues the analysis presented under EQ 4.

83. As reported (¶43 – ¶46, ¶54, ¶56 above, Annex 15), beneficiaries in FGDs, household interviews and WFP monitoring surveys (most of whom were women) gave mixed reports on the effects of the created assets on their food security. Half the interviewed households (notably those engaging in irrigation) said that the AC programme had enhanced their food security, while 50% said that they were definitely not food secure. Overall, the FGDs indicated that there have been some significant increases in food production as a result of the programme in Baringo, Makueni and some parts of Turkana, but that across the programme as a whole, improvements in beneficiaries' food security have been modest. They said that some of those engaged in AC on rainfed crop land enjoyed benefits when the rainfall was adequate.

84. Among the individually interviewed households, 57% stated that they were not able to withstand shocks such as drought, because the assets that they have helped create do not adequately cushion them against inadequate rainfall. Eighty percent of telephone interviewees, on the other hand, said that AC had helped them withstand shocks better (drought being most often mentioned). FGDs generally reported little improvement in beneficiaries' ability to withstand shocks.

85. The immediate benefits of the programme are enjoyed disproportionately by women. Not only do they form the large majority of the AC work force and registered beneficiaries, but they are also those directly responsible for food security within households and most immediately affected by livelihood shocks. Most men remain partly or wholly isolated from the AC programme (Ngigi *et al.*, 2011: 47). Site monitoring data for 2013/2014 show that on average, and across all counties, the majority of workers at AC sites are women (Table 25, Annex 15). The proportion of female workers increased across all counties between 2013 and 2014. Based on beneficiary contact monitoring data (2013–2015), women were reported to be the primary collectors of incentives, as well as the primary decision-makers over how cash and food were utilised in the household (Table 24, Annex 15).

86. Independent of the 'graduation' process recently introduced by the programme, two kinds of departure have been taking place. A few beneficiaries have decided that they no longer need to participate, having reaped sufficient benefits and feeling able to sustain themselves. At Kitise in Makueni county, for example, 12 households had made this choice. Others carry out their own cost-benefit analysis and conclude that there are better livelihood opportunities outside the programme (such as wages for casual work, where these are available). At Kitise, 51 participants had left for this reason.

87. The cash transfer modality has proved very popular with beneficiaries, diversifying the impact of the AC programme in their lives by enabling them to spend the money on many livelihood needs – among which school fees are the most commonly mentioned. The cash inflow has also facilitated the development of VSLAs and less formal rotational 'table banking' savings groups, which develop important supplementary opportunities in household livelihoods and the local economy. Although these savings are not usually used directly for maintenance of assets created through the programme, VSLAs strengthen social capital and can thus promote the sustainability of assets by improving the prospects of group maintenance. They can also help to diversity community and household livelihood sources and strategies, enhancing resilience.

88. A major effect of the AC programme, though not directly of the assets themselves, has been the development of two different kinds of asset that can significantly influence beneficiaries' lives. One type of asset is the individual technical knowledge and capacity that participation in the programme can develop. As has been argued, this asset could have been much more strongly developed if adequate agricultural extension had been in place and if the AC programme itself had maximised the use of empowering approaches, such as providing more participants with line levels and teaching them a wider range of the design and construction techniques that have often been reserved for supervisors. A mode of 'resilience thinking' about enhanced modes of production with conservation has emerged among some beneficiaries, e.g. users of sunken beds close to homesteads in Baringo, Makueni and Tharaka-Nithi and those appreciating the benefits of terracing and composting in Makueni. But the opportunity to promote such thinking more generally, perhaps in association with the concept of the climate-resilient household (Annex 16), has not yet been taken.

89. The second type of asset is community familiarity with and capacity for group organisation, management and enterprise. Many community informants noted this strengthened social capital and its spinoff benefits as communities and groups developed other local initiatives. Despite these benefits, however, the aggregate effect of the programme on communities' absorptive capacity[7] in the face of shocks and stressors has been limited. While communities or community groups may be better equipped to innovate – and their adaptive capacity has been strengthened – the underlying household ability to withstand livelihood shocks and stressors has not yet been greatly enhanced.

90. The idea of enhanced transformative capacity[8] is better considered at the level of county and national governments. At county level there are two key concerns. First, the CIDPs were an important first step in setting out the required strategies and the ways in which they should work together. But greater specificity will be needed in the 2017 generation of CIDPs; and what matters most is not the content of the documents but the extent to which they are implemented. So far, because of the preliminary nature of the devolution project in Kenya, the required integrated implementation of the 'layering' that is central to WFP's AC strategy (and is mentioned in the

[7] Defined at footnote 13 in the TOR (Annex 1, page 39) as "the capacity to withstand threats and minimise exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts".
[8] Defined at footnote 13 in the TOR (Annex 1, page 39) as "the capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change".

organisation's draft FFA TOC (WFP, 2016b: np) has been limited. Secondly, as argued above, there is a more specific concern about the state of agricultural extension since devolution. The AC programme cannot achieve the intended results if the AC 'hardware' is not accompanied by adequate extension 'software' – as WFP's draft TOC for FFA recognises (WFP, 2016b: np).

91. A further key dimension of transformative capacity spans national and county governments: the ability to create an overall enabling environment for systemic change that spans proactive efforts to enhance livelihood resilience, value chain development along the 'resilience pathway', and the essential provision of safety net mechanisms for the significant proportion of the population who can never achieve full resilience. Working in four arid counties so far, the GOK's Hunger Safety Net Programme (HSNP) is a vital first step. More broadly, limited safety net provision is made across Kenya for some highly vulnerable groups such as the (very) elderly and OVCs. Much more needs to be done to establish comprehensive safety net provision.

92. The AC programme has not contributed to this sort of transformative capacity. But it has made the issue more prominent by raising the obvious question about what will happen to those AC beneficiaries who cannot take any steps along the 'resilience pathway'. A recent WFP paper presents the AC programme as a productive safety net initiative, and notes that WFP co-leads the United Nations Development Assistance Framework (UNDAF) Social Protection group in Kenya, plays an active part in the National Safety Net Programme for Results, and is working with the GOK to develop a five-year national social protection strategy (WFP, nd (f)). While there is active debate at the policy level about the development of an integrated safety net strategy within a national social protection framework (and all AC cash beneficiaries are included in the national social protection registry), there is no operational clarity yet about what will happen to AC participants who fail to make progress towards resilient livelihoods and who must remain reliant on safety net support. While a small minority may be helped by existing state programmes for the very vulnerable, the majority of this group currently have nowhere to turn to if the AC programme leaves them behind.

Key findings and conclusions – EQ 8

1. The short- and medium-term effects of the created assets on beneficiaries' lives and their ability to withstand shocks have been strongly positive in some cases. But overall the results have been modest – and in some cases, nil.
2. The effects of the AC programme on beneficiaries' resilience have been correspondingly limited.
3. An important and little recognised benefit of the programme is the mental 'assets' of knowledge and skill that participants have gained – although significantly more could be done in this regard. Community social capital is another important 'asset' that the programme has helped develop.
4. Overall, despite these benefits and some corresponding improvement in adaptive capacity, programme beneficiaries' absorptive capacity has experienced only modest improvement.
5. Major policy, resourcing, institutional and organisational tasks must still be completed for adequate transformative capacity to be achieved at national and county government levels, including the provision of adequate safety nets for those AC beneficiaries who can never expect to progress along the 'resilience pathway'.

2.4.2. EQ 9: progress along a 'resilience pathway'

93. There is no space here for a full discussion of the concept and definitions of resilience, although it should be noted that the idea of a 'resilience pathway' is not mentioned in WFP's 2015 Policy on Building Resilience for Food Security and Nutrition. The policy does speak of putting "resilience at the centre of the programme cycle" and defines resilience as "the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences" (WFP, 2015d: 2, 5). A recent study says that "climate-resilient pathways include strategies, choices, and actions that reduce climate change and its impacts. They also include actions to ensure that effective risk management and adaptation can be implemented and sustained" (Denton and Wilbanks, 2014: 1104). WFP's development of the 'pathway' concept refers more directly to the strengthening of agriculture-based livelihoods than to climate resilience or to WFP's own definition of resilience (see, for example, Annex 6). Even in its most recent PRRO design document, it does not refer to the concept directly, however, or specify indicators or targets for monitoring beneficiaries' progress along the 'pathway'. Empirical assessment of that progress can therefore only be attempted in terms of the food security and livelihood outcomes discussed under EQ 3 in section 2.2 above.

94. During its FGDs with a total 291 AC beneficiaries (Annex 13),[9] the ET introduced the concept of a 'resilience pathway', with the idea of it leading from level 1 (food insecurity and significant livelihood vulnerability) to level 5 (strongly resilient livelihoods). The concept was not tied as specifically to agricultural development as the WFP Kenya ideas just quoted. Of 13 FGDs in which this participatory assessment was carried out, eight classed themselves as level 1 (including one group with a few participants considering themselves at level 2): see Annex 17 for full details. Two groups put themselves at level 2. One of these, in Turkana county, had benefited from improvements to an irrigation scheme that they said had put them on level 3; but problems with water delivery along the canal had pulled them down to level 2 again. The other group, in Makueni, said that most of them were now able to produce "significant quantities of food". Two groups classed themselves on level 3: one was also benefiting from irrigation in Turkana, and the other, in Makueni, had significantly increased its food production and said it could be food self-sufficient if it did not have to sell some of its output to meet other livelihood expenses like school fees. Finally, only one group in Tana River county put themselves between levels 3 and 5, on the assumption that the irrigation scheme to which they belonged would soon be making full deliveries of water.

95. Technical inspection by the ET shows that the prospects for progress along a 'resilience pathway' are poor in the more arid areas, except when AC beneficiaries can develop reliable linkages into irrigation systems. The prospects are weaker than they should be in these areas because the AC programme, while supporting livestock development, is putting too much faith in crop production (¶66, ¶67) – although some small pasture development and fodder (seed) production initiatives are showing promise, e.g. in Baringo, Makueni and Tana River counties. It would be useful to review previous experience in these areas (see, for example, Critchley, 1991 on the experience of the Lokitaung Pastoral Development Project in Turkana in the 1980s).

[9] The general community FGDs, as opposed to those for women only (which did not ask this question). Moat participants in the general community FGDs were female.

96. The FGD views quoted suggest that most of those supported by the AC programme still consider themselves at the very start of the 'resilience pathway', with many probably unaware that such a pathway is intended for them, or unsure whether they can move along it. Gender is not a major factor affecting households' progress along the 'pathway'; most registered beneficiaries, and most workers on AC, are women. But the programme does not fully engage men, perhaps because it is often still seen simply as a food for work activity. Various vulnerability factors, such as age, ill health and disability, clearly affect some households' progress, which in fact is unlikely in many such cases: they will permanently need safety net support. Another major group in the population is hardly considered for progress along the 'pathway'. The programme focuses on established households, not on young people who have not yet formed households but greatly outnumber the current beneficiaries.[10] County level informants noted that youth are unlikely to be interested in participating directly in AC work, but are much more attracted by engagement further along the value chain, in processing and marketing. Aware of this challenge, WFP has developed a major initiative with one of its CPs, WVI, for 'youth engagement' along a 'one year viability journey' (WFP, nd (d)). This initiative is just starting in three counties, and more funds are sought.

97. Meanwhile, in keeping with its concept of 'layered' interventions supporting beneficiaries along successive stages of the pathway, WFP has launched a first phase of 'graduation' from the AC programme (WFP, nd (d)). It commissioned a study in 2014 that used community-based resilience analysis (COBRA) and other approaches to class sample households into four groups "based on how far they had recovered from the last major shock (2010–2011 drought) and what factors enabled households to make progress along the resilience pathway". On this basis, 27% of surveyed households were found to be "still food insecure despite being in the PRRO programme" (having joined it at various times); 25% "have shown some recovery and progression along the resilience pathway but are still struggling and a minor shock could send them back to household food insecurity"; another 25% "have recovered but still vulnerable to shocks… still needed help" and "22% are recovered and stable, although still not resilient to food insecurity, but are making significant progress along the resilience pathway. With a little more time and targeted support they could begin to engage in commercial agriculture" (Euro Africa Consult and Fair & Sustainable Advisory Services, 2014: x).

98. On the basis of this study, WFP and its CPs, working through participatory processes with affected communities (rather than on WFP monitoring data, which are not sufficiently detailed), have now identified 22% of the AC beneficiaries for 'graduation' from the programme in the marginal or semi-arid counties where the programme operates: Kilifi, Kitui, Kwale, Makueni and Taita Taveta. (The process is sometimes described as 'weaning' in local languages.) The planned 'transition strategy' is set out in WFP, nd (d). It implies that WFP has decided that this group of households have indeed made significant progress along the 'resilience pathway'. In fact, interviews at field and county level indicate that the 'graduates' include those who genuinely feel that they no longer need the programme's support and may already have

[10] The 2014 strategic review of PRRO 200294 said that "in addition to women, youth are also an integral group needed to building stronger household and community recovery and resilience. While further analysis on youth involvement is needed, the role of youth in C/FFA projects needs to be clarified and can be done in conjunction with gender sensitization to promote greater understanding within communities of the roles of all community members and beneficiaries in the projects" (Watkins, 2014: 22).

volunteered to leave; those judged by the community process to be at the upper end of the resilience spectrum; some who were 'double-dipping' by also benefiting from safety net support for the highly vulnerable; and those who have not been coming regularly to work and are deemed to have dropped out. The 'graduating' group received their last transfers from WFP in June 2016, for work done in May. The 'graduates' are not being replaced by new beneficiaries, although many informants at community level state that not all the vulnerable and food insecure households were able to participate in the AC programme.

99. WFP and CP staff indicate several measures planned for the 'graduate' households (an estimated 60,000 beneficiaries, according to the CO). They state that these households may continue to participate in the AC programme, but will receive no incentive transfers for their work. The programme will continue to monitor their status to check for any possible regression. Staff in Kilifi spoke of forming 'common interest groups' to facilitate monitoring and to be the basis for engagement with agricultural development programmes, notably those promoting value chain development.

100. CO informants state that WFP is also exploring 'graduation' and transition arrangements for AC beneficiaries in the arid counties with PREG partners – so that these households are linked into value chains and other measures to enhance their resilience, such as VSLAs.

101. The processes just described contrast with that in the first county to 'graduate' from the AC programme, Tharaka-Nithi. There, the entire county was withdrawn from the programme in 2014, following the 2013 Short Rains Assessment (SRA) – which had found a significant drop in the number of food insecure households. Staff in the county state that this withdrawal was too abrupt, was not systematic, and may have stimulated WFP to develop a more comprehensive approach to 'graduation' elsewhere. Some of the households visited in the county have undoubtedly made progress along a 'resilience pathway': the structures they built under the programme are proving durable and have increased their food production. But there was no real planning to hand such households up to other 'layers' in an integrated development effort, and AMAL only started in Tharaka-Nithi after the AC programme had stopped. As in other counties, the devolved agricultural services of government are not yet organised or resourced to be able to provide comprehensive support to the former AC beneficiaries – which is a vital 'bridge' to the next stretch of the 'pathway', where improved and more reliable production is the goal.

102. As can be seen at Annex 6, the WFP CO has a clear conceptual framework linking the ideas of the 'resilience pathway', 'graduation' and 'layering'. This follows calls by a 2014 strategic review of PRRO 200294 to "continue to strengthen resilience programming, by first clarifying the graduation and partnership models" (Watkins, 2014: 20). But interviews at county and field levels indicate that this framework is not yet conceptually clear at those levels, or operational in practice.[11] No mention was made of the County Transition Task Forces envisaged in the WFP strategy (WFP, nd (d): np). Some households have plainly made strong progress along the 'pathway'. Some are progressing into production for the market through their own initiative and enterprise. AMAL and ASDSP have linked some AC beneficiaries into value chains: goat meat in Baringo, grain in Turkana (WFP, nd (g)) and chilli in Kilifi, for example.

[11] The 2011 WFP country portfolio evaluation noted that the assets being created were "significant, yet they are not part of any district development plan or planning process" (Bagnall-Oakeley *et al.*, 2011: 52).

AMAL has helped some AC beneficiary groups get contracts to supply food to schools. But (despite the recommendations of the 2011 PRRO-FFA impact evaluation (Ngigi *et al.*, 2011: 47)) there is as yet no county-by-county plan specifying which linkages can be made for which 'graduates' to which other programmes – although WFP and partners are working towards agreeing such plans. Staff in one county said, for example, that it was not clear what these households were supposed to be 'graduating' to. In another, they said that they lacked clear guidance on graduation. In practice, from the field perspective, the 'pathway', 'graduation' and 'layering' concepts remain preliminary, fragmented and uncertain, despite the clear strategy being developed for them at Nairobi level, and despite the comments of the 2014 strategic review of PRRO 200294. That urged WFP to start "working explicitly within government systems to ensure programmatic procedures are institutionally appropriate, support the integration of PRRO activities within these systems, as well as support the government as a whole to more effectively address the food security and nutrition needs of the most vulnerable" (Watkins, 2014: 3).

Key findings and conclusions – EQ 9

1. The evaluation's FGDs suggest that few AC beneficiaries feel they have made much progress along a 'resilience pathway'. Those on irrigated schemes are most likely to have done better, and site inspections show a minority of rainfed farmers also making good progress and marketing some of their output.
2. Following the total closure of WFP's AC programme in Tharaka-Nithi – without systematic arrangements for further support or progression – WFP and its partners have developed the triple conceptual framework of a 'resilience pathway', 'graduation' of beneficiaries who have made enough progress along it, and 'layering' of agricultural development programmes that can pick up with value chain development where the AC programme leaves off, taking its beneficiaries further along the 'pathway' to agrarian prosperity. While some beneficiaries are making progress along the 'pathway' and more will be helped to do so by this strategy, this is a narrow, linear concept of progress. It makes some, but inadequate, provision for livestock production; its main emphasis is on crops. It does not exploit the potential, or fulfil the need, to develop climate resilient households through a range of technical measures at the homestead, complementing those on farm land and putting resilience more firmly "at the centre of the programme cycle" (¶93). It does not provide for those more vulnerable households who can never expect to progress along the 'pathway'. It assumes a degree of agricultural extension 'software', to accompany the AC 'hardware', that the new county governments are not yet able to provide. It is demographically one-dimensional, focusing mainly on women in established households, not engaging men adequately and – despite some thinking on youth engagement – not clearly responding to the resilience needs of the (much larger) next generation.
3. Many staff at county and field levels have so far been uncertain about how 'graduation' is meant to send households further along the 'resilience pathway'. So far, the situation is fragmented and confused, although WFP and partners are working to clarify it. Each county needs its own specific strategy and work plan specifying how the required 'layering' interactions between programmes are to work, and how engagement of beneficiaries with these programmes is to

be facilitated. WFP's proposals for the development and implementation of such strategies are still to be implemented.

4. The current strategy does not say what is to happen to those weaker and more vulnerable households who cannot expect to progress along the 'resilience pathway'. Links into safety net systems are not clearly specified.

2.4.3. EQ 10: negative effects

103. The AC programme has had few directly negative effects, and it is in the nature of those that are identified that only qualitative evidence is available for them. Gender-based violence occasionally arises when men see women earning food or, especially, money. Delayed transfer of the money by WFP has sometimes caused problems for wives whose husbands do not believe this explanation when they ask where the money is. The ET was only told about this in Kilifi County. Some informants at the CO stated that the problem is more widespread; others say it has only been reported from one FDP in Taita Taveta county. The ET was told that some husbands also beat wives who supposedly delay returning home from distant AC work sites – one reason why some female informants argue that AC activities on family fields closer to home will cause them fewer problems (see Annex 16). Female and male informants at FGDs mentioned that some men use the WFP cash transfer for alcoholic enjoyment: a man at one FGD who worked on the Community Health Desk said he dealt with two or three such cases each month.

104. Female informants also refer to a different kind of socio-economic stress which arises because AC beneficiaries are often asked or required to share the food received outside their own households (¶65 above). This means that their own livelihood vulnerability is not reduced as much as expected; and expectations of inter-household support are a constant source of tension – although this intra-community sharing is also arguably a way to build social capital.

105. Indirectly, AC beneficiaries suffer negative effects when inappropriate and unduly labour-intensive technologies are applied in their areas. Trapezoidal bunds and large 'zai pits' require a lot of heavy work, but may not necessarily yield adequate (or any) returns in years of low rainfall.

106. A risk – as yet there is no evidence of it as an indirect negative effect – is market glut. If AC leads to much larger-scale production of certain commodities, market saturation could significantly reduce returns to farmers. So far, beneficiaries in Makueni county are confident that rapid increases in grafted mango production will simply help meet high demand for the good quality fruit their area produces. In cases outside the programme, such as mango production in Malindi, the market has indeed been over supplied. There are similar risks if some beneficiaries significantly scale up production of high value crops for the market by irrigating from farm ponds.

Key findings and conclusions – EQ 10

1. Few directly negative effects arise from the AC programme. Gender violence is an occasional problem, linked to the strong emphasis on women as beneficiaries and the continuing local perception, in many cases, that AC is just food for work on which women should labour. Stronger emphasis at field level on AC as part of an integrated strategy for the economic development of

climate-resilient households might help to engage men more fully in the programme and reduce the potential for intra-household conflicts.

2.4.4. EQ 11: gender-specific impacts

107. Negative gender impacts have just been discussed. As WFP's beneficiary contact monitoring shows, the programme has also had positive, empowering impacts for women (Annex 15, ¶32). To some extent, and subject to the gendered intra-household resource rights issues discussed under EQ 10 (see also Table 24 in Annex 15), women are strengthened by having new resources from the programme that they can, to some extent, control. Female informants stated that they were pleased to have money that they could spend on household necessities. Some are able to control these funds, despite husbands: one said that the food ration freed her to spend some time on other income-generating labour and she had used the money to buy a goat – which was hers, as her husband had to acknowledge. Others referred to new skills they had acquired, such as tree planting. Some women at FGDs accused men of selling WFP food rations and of putting less effort into family farming.

108. Besides this individual economic empowerment, women have enjoyed a degree of social and institutional empowerment through the AC programme. They are prominent and numerous in local programme management committees, many of which are chaired by women. On average, and based on 2013–2014 site monitoring data, the number of female members of AC committees is higher than of male members across the majority of counties – although there are instances of tokenism in which one or more men in or outside the committee are more vocal and influential than the female chairperson. Women are also empowered through their active participation in the VSLA and table banking activities that are multiplying in areas where CFA is used.

109. The gender issues discussed above mean that the impacts of the AC programme for the minority of female-headed households differ significantly from the impacts for the majority male-headed households. In the former group, which are often the poorer and more vulnerable in the community, the opportunities for direct control of the incoming food or cash are stronger (although male relatives may still seek rights over them); but the woman or women in the household may be considerably burdened by participation in the programme, with its heavy work load for 12 days a month (see Table 26, Annex 15). Furthermore, most of these poorer and more vulnerable female-headed households are less likely to be able to make significant progress along a 'resilience pathway'. Male-headed households are in the mainstream of programme implementation and benefits, with the women within them doing most of the AC labour and with some suffering the gender disadvantages and occasional violence already outlined. Depending on the gender dynamics within each such participating family, women may be able to participate profitably in progress along the 'resilience pathway' – or may do the AC work while their husbands enjoy most of the increasingly monetised benefits.

Key findings and conclusions – EQ 11

1. Although they may occasionally risk gender violence as a result of their participation in the AC programme, women enjoy important economic and individually empowering benefits from it.

2. The AC programme is also achieving social and institutional empowerment for women through their strong participation in local management structures and economic offshoots like table banking. However, female 'leadership' is sometimes less than it seems, with men still holding the real power.
3. Female-headed households are usually poorer and more vulnerable than those headed by men, and – despite the advantages of direct control over incoming AC benefits – may be less able to build resilience than male-headed households.

2.4.5. EQ 12: drivers of positive impacts

110. Four factors can be identified as important **technical drivers** of positive impacts in the AC programme. The first are the natural conditions at any AC site. While climate change is making the natural environment gradually more hostile to success, it is self-evident that successful AC is easier to achieve in counties with higher average rainfall than in those mainly experiencing arid conditions. Secondly, and more important, positive impacts are driven by correct technical choices. In dry areas, the potentially correct choice has been made in limited cases to focus AC on irrigation infrastructure, although it is important to give careful technical attention to challenges at inlets off river channels, as well as sustained maintenance of the distribution network, and to consider the needs of other river users, including pastoralists. Inappropriate choices have also been made in dry areas, as explained above; and an even stronger emphasis on AC for livestock production – with corresponding value chain development – would be a more likely driver of positive impact. The appropriate technical choices can also be supported by careful review of past experience. Discussions with informants suggest that not enough of this takes place. Annex 18 presents a small annotated bibliography of earlier literature that could be helpful in this regard.

111. A third technical driver of positive AC impact is likely to be the broader approach to climate-resilient households that is currently lacking in the programme. This focuses on an integrated set of initiatives that span farm land (and potentially livestock) as well as the homestead, in and around which a number of small-scale cultivation and water harvesting measures can significantly reduce food insecurity and livelihood vulnerability (Annex 15). Finally, positive AC impact is more likely if the programme is able to monitor and document technical progress more closely, thus learning more systematically from experience. In only one of the six counties visited for this evaluation were briefing notes on the individual sites available.

112. **Institutional drivers** of positive impacts take three forms. The first driver is harmonious and effective operational partnerships. At present these are largely achieved: between WFP, its CPs and officials of county governments – as noted also in several of the draft TR county reports. The ET's interactions with these county-level teams were inevitably brief but suggested a reasonable degree of collaboration and clarity about the respective roles. NDMA is playing a vital and widely appreciated role in co-ordinating these partnerships at county level. The second driver, so far not yet in place, is effective and adequately resourced devolution leading to appropriate, stable structures and budgets at county level. The devolution of agriculture and livestock functions has, so far, disrupted effective support to the rural poor more than it has facilitated it. This ambitious project must be carried to a successful conclusion if the second institutional driver is to function for the AC programme. Thirdly, positive impacts must be driven by the equally ambitious plans for a 'layered' institutional

approach to supporting AC beneficiaries along a resilience pathway. While this approach has been widely endorsed at national level, it has yet to take meaningful shape for most county officials and will require sustained commitment at all levels if the various elements of the proposed programmatic structure are each to fulfil their required functions.

113. **Economic and financial drivers** of positive impacts for the AC programme must be seen from two perspectives. The first is that of the participating household. That household must see the transfers of food or cash offered by WFP as an adequately attractive incentive to undertake the work proposed. A minority of targeted households make alternative choices: either not engaging, or stepping out of the programme when they decide that there are different ways of benefiting their livelihoods as much or more. Those choices are made in a context of obligations and substitution in the (extended) family economy, which may necessitate transferring some of the incoming WFP resources outside the nuclear family, or spending on non-food costs like schooling even though the family remains food insecure. In a broader sense, the household must perceive the AC programme as the best available investment of its resources for enhancing its resilience – an aspiration that has major economic dimensions but also spans less tangible environmental and social goals. In many cases, the transfer from food to cash transfers has made these economic perceptions of the programme more positive, as households are able to use the cash for a wider range of needs and can benefit from the increasingly popular table banking arrangements.

114. The second perspective is that of the market for crop and livestock products. For the 'layered' strategy of progress along the 'resilience pathway' to succeed, markets for these products from (former) AC beneficiaries must obviously exist and offer sufficiently attractive prices in the medium to long term (taking into account the possibility of market glut, as mentioned above). Furthermore, value chain projects must function efficiently and effectively in linking small-scale producers to these markets, probably through the inevitably challenging processes of group formation, management and maintenance.

115. The main **social driver** of positive impacts is the development of social capital to frame and support the AC effort, notably among women. This takes several forms. Communities have generally endorsed the idea of working together, often on a 'merry-go-round' basis that includes the land of group members too weak to provide labour themselves. It is also vital to accept, understand and build on the ideas of group formation and management, linked in some cases not only to standard committee procedures but also to management of group finances. Considerable success has been achieved: the AC has helped build important new resources of social capital, which are taking stronger form as groups are officially registered in order to be able to proceed, for example, with engagement in value chains. VSLA groups are another way in which this enhanced social capital helps to drive at least some AC beneficiaries along a 'resilience pathway'.

Key findings and conclusions – EQ 12

1. The potential of technical drivers of positive impacts in the AC programme is not fully realised because of insufficiently detailed planning and management effort at site level.

2. The AC programme has achieved a good degree of operational collaboration between multiple partners, but effective agricultural extension is not yet provided by the devolved county government system. The impressive plans for a 'layered' programmatic approach are still more theory than clearly understood and operational reality at county and field levels.
3. From the perspective of the household economy, a complex set of economic and financial drivers affect engagement in and commitment to the AC programme. National and international market conditions, and the extent to which the proposed value chain linkages between AC beneficiaries and these markets can be made to function sustainably, constitute another critical set of drivers.
4. The AC programme is building important assets in individual knowledge and ability, as well as group social capital – vital drivers in any transition from bridging the hunger gap to supporting participants along a 'resilience pathway'.

2.5. Sustainability

2.5.1. EQ 13: continuation of benefits

116. Although the closure of the AC programme in Tharaka-Nithi county was not optimally handled (¶101 above), the ET's brief observations there suggested that at least some of the benefits of the created assets were continuing after WFP's work ceased. More broadly, 93% of the evaluation's household interviewees on site said that they would continue with the AC activities after WFP incentives were phased out, and expected that the benefits of the assets would continue to flow. They pointed out the need to maintain the assets they had built, and the ongoing improved agricultural production that this would yield. (However, only 57% of telephone interviewees said they would work on AC activities without incentives.) Benefits are continuing in a different sense: 80% of household interviewees on site (69% of telephone interviewees) said that local non-participants in the programme were adopting and replicating some of the practices that the AC programme supports. Informants also pointed out that they were voluntarily expanding some technologies (e.g. 'zai pits' for intensive food production) close to home (supported by the TR team's findings in Baringo, Makueni and Tana River). Past experience in Kenya suggests that the sustained use of these structures and technologies will depend on whether they were appropriate for local conditions in the first place; and whether monitoring and extension services continue to support users in their operation and maintenance. This evaluation has shown that the first condition is met at some sites and not at others. Observation at county and field levels indicates that the second condition is mostly not fulfilled yet.

117. It is not possible to give a comprehensive answer on whether benefits have continued after WFP's work ceased, because in so many of the participating communities the work is still ongoing. One obvious factor, repeatedly mentioned in this evaluation, is that with many of the assets built, especially in the drier areas, rain must fall if the benefits are to flow.

118. A more positive indication of possible sustainability arises from the human assets and social capital that the programme is building. People will continue to use the knowledge and skills they have required, where they deem it appropriate, potentially replicating some AC technologies. As explained above, group modes of organisation and enterprise have taken root and gained strength in many participating communities. Even if the physical assets are not used in the longer term, it is quite

possible that indirect results of the programme, such as table banking, will be sustained.

119. Given the 'layering' ambitions of the AC programme in launching participants along a 'resilience pathway', it is arguably premature to enquire whether the benefits of the created assets have continued. Those benefits are meant to link into longer-term results as people build stronger livelihoods through participation in value chains, facilitated by other programmes that are mostly just starting.

Key findings and conclusions – EQ 13

1. Where the AC programme introduced appropriate technologies for local conditions, benefits may continue to flow – particularly if supported by ongoing monitoring and extension support.
2. Local adoption and replication by programme beneficiaries and others suggest that people do perceive at least some of the technologies as viable and beneficial in the longer term.
3. The programme is building important human assets and social capital that should facilitate the longer-term enjoyment of benefits from AC.
4. Overall, however, the sustainability of AC's results will depend on the proposed 'layered' initiatives that take beneficiaries further along a 'resilience pathway'. These initiatives have not yet taken co-ordinated shape at scale.

2.5.2. EQ 14: environmental soundness of the created assets

120. None of the assets inspected have had directly negative environmental effects.

121. Most of the soil and water conservation assets have achieved at least some positive environmental effects, conserving some soil that would otherwise have been carried away by surface runoff and enhancing water availability for crops in the cultivated areas. The fertility and productivity of some cultivated land has thus been enhanced. However, 77% of the randomly sampled CFA beneficiaries interviewed by telephone said that the AC programme had not enhanced their local natural resource base.

122. There are various ways in which missed environmental opportunities have diminished potential livelihood benefits for AC participants. Catchment conservation (notably grazing control) is lacking for some water pans, including sites observed by the ET in Baringo county. This will accelerate siltation and shorten the useful life of the asset. Damage is also caused by failure to control or strengthen livestock drinking points at water pans. At one water pan observed in Kilifi county, on the other hand, the environmental opportunities had been taken and a management system was in place to control grazing in the catchment and regulate human and livestock access to the water's edge. Live fencing of cultivated areas and grassland/fodder enclosures, with local thorny species is an opportunity frequently missed (despite historical successes), and sometimes linked to excessive felling of existing vegetation (notably acacias).

Key findings and conclusions – EQ 14

1. There is no evidence that the created assets have had directly negative environmental impacts.

2. Soil and water conservation measures supported by the AC programme are achieving at least some positive environmental impacts.
3. Environmental and livelihood benefits could be enhanced if various environmental opportunities were taken more systematically than the programme has done so far.

2.5.3. EQ 15: national and county level buy-in

123. Section 2.1 above explained that WFP's AC programme is well aligned with national government policies and priorities, through the EDE framework under the co-ordination of NDMA. EDE is part of the second Vision 2030 Medium Term Plan, 2013–2017; NDMA informants state that they anticipate a ten-year effort for EDE to achieve its objectives, i.e. to 2022. The project document for the current PRRO (200736, 2015–2018) refers to the link to EDE (WFP, 2015a: 7). Informants in national government confirmed their endorsement of the programme as an integral part of GOK efforts to enhance climate resilience in the livelihoods of residents in the ASALs (see, for example, GOK, 2015c: 126, 127, 177), and their belief that a 'layered' strategy building agricultural and value chain development on the foundations of the AC programme is viable and appropriate. Buy-in is strong at this level and, as noted above, is supported by a degree of consensus and co-ordination among DPs that is not often encountered in developing countries.

124. The situation is more complex at county level. There, CIDPs provide the framework for policy and programmes (¶48), although the first generation of these plans, prepared in 2012 and launched in 2013, did not go into focused detail on the promotion of climate-resilient livelihoods. All they offer are brief references to WFP, the PRRO and to AC (e.g. Kilifi County Government, 2013: 159; Makueni County Government, 2013: 77, 111; Tana River County Government, 2013: 221, 298). They do not present any strategic explanation of how AC might fit into agricultural development or the promotion of livelihood resilience. In 2016, interviews in county capitals revealed widespread concurrence about the value of the AC programme, and general understanding about how it is co-ordinated through County Implementation Committees (CICs), comprising WFP, CPs and NDMA, and County Project Steering Committees (CPSCs), which comprise CIC members plus the relevant technical departments of the county government (see Watkins, 2014: 14 for the slightly different arrangements in place two years ago). In Turkana, according to the TR team, county buy-in is poor.

125. However, while buy-in is mostly adequate at this level, county-level interviews also revealed a lack of clarity about the concepts of transition or 'graduation' as AC beneficiaries moved out of the programme and up along a 'resilience pathway'. Interviewees were not opposed to these ideas, but (as noted above) were concerned that the 'layered' programmes for the implementation of these further stages were mostly just starting or had not yet arrived, and that the arrangements had not yet been clearly explained to them. Further detailed strategic and operational planning is needed. While the proposed Transition Task Forces are intended to take this process forward (WFP, nd (e)), interviewees agreed that preparation of the second generation of CIDPs would be a good opportunity to set out a detailed plan, specifying the roles of the various programmes and agencies and the ways in which they were intended to enhance the resilience of beneficiaries' livelihoods. In other words, more needs to be done at county level to specify how communities' and households' transformative capacity will be strengthened through this suite of interventions – although a recent

study for WFP has called for caution in the use of this "unnecessarily complex and opaque" terminology (Anderson, 2016: 24).

Key findings and conclusions – EQ 15

1. There is strong national level buy-in for the AC programme and the way in which it is intended to link into national policy and programmatic frameworks, in particular the EDE.
2. While these roles and relationships are endorsed in county governments, the quality of buy-in at that level is impaired by the current lack of clarity as to how the strategy will unfold. Preparation of the next cycle of CIDPs would be an opportunity to work this out in detail and commit each county government and its partners to specified roles along the 'resilience pathway' over the period 2018–2022, which would coincide with the currently envisaged timeframe for attainment of the EDE's objectives.

3. Conclusions and recommendations

3.1. Conclusions

126. The WFP AC programme is a relevant response to the challenges of food insecurity, livelihood vulnerability and climate change in the ASALs of Kenya. Technically, however, there are ways in which that relevance could be enhanced, through the selection of technologies more specifically suited to the individual conditions at each site. At present, the technical approach is too standardised, so that some 'assets' are constructed that are suboptimal or ineffective. More broadly, the programme's balance of emphasis between support for crop and livestock production needs adjustment. The evidence suggests that existing AC work to support livestock production should be intensified, especially in the more arid areas.

127. In preparing more appropriate technical guidance materials and systems to address these shortcomings, the programme should give more thorough attention to the experience of recent decades. Annex 18 annotates various references that will be useful in this respect, especially chapters covering Kenya in Sanders *et al.*, 1999 and Critchley & Gowing, 2012. Programme efficiency would be much enhanced by careful attention to what has worked or failed before.

128. The AC programme aligns well with GOK policy frameworks, especially EDE. It is also the nexus of unusually strong consensus and collaboration among Kenya's DPs, including the RBAs. The ambitious plans for a 'layered' suite of interventions are relevant in theory, but not yet operational at scale. Full relevance, and better prospects of effectiveness and sustainability, will require meaningful strategic reflection in the next cycle of CIDPs, so that national policy relevance is accompanied by clarity and commitment at county level.

129. The AC programme is relevant, beneficial and empowering for women – despite the heavy burden that these labour-intensive activities place on them. However, these benefits are accompanied by the potential for gender-based violence in some households.

130. Overall, the relevance and sustainability of the programme are constrained by its narrow social focus. Rural people often see it as a women's programme; men's

engagement is certainly limited, which restricts its overall relevance and effectiveness in building climate-resilient livelihoods. Perhaps even more seriously, as WFP has begun to recognise, the programme has little direct relevance to youth, who do not directly own the land on which 'assets' are built, and are more interested in processing and marketing activities further along the (potential) value chains. This means that the majority of the rural population of 2036 are not being directly affected by the AC programme. It can be hoped that they will benefit if the proposed 'layered' series of agricultural development interventions succeeds. But the AC programme as it stands risks being relevant for today, rather than for tomorrow.

131. The relevance and sustainability of the AC programme are also constrained by the narrow, linear concepts of agrarian progress and resilience building around which it, and the related 'layered' approach to the 'resilience pathway', are built. Even assuming optimum technical relevance (see above), the programme can only be relevant to those of the current generation, and a fraction of the next generation, who are able and willing to build their livelihoods through (more resilient) agriculture. It offers only temporary support to the substantial numbers in any rural community who cannot make progress along the 'pathway', for various reasons, and who will remain dependent on informal or formal safety nets. To be fully relevant, and effective in the longer term, it needs to be integrated into a broader national strategy that combines social protection and economic development. Again, the issue of linking into expanding national safety net systems is a challenge that WFP has begun to recognise. In the aggregate future of climate-resilient livelihoods in rural Kenya, much will depend on how effectively this integration can be achieved.

132. Against this background of partial relevance, the evaluation found partial effectiveness in building community and livelihood assets, and consequently in achieving the planned outcomes of the interventions. There is clear evidence that the programme has achieved strongly positive results for some households, and some groups. The 'assets' achieved are not limited to physical works on the ground, but include the knowledge and capacity that individuals and community groups have been helped to develop. The AC programme has contributed significantly to the development of social capital in some communities.

133. At the same time, the evaluation found only limited evidence of life-changing improvements in livelihood resilience. Many interviewees and focus groups said that little or nothing had changed. They remained food insecure. They had little or no awareness of notions of a 'resilience pathway', and remained locked in the daily (and many assume temporary) realities of struggling to reach subsistence level while labouring in exchange for food or cash payments.

134. One way in which the programme could enhance its relevance, and consequently its effectiveness, would be to work with national and county governments and DPs (for example, through PREG) to apply a broader concept of climate-resilient livelihoods, looking beyond the agricultural sectors of crop and livestock production in the fields and pastures and incorporating the many measures that can be taken around the homestead to build a more fully climate-resilient household.

135. Back in the field cropping sector, the effectiveness of the programme is constrained by its focus on water conservation and related structures – without an adequate linkage to agricultural extension. Current technical gaps include agronomic practices, conservation agriculture and the promotion of climate-resilient households

(see Annex 16 and Annex 18). To achieve its objectives of food security and climate resilience, the programme needs a much stronger extension emphasis on what FAO calls 'good agricultural practice'. While the 'layered' programmes envisaged by WFP and its partners could contribute some of this extension input, their main emphasis would be on value chain development. The capacity and systems of county governments have been a more general challenge to the efficiency and effectiveness of the AC programme, but some encouraging progress has been made under the mostly vigorous and committed co-ordination of the NDMA at that level.

136. Ambitious strategy has been developed at national level for a number of programmes, existing and emerging, to form a 'layered' network of agrarian support to the 60,000 beneficiaries just 'graduated' from the AC programme (more will follow), carrying them forward through value chain development to more advanced positions along the 'resilience pathway'. The urgent priority now for WFP and its partners is to put the 'layering' concept into more extensive and better understood practice across the counties concerned. A particular challenge will be to achieve viable 'graduation' strategies and 'resilience pathways' for AC beneficiaries in the arid counties – where PREG partners are already taking some of the necessary steps, notably through support for sustainable livestock production, marketing and value chain development.

3.2. Recommendations

137. The following recommendations all have equally high priority. They are presented in a sequence that starts with immediate technical proposals and moves on to broader strategic considerations.

138. **Recommendation 1.** Within three months, WFP should convene a national meeting, followed by meetings in each AC programme county, to discuss this evaluation, present WFP's response to it and agree immediate interim steps that will be taken to adjust implementation of PRRO 200736 in order to work towards the approach outlined in recommendation 2 below, pending the start of full implementation of that approach in not less than 12 months.

139. **Recommendation 2.** WFP, national and county governments and CPs should optimise the technical focus and approach of the AC component of PRRO 200736. For this purpose, within 12 months, in consultation with NDMA, the Ministry of Agriculture, Livestock and Fisheries (MOALF), FAO and its CPs, WFP should develop a revised technical manual for AC. WFP should complement the updated manual with a small simple handbook that can be provided to every field worker and interested beneficiary. In consultation with the same agencies and with county governments, WFP should use the revised manual in an AC (re)training programme for WFP, CP and county government field staff, starting within 12 months and completing within 24 months. The manual, training and subsequent implementation should:

- ensure greater local specificity in AC approaches, avoiding standardised 'one size fits all' menus of solutions through the use of a decision support system that matches solutions with circumstances;
- embrace and promote the potential for water conservation and related initiatives at the homestead, elaborating the concept of the climate-resilient household as its core purpose;

- specify and require gender-sensitive approaches to extension content and delivery;
- promote a balance between crop and livestock production that is appropriate for local conditions;
- take full account of relevant earlier experience in Kenya.

140. **Recommendation 3.** Within 12 months, in consultation with national and county governments and DPs (including the RBAs and other United Nations agencies), WFP should build on existing achievements to ensure that the AC component of PRRO 200736 is a viable and effective component of a broad, integrated strategy for achieving climate-resilient livelihoods in climate-resilient households across Kenya's ASALs. This will require:

- intensification of the already strong consultation and collaboration between the GOK and its partners;
- stronger efforts at all levels to remove the image of the programme as a women's activity, maximising the engagement of men by explicitly presenting it as a pathway to profitable agricultural production;
- related initiatives to strengthen gender equality and the empowerment of women, including awareness-raising to emphasise women's rights over resource transfers provided in respect of their labour and to preclude gender-based violence within beneficiary households, combined with the promotion of AC techniques that can best benefit women, such as household- rather than community-focused AC and expanded emphasis on homestead AC to promote climate-resilient livelihoods;
- specifying how the programme can engage and benefit youth, directly or indirectly;
- specifying how the programme's more vulnerable beneficiaries, who will not make independent progress along a 'resilience pathway', can be transferred to national social safety net systems that will assure their climate-resilient livelihoods.

141. **Recommendation 4.** To ensure the viability and effectiveness of this recommended broader strategy, WFP and FAO should immediately intensify proactive support to national and county governments for the enhanced and effective implementation (and, if appropriate, revision) of the National Agricultural Sector Extension Policy, so that clearly defined and adequately resourced extension structures are operational throughout the ASALs in support of sustainable crop and livestock production.

142. **Recommendation 5.** By the end of 2016, WFP, the GOK and DPs should agree and specify in detail with the affected county governments how the 'graduation' and 'layering' of beneficiaries into a suite of post-AC support programmes will happen – issuing written guidance on this to WFP, county and CP staff and confirming, as far as possible, how counties will continue to fulfil their agreed responsibilities in the medium to long term. This written guidance should take the form of an interim one-year action plan, specifying which programmes and facilities will support which 'graduated' beneficiaries in each county during 2017, pending implementation of the next cycle of CIDPs (recommendation 6).

143. **Recommendation 6.** By January 2017, in a related initiative, WFP and the other RBAs, in consultation with national government and the other DPs associated

with AC, should begin a co-ordinated, consultative programme of support to county governments in the preparation of the second cycle of CIDPs. Unlike their predecessors, the next set of CIDPs should set out their strategy for ensuring climate-resilient livelihoods for their rural populations by 2022, explaining the roles of the various programmes and agencies (including the CIDP) and how they will complement each other in working towards this common objective.

144. **Recommendation 7.** WFP, the GOK and DPs should agree by December 2016 to take the EDE's current ten-year time horizon – to 2022 – as the framework for achieving the broad objectives of the AC programme. By 2022, all current and eligible beneficiaries of the programme in the ASALs should:

- either have been able to move beyond receipt of incentives for enhancement of household climate resilience into autonomous livelihood development and/or support by other agricultural and economic development initiatives;
- or have been absorbed by national safety net systems that are able to sustain them in climate-resilient livelihoods.

145. **Recommendation 8.** This implies that, after the current PRRO, WFP should maintain support for the AC programme for a second, final three-year period, to 2021.

Annexes

Annex 1 Terms of reference

DECENTRALIZED ACTIVITY EVALUATION of the

Asset Creation Programme in Kenya's Arid and Semi-arid areas

WFP Kenya office

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the World Food Programme's (WFP's) asset creation programme in the Arid and Semi-Arid counties in Kenya. This evaluation is commissioned by World Food Programme Kenya office, Protracted Relief and Recovery Operation (PRRO) Unit and will cover two PRRO project periods from 2009-2015. It will evaluate the short and medium term outcomes of the different asset creation activities implemented during that period.
2. These TOR were prepared and finalised by a WFP Kenya Internal Evaluation Committee based on a document review and consultation with an External Reference Group (Annex 3). The purpose of the TOR is two-fold. Firstly, to provide key information to the evaluation team to help guide them throughout the evaluation process; and secondly, to provide key information to stakeholders about what can be expected from the evaluation.

2. Reasons for the Evaluation

2.1 Rationale

3. The evaluation is being commissioned for the following reasons:
4. WFP Kenya's asset creation programme is designed to address some of the main drivers of food insecurity in Kenya's arid and semi-arid lands (ASALs), e.g. drought, floods and increasingly unpredictable weather patterns. Asset creation programmes serve to provide support to food insecure households during the lean season, and promote greater resilience and sustainable livelihoods in the medium term by helping households and communities restore or build specific assets that contribute to improving livelihoods, resilience and food security. Typical examples include building or rebuilding water-capture and management infrastructure, reclaiming marginal land, and supporting access to markets (see Annex 3 for full list).
5. Since 2009, in line with WFP's corporate shift from food aid to food assistance, asset creation programmes have been refined and refocused to more proactively engage with communities and partners with the more explicit purpose of building tangible assets that strengthen community resilience. An evaluation in 2011[12] of WFP Kenya's asset creation activities provided useful recommendations (see annex 6) for improvement. Since then, WFP has sustained and expanded this shift in emphasis. It is now critical to take stock of

[12] FFA impact evaluation report, Kenya Rainwater Association, August 2011

the changes made to date and to identify further refinements for the new phase of the PRRO that ends in 2018.

2.2 Objectives

6. The main objective of this evaluation is to assess and report on the performance and results achieved so far (intended or unintended, positive and negative) of asset creation. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning and is essential at this time in order to find the most effective means forward for the new programme (2015-18). The results of the overall evaluation should therefore be action-oriented, aiming directly at supporting WFP, government and other partners to devise future asset creation programmes in such a way that beneficiaries and whole communities are increasingly supported to achieve sustainable and resilient livelihoods. **Accountability –** The evaluation will assess and report on the performance and results of the asset creation programme activities implemented from 2009 to 2015.
7. **Learning –** The evaluation will determine the reasons why certain results occurred or not in order to draw lessons and derive good practices. 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.
8. The main objective, as mentioned, is to assess and report on the performance and results achieved so far (intended or unintended, positive and negative) of asset creation against stated objectives;
9. The specific objectives are to:
    - Determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings that will allow the CO to make informed decisions about specific activities that should be undertaken to promote these success factors in a cost effective, focused and systematic way.
    - Identify changes needed to enable fulfilment of the potential impact of asset creation on livelihoods resilience;
    - Evaluate the broader impacts of asset creation activities on the absorptive, adaptive and transformative capacities[13] of communities and government at county and national level, on resilience building;
    - Provide an analysis on how asset creation activities were aligned and integrated into Government policies strategies and plans, e.g. County Integrated Development Plans (CIDPs).
    - Use these findings to inform and adjust the current asset creation programme 2015-2018.

[13] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

2.3 Stakeholders and Users

10. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the evaluation during the inception phase.

11. **Accountability to affected populations.** WFP is committed to include beneficiaries as key stakeholders in its work. WFP is especially committed to ensuring gender equality and women's empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders' analysis

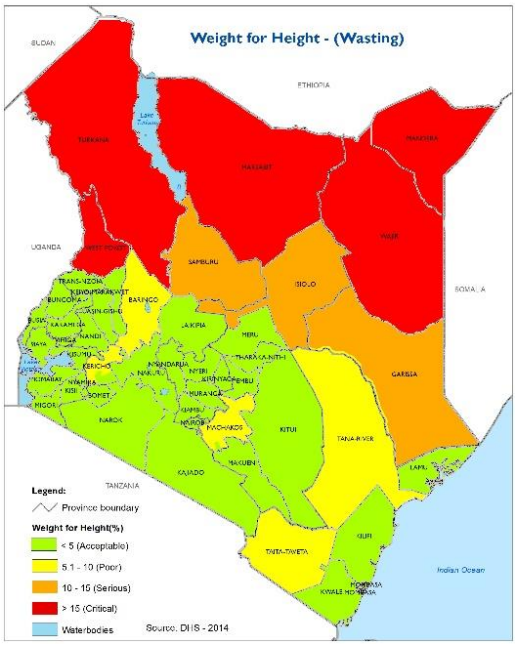
Stakeholders	Interest in the evaluation and likely uses
INTERNAL STAKEHOLDERS	
Country Office (CO) Kenya	Responsible for country level planning and operations implementation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making, notably related to programme implementation and/or design, country strategy and partnerships. It is also called upon to account to its beneficiaries and partners for performance and results.
Regional Bureau (RB) Nairobi	Responsible for both oversight of COs and technical guidance and support, RB management has an interest in an independent account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices as well as provide strategic guidance.
WFP HQ	WFP has an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, useful and credible evaluations. OEV management has an interest in providing decision-makers and stakeholders with independent accountability for results and with learning to inform policy, and strategic and programmatic decision-making. It may use the evaluation findings, as appropriate, to feed into evaluation syntheses.
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 may feed into annual syntheses and into corporate learning processes.
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, National and county levels	Both county and national Government have 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, particularly for Ministry of Agriculture, Livestock and Fisheries, Ministry of Water and the National Drought Management Authority, and the Ministry of Labour, Social Security and Services, including relevant Ministries at county level.
UN and Development Partners	FAO and IFAD (Rome based agencies) are direct partners of WFP in the cash part of the asset creation programme. Other agencies such as USAID (through its Programme for Economic Growth partners) and the World Bank depend on the programme as a foundational platform for layering interventions.
NGOs World Vision, Kenya Red Cross, Action Aid, Child Fund, Cocop, Caritas	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 will likely 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.

3. Subject of the Evaluation

3.1 Context

12. Covering 83% of Kenya's land area, the Arid and Semi-Arid Lands (ASAL) are home to 14 million people or 36% of the country's population (Vision 2030). An assessment of Kenya's economic growth in 2008-11 showed that drought occurring during this period reduced GDP growth by 2.8% (Kenya Post-Disaster Needs Assessment, PDNA 2012). The incidence of the drought impact was most severe in the ASALs – a region with the lowest human development indicators where more than 60% of the population lives below the poverty line (Vision 2030).



13. Efforts to address recurrent humanitarian relief arising from shocks are consistent with a number of policies that seek to address the same challenge in the ASAL. The 2030 Vision is the Government's development blueprint and its specific mission statement for the ASALs is "A secure, just and prosperous Northern Kenya and other arid

lands, where people achieve their full potential and enjoy a high quality of life." This vision is expected to be achieved through investment in a number of sectors that can build sustainable livelihoods and resilience in the ASALs through investment in drought risk reduction and conflict management, social protection and insurance, and adaptation to climate change (GOK 2013).

14. Given the large differences in human development between the ASALs and the rest of the country, the 2030 Vision also spells out strategies for reducing poverty and enhancing rural services in order to comply with principles of equality enshrined in the new constitution (GOK 2013).

15. Under-nutrition is also more severe in the arid areas than in the rest of the country with Global Acute Malnutrition rates (GAM) chronically above critical levels (GAM >15%). Accordingly, Kenya's Food and Nutrition Security Policy and Ending Drought Emergency (EDE) plan, links humanitarian relief with efforts that help people transition from being vulnerable in an emergency to sustainable food and nutrition security and livelihoods (GK 2011). WFP's asset creation programme is considered by the national government, counties, and development partners to provide a foundation for the livelihoods pillar of the Ending Drought Emergencies (EDE)[14].

16. The 2015 long rains assessment (July 2015) established that about 1.1 million people were acutely food insecure. Assessment findings noted that factors contributing to food insecurity currently include poor temporal and spatial distribution of the long rains, below average long rains in some areas, cumulative effects of the previous three consecutive poor rains seasons, elevated food prices, crop pests and diseases, livestock diseases, conflict incidences especially in the pastoral areas, and human-wildlife conflicts in areas bordering game reserves. The food insecure populations are mainly in the northwest and northeast pastoral clusters, and the southeast marginal agricultural areas.

17. Poverty and drought emergencies have a much larger impact on women given that they are responsible for collecting cooking energy (firewood) and water – which become scarcer when such drought emergencies happen. The time spent collecting firewood and water increases the effort required to feed the family. The cultural systems in the ASALs for decision-making, asset ownership, control and its benefits are also biased in favour of men. This puts women at a more vulnerable position (GOK 2014). Studies have shown that when women have stronger decision-making in the household or community, and when their asset ownership and control over those assets is higher, household welfare is better (Coppock et al 2013).

18. Apart from asset creation, which will be presented in more detail in section 3.2, other WFP work in the area includes the School Meals Programme, which

[14] The EDE Pillars include: DRR, Livelihoods, Climate Proofed Infrastructure, Human Capital, Education and Institutions.

remains an important safety net for many communities. WFP provides school meals to some 770,000 children in 1,700 schools in the northern arid districts. The Ministry of Education provides school meals to an additional 750,000 students in other arid and semi-arid counties.

19. WFP is supporting the Ministry of Health (MOH) in the treatment of acute malnutrition with technical support, supplies and logistics. This will gradually be handed over to the counties as the health sector has been devolved and thus county health officials begin to take over responsibilities for running regular programmes. WFP is also supporting MOH in implementing the National Nutrition Action Plan (2012-2017). WFP provides a blanket Micro Nutrient Powder distribution to children less than 2 years of age in 8 arid counties as a preventive measure to micronutrient deficiencies that are high in the region.

20. Through its Agricultural Market Access and Linkages Programme for smallholder farmers, WFP is building on its expertise in food procurement, logistics and the investments made under the (former) P4P pilot. In support of the Government's Agricultural Sector Development Strategy (ASDS 2010-2020) the long-term objective is to develop the capacity of smallholder farmers to engage in structured marketing of agricultural commodities, mainly grains. The aim is to boost marketing opportunities available for targeted producers and traders at national and local levels.

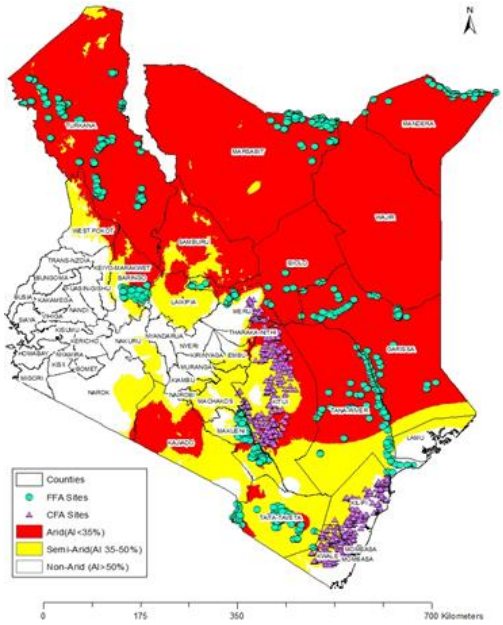
3.2 Subject of the evaluation

21. The Objectives of the Asset Creation 2012-2015 were in line with WFP Strategic objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures and specifically Enhance communities' resilience to shocks through asset creation, and increase government capacity to design and manage disaster-preparedness and risk-reduction programmes.

22. It was also aligned to Strategic objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster, or transition situations. A specific objective was; Support and re-establish livelihoods, food security, and nutrition aftershocks. (FFA/CFA/voucher interventions targeting populations transitioning from GFD to FFA/CFA, with high rate of environmental destruction in fragile ecosystems)

23. The asset creation programme 2015-2018 is aligned to WFP's new Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs. (See Annex 5 for complete Logical Frameworks). The asset-creation projects thus contribute to improving the lives of families, for example: increasing access to water for human and livestock use; increasing crop production and diversification of food sources; and increasing pasture production for livestock. The communities own and maintain the assets.

24. The programme aims at improving communities' and households' resilience to shocks, and focuses on re-establishing livelihoods, food security and nutrition, following shocks for the most food-insecure communities in the arid and semi-arid lands. The programme is transferring knowledge and technical skills to communities in water conservation, land rehabilitation, agricultural production and diversification, and marketing.



25. Kenya's arid and semi-arid lands face high exposure to drought with severe impacts because of low adaptive capacity. WFP has been shifting from direct food relief to resilience building or asset creation since 2010, and began shifting its transfer modality from in-kind food to cash transfers. Assets aim to give families the ability to not only withstand shocks, but also become independent of food assistance, producing surplus food and achieving diversified, sustainable livelihoods. About 1 million people are receiving assistance from WFP in 19 arid and semi-arid counties. Of these, 13 counties are implementing asset creation projects improving food access, productivity and diversification, and reducing exposure to hunger for about 750,000 people.

26. Asset-creation projects vary from one location to the other. The projects are identified and implemented by communities with the technical support of national government, county governments, and partnering agencies.

27. An asset is defined as an undertaking/activity with clear start and end dates, designed mainly by a group of households that are receiving WFP transfers (food or cash). This asset should improve the food security of the participating households. These activities are implemented on communal land (referred to as community assets e.g. water pans, feeder roads) and others on individual land holdings (household assets, e.g. terraces, farm ponds). Both community and household assets are implemented by the group members that are receiving transfers and occasionally other community members.

28. WFP Kenya has some 3,000 asset creation activities, divided in 10 categories, and implemented in 13 counties and 928 communities in the arid and semi-arid areas.

(Annex 1 shows assets by livelihood zones)

29. In the devolved government structure, county governments have a prominent role in ensuring their constituents are food secure. In order to boost sustainability, WFP is working to link asset creation projects with steady, institutionalized support through government and other development partners

for a sustained, integrated set of development efforts – linking support for livelihoods, drought-risk management, human capital, infrastructure, peace and security, and institutional development. The success of resilience building efforts will depend on integrating and layering WFP-supported projects with county development and contingency plans as well as with national government programmes, and projects of other donors and agencies. This will allow bringing projects to scale and achieving a more sustainable, transformative impact

30. During the project period of this evaluation, WFP had two Gender Policies (2009-2013 and 2015-2020) that followed a series of commitments developed by WFP globally which took into account the special role that women play in terms of food security, the necessary nutritional interventions that target women and girls at critical times in their lives and targeted measures to promote their empowerment in the face of gender inequality. The policy has four objectives: food assistance adapted to different needs; Equal participation; Decision-making by women and girls; and Gender and protection. The eight Enhanced Commitments to Women (ECWs), also reconfirmed WFP's acknowledgement that it had a strong role to play in equalising disparities between men, women, boys and girls. The ECW's 're-focused efforts on, increasing women's control of relief food, training of women and girls, advocacy of women's crucial role in ensuring household food security, and gender equality in staffing at WFP and in partner agencies.

31. Asset creation programmes have been promoting empowerment of women by, for example, ensuring that bank account holders for cash transfers are women. In this evaluation, the results of the asset building program will assess the effectiveness of gender targeting and to propose ways for improving the current approach.

4. Evaluation Approach

4.1 Scope

32. This evaluation aims at measuring the food security, nutrition and livelihood diversification outcomes for households and communities, resulting from asset creation programmes implemented in 2009-2015 across the ASAL counties. This time period will ensure that the evaluation captures medium term effects (5-7 years after construction) that would take time to develop, including (1) positive or negative geophysical changes and subsequent effects of these and (2) the extent to which both the assets themselves and any livelihoods benefits have been sustained over time. It will collect subjective information from households about their perception of how resilient they feel they are against their most commonly experienced, food security related shocks. The evaluation team will further propose a way to evaluate the 'resilience pathway'

of the beneficiaries of the 2009-2015 asset creation programmes, based on subjective information coupled with objective resilience indicators.

33. The project period 2015-2018 will be evaluated based on short-term outcomes.

34. In this evaluation, impact is defined as the "lasting and/or significant effects of the intervention – social, economic, environmental or technical – on individuals, gender and age groups, households, communities and institutions. Impact can be intended or unintended, positive and negative, macro (sector) and micro (household)." The evaluation will focus on creation or recovery of natural resource assets (soil, water, agricultural and forests) but also recognize the contributions of infrastructure and access to assets to livelihoods resilience.

35. While improving nutrition has not been part of the overall design of the asset creation programme in the past, it will be important to evaluate whether the programme has had a positive or negative impact on child nutrition.

36. In conjunction with the evaluation, a technical quality assessment that will assess how technically the physical assets sound are carried out by another consultancy, will begin at the end of 2015. The findings from this assessment will directly feed into and inform the evaluation. The teams (quality assessment and Evaluation) will work closely together and will be in the field together for the last phase of the quality assessment. The Evaluation team will moreover present how the findings from the technical assessment have been incorporated into the asset creation evaluation.

37. Asset creation activities addressing primarily WFP's Strategic Objective SO 3 will be evaluated, with emphasis on the following sub-components:

38. SO3-3.1 "Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food insecure communities and households.

39. Asset Creation activities where both cash and food modalities were used to meet immediate needs will be included but this evaluation will not evaluate which modality was best but focus on the assets created. There are already corporate evaluations that specifically addressed the question around modality of assistance.

4.2 Evaluation Criteria and Questions

40. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability.[15] Gender Equality and the Empowerment of Women (GEEW) should be mainstreamed throughout.

41. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the

[15] For more detail see: http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm and http://www.alnap.org/what-we-do/evaluation/eha

evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of asset creation activities, which should inform future strategic and operational decisions.

42. Below are the key criteria and broad questions to be evaluated:

Criteria	Evaluation Questions
Relevance	To what extent are the asset creation activities in line with the needs of beneficiaries (men and women)? To what extent are they aligned with Government, WFP, partner UN agency and donor policies and priorities?
Effectiveness	Has the asset creation programme achieved its stated objectives and outcomes on building community or livelihood assets? What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the intervention?
Efficiency	Were activities cost-efficient? Were the asset creation activities implemented in the most efficient way compared to alternatives? What were the external and internal factors influencing efficiency?
Impact	What were the short- and medium term effects of the created assets on beneficiaries' lives and their ability to withstand shocks? Are assisted households moving in the right direction along a 'resilience pathway'? Did any negative effects occur for beneficiaries? What were the gender-specific impacts, especially regarding women's empowerment? What are the main drivers of positive impacts? (Partnerships, capacity, ownership, etc.)
Sustainability	To what extent have the benefits of the created assets continued after WFP's work ceased? (Level of maintenance and quality of assets). Are the created assets environmentally sound? What is the level of national and county level buy-in for adoption of asset creation into their own development plans?

4.3 Data availability

43. The following are the main sources of information available to the evaluation team. The sources provide both quantitative and qualitative information.

- 2009 to 2014 Standard Project Reports (SPRs). The 2015 SPR will be available by March 2015 but data for outcome indicators will be available by December 2015.
- Food Security Outcome Monitoring (FSOM) reports produced 3 times a year from 2012 onwards.
- Kenya Country Portfolio Evaluation 2010
- FFA Impact Evaluation report 2011
- 106660 and 200294 evaluation reports
- Biannual rains assessment reports
- Asset creation reconstructed baseline 2013
- First asset creation Outcome Monitoring report August 2015
- M&E monthly reports
- PRRO 106660 (2009-2012), 200294 (2012-2015) and 200736 (2015-2018) project documents and log frames
- WFP Strategic Results Framework
- Asset creation related reports including quarterly and annual report submitted by the National Drought Management Authority (NDMA, WFP's principal government partner in asset creation), Co-operating Partners (CPs)/CP, monthly narratives and progress reports
- Food Assistance for Assets Manual (2014)
- Ministry of Agriculture, Livestock and Fishery production reports
- Evaluations and reports by implementing partners

44. Baseline, targets and follow up values for all indicators in the log frame (see Annex) are available. The SPRs give details of both outcome and output achievements per year as per the log frames. It is worth noting that the log frames and hence the indicators changed with the new Strategic Results Framework (SRF) in 2014 and the project documents that span over nearly 10 years therefore do not have entirely the same indicators.

45. Specific Asset activity baselines, that address the five asset creation outcomes as spelled out in the project documents, were not collected at the beginning of the project in 2009 and this is why a baseline was reconstructed in May 2013. With the current PRRO (2015-2018) baseline data has been collected in 2015 and follow up surveys are planned once every year during the PRRO period.

4.4 Methodology

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

- Employ the relevant evaluation criteria mentioned above: relevance, effectiveness, efficiency, impact and sustainability.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- Use mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used; and
- Mainstream gender equality and women's empowerment.

47. Given the broad set of research questions, both qualitative and quantitative approaches should be utilized. The integration of qualitative and quantitative methods would help to achieve a thorough understanding of the different design, operational, or contextual factors that may have fostered or hindered the achievement of the programme's expected impacts.

48. The evaluations will use established standards where applicable to assess WFP's performance. These will be particularly relevant in terms of technical standards against which the quality of assets should be judged. This will vary by type of asset. The first point of reference for information about technical standards will be the WFP Asset Guidance Manual. During the inception phase, the evaluation team will identify which standards are applicable to the country and will build these into the detailed evaluation tools, which will be documented in the Inception Report.

49. Qualitative methods should be used to better understand the knowledge, attitudes, priorities, preferences, and perceptions of target beneficiaries and other stakeholders. Qualitative methods would principally include interviews with community key informants and leaders and government officials at the county and national level; development partners operating in the ASALs and other stakeholders. Qualitative methods are particularly important for understanding the perceptions and attitudes towards the programme, incentives to participate, as well as unexpected direct and indirect impacts household or community dynamics.

50. Quantitative methods will be used to measure corporate indicators and will mainly be at household level.

51. Secondary data - e.g. national household level surveys, census data and WFP monitoring data on inputs and activities - will be used to complement primary data collected. Data from all sources and methods will be systematically triangulated to verify findings and deepen insights. The qualitative data seek to deepen the understanding and analysis of the data generated by the other methods and to add substance to the indicators.

52. It is also possible to introduce subjective resilience questions which can be administered through mVAM as a complement to the above mentioned data collection methods and based on the pilots done by Overseas Development Institute (ODI) in Tanzania.

53. The approach is called subjective resilience, and starts from the premise that most people have a good understanding of the factors that contribute to their own ability to cope with and adapt to emergencies. In view of evaluating the beneficiaries' resilience pathway, the evaluation team will consider such subjective information coupled with measuring other objective resilience indicators

54. People are asked to consider the factors contributing to their livelihoods and judge how resilient they consider their household to be to given threats. They are also asked to suggest ways to enhance their resilience. The method used to collect data is through a call centre that rang the same people every few months to ask a series of questions. This data collection method is already used by WFP in Kenya. Given that surveys relating to subjective resilience tend to be shorter than objective ways of measuring resilience), the approach lends itself to data collection that is cost efficient.

4.5 Quality Assurance

55. Office of Evaluation'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.

56. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. *Refer to WFP Directive (#CP2010/001) on Information Disclosure.*

57. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses is in line

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

58. OEV has developed a quality assurance checklist for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products (Link to: Quality checklist for Evaluation Terms of Reference, Quality checklist for writing the inception report and quality checklist for Evaluation Report). These checklists will be applied to ensure the quality of the evaluation process and outputs. In addition, a post-hoc quality assessment of the final decentralised evaluation report will be conducted by OEV.

59. Concerning the quality of data and information, the evaluation team should systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

5. Phases and Deliverables

60. The evaluation will proceed through the 5 following phases. The evaluation schedule (below) provides a detailed breakdown of the proposed timeline for each phase over the full timeframe. A summary of the deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map

61. Preparation phase (October- December 2015): The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the TOR; select the evaluation team and contract the company for the management and conduct of the evaluation.

62. Inception phase (-February 2016): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders (beneficiaries, government, donors and WFP).

63. Evaluation phase (April/May 2016): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the field work.

64. Reporting phase (May 2016): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional

consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

65. Follow-up and dissemination phase: The final evaluation report will be shared with the relevant stakeholders. The management responsible will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The final evaluation report will be published on the WFP public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

Evaluation Schedule

146. Annex 4 demonstrates the below in a Gantt Chart.

SN #	Output	Due date
	Preparation	
1.1	First draft of TOR	October 2015
1.2	Final TOR	December 2015
1.3	Award of contract to conduct evaluation	February 2016
	2.Inception	
2.1	Inception report	March 2016
	3.Evaluation	
3.1	Quantitative and qualitative end line data collection (assets created 2009-2015)	April/May 2016
	4.Reporting	
4.1	Preliminary Evaluation report	June 2016
4.4	Final reports	August 2016

6. Organization of the Evaluation

6.1 Evaluation Conduct

66. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The

team will be hired following agreement with WFP on its composition and in line with the evaluation schedule in Annex 2.

6.2 Team composition and competencies

67. The Team Leader should be a senior evaluator with at least 10 years of experience in evaluation with demonstrated expertise in managing multidisciplinary and mixed quantitative and qualitative method evaluations, complemented with good understanding of asset creation programmes and additional significant experience in other development and management positions.

68. The Team leader will also have 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 writing and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, exit debriefing presentation and evaluation report in line with EQAS.

69. The team must include strong demonstrated knowledge of qualitative and quantitative data and statistical analysis. It should include both women and men and at least one team member should have previous WFP experience.

70. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Asset creation, livelihoods and rural development
- Natural resources management, climate change
- Economic analysis and statistics
- Gender expertise and nutrition
- Whole team members should have strong analytical and communication skills, evaluation experience and familiarity with Kenya or the Horn of Africa.

71. 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.

72. Team members will: i) contribute to the 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).

6.3 Security Considerations

- **Security clearance** where required is to be obtained from WFP Kenya office.

- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel. Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP.
- Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.[16]

73. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations.

7. Roles and Responsibilities of Stakeholders

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

- Comply with the evaluations policy's provisions and safeguards of impartiality at all stages of evaluation process: planning, design, team selection, methodological rigor, data gathering, analysis, findings, conclusions and recommendations.
- Assign an evaluation manager for the evaluation.
- Form an Internal Evaluation Committee comprising of the Deputy Country Director/Head of Programme, the Evaluation manager and the technical Unit in charge of Asset Creation. This groups will comment on the TORs, inception report and the final evaluation report.
- Form an External Reference Group comprising of donors and partners who will oversee the transparency and impartiality process of the evaluation (Annex 3).
- 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; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Organise security briefings for the evaluation team and provide any materials as required

[16] Field Courses: Basic https://dss.un.org/bsitf/; Advanced http://dss.un.org/asitf

- Participate in 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 external stakeholders.
- Prepare a management response to the evaluation recommendations.

75. **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.

76. **The Office of Evaluation (OEV).** OEV will advise the Evaluation Manager and provide support to the evaluation process where possible and where requested.

8. Communication and budget

8.1 Communication

77. To enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These may for example take place by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

78. Communication with evaluation team and stakeholders should go through the Evaluation manager.

79. Following the approval of the final evaluation report, dissemination will be broad and workshops will be conducted both internally and with partners, looking at the recommendations and the way forward.

8.2 Budget

80. **Budget:** The evaluation will go through a tender, using WFP Procurement procedures and therefore the budget will be proposed by applicants

Annexes to the TOR as detailed below have been excluded:

- Annex 1: Asset Creation Activities by Livelihood zones
- Annex 2: TOR of External Reference Group
- Annex 3: Asset Creation Activities
- Annex 4: Timetable
- Annex 5: Logic Frameworks
- Annex 6: PRRO-FFA Impact Evaluation Report – August 2011

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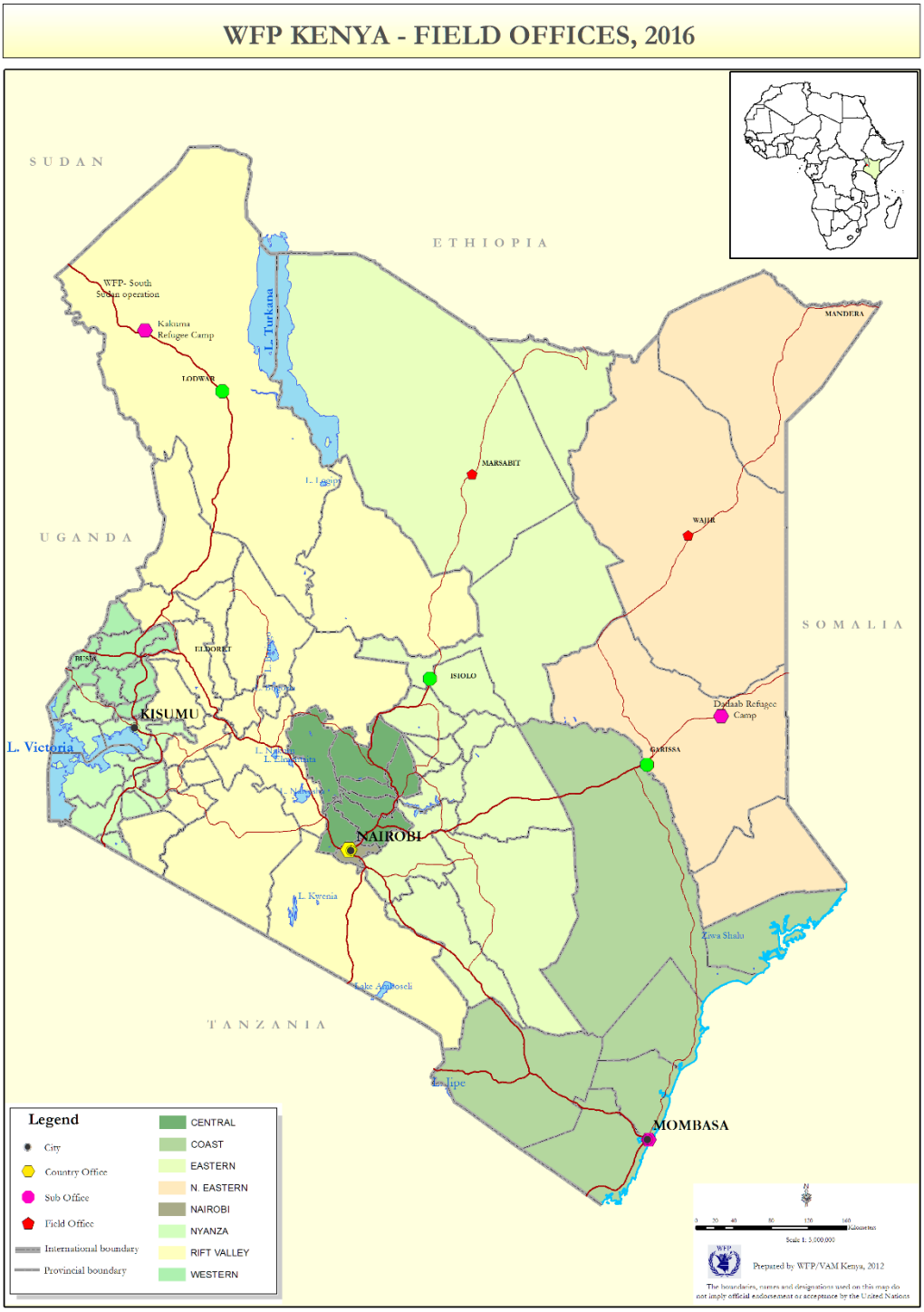
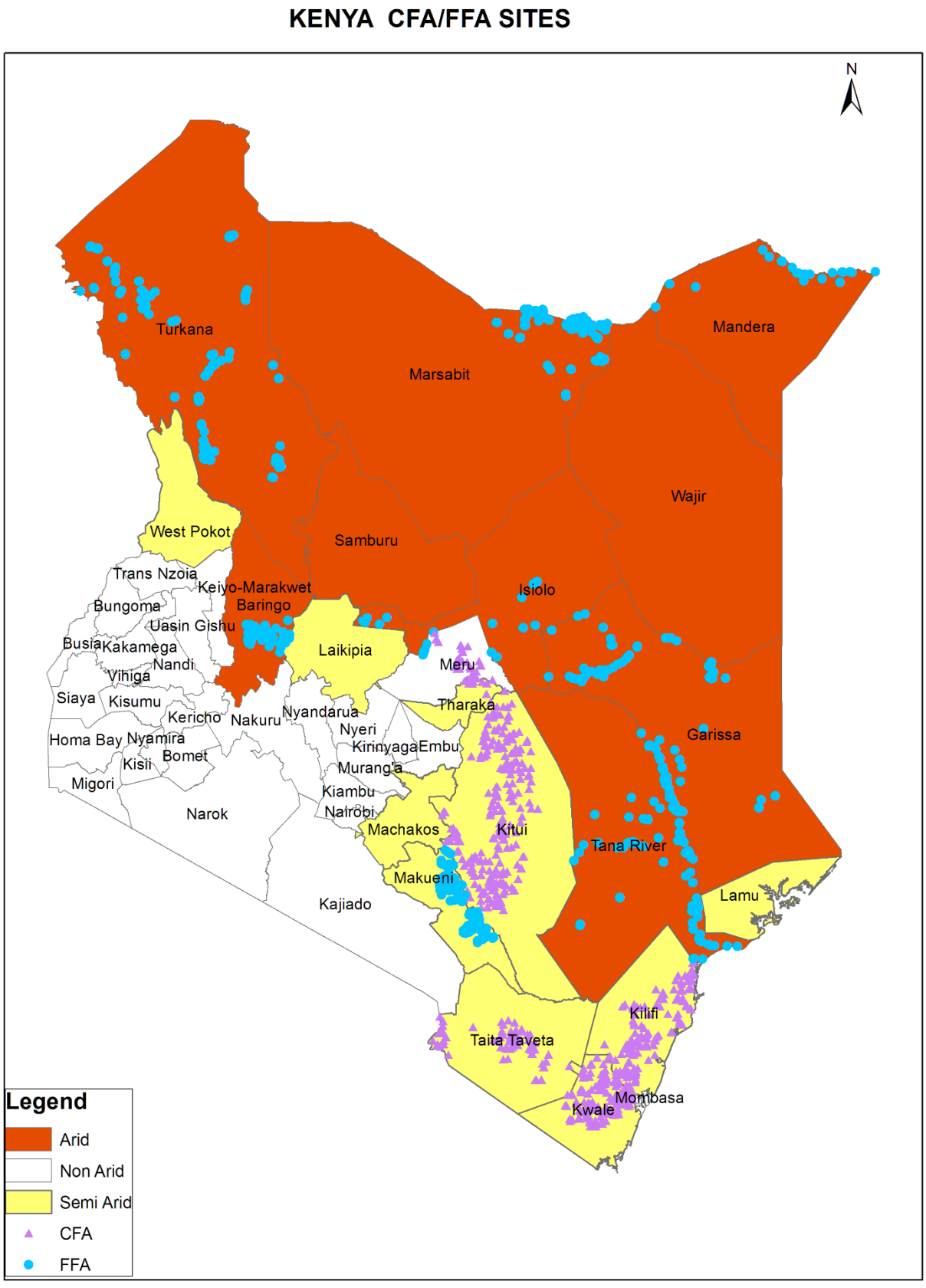
Annex 3 Maps

Map 1. Map of WFP Kenya sub-offices



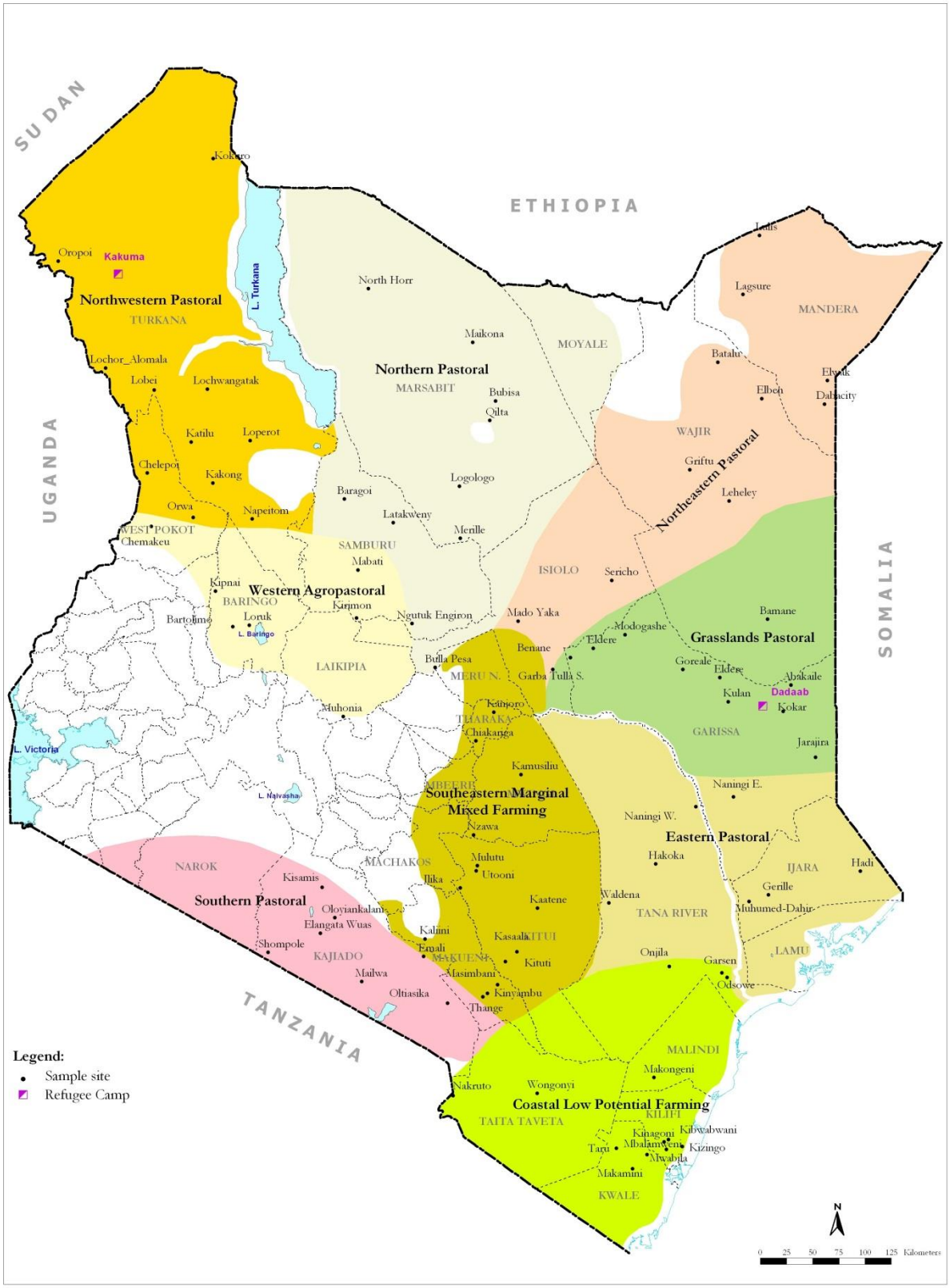
Source: WFP Kenya Country Office, 2016

Map 2. Map of WFP CFA and FFA sites



Source: WFP Kenya Country Office, 2016

Map 3. Map of livelihood zones



Source: WFP Kenya Country Office, 2016

Annex 4 Asset creation activities

The table below is taken from the TOR for the evaluation. Figures indicate total activities completed for the 2009–2012 PRRO (1,396); for the 2012–2015 PRRO (2,475); and planned for the current PRRO 2015–2018 (2,239). These figures will be further analysed against data from the centralised monitoring which captures all projects.

				SUMMARY (TOTAL)		
S/N	Category	Code	Activity	2009-2012	2012-2015	2015-2018
1	Soil and water conservation/ Fertility Trench Construction	11	Stabilized Fanya juu/retention ditches construction	117	315	225
		12	Soil bund construction	50	21	10
		13	Stone bund construction	3	4	2
		14	Composting	1	-	113
		17	Planting grass on terraces	88	95	189
2	Micro-catchment / Half Moon	21	Zai pit construction	150	401	391
		22	Negarim construction	42	52	43
		23	Trapezoidal bund construction	47	33	25
		24	Semi-circular bund construction	39	45	46
		26	Sunken beds	10	40	38
3	Water	31	Water pan construction/ Farm pond construction	213	241	245
		32	Rock/ Reservoir catchment construction	9	15	12
		33	Sand dam construction	8	3	-
		35	Water pan Desilting	80	68	32
		36	Spate diversion construction	1	15	-
		37	Shallow well construction	8	7	-
		38	Shallow well rehabilitation	5	-	-
		39	Underground water tank	-	-	1
4	Afforestation/ Agroforestry	41	Seedling production	106	213	210
		42	Seedling planting	149	313	255
5	Land Rehabilitation	51	Loose rock check dam construction	21	11	1
		52	Brushwood check dam construction	6	10	4
		53	Land clearing of invasive weeds	2	9	2
		54	Earth dykes construction	2	-	-
6	Irrigation	61	Primary canal construction/ Lining/ Rehabilitation	64	68	101
		62	Secondary canal construction/Rehabilitation	19	36	32
		63	Green house farming	-	10	6
		64	Kitchen/Multistorey Gardens	-	121	58
7	Access road	71	Road Construction	38	32	18
			Road Rehabilitation	50	44	-
8	Fish farming	81	Fish ponds construction	-	-	-
9	Capacity building	91	Training of Cooperating partners, Gorvement and Communities	41	82	37
		92	Human resource support			
		93	Logistical support			
10	Fodder/ Hay Production	101	Fodder/ Hay Production	27	158	137
11	Livelihood Divers	111	Bee keeping (Langstroth beehives)	-	13	6

Annex 5 Logical frameworks for C/FFA components of PRROs

Table 4. PRRO 106660 logical framework

PRRO 106660 LOGICAL FRAMEWORK (FFA section) 2009–2012		
Results chain	**Performance indicators**	**Risks and assumptions**
Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures		
Outcome 2.1: Early-warning systems, contingency plans, food security monitoring systems in place and enhanced with WFP capacity-development support	➢ Disaster preparedness index	Assumptions: Adequate government and community participation in training, support from partners Risk: High turnover of partner staff, especially at NGOs
***Output 2.1.1*:** Disaster mitigation measures in place with WFP capacity-development support	➢ Risk-reduction and disaster preparedness and mitigation systems in place, by type: early-warning systems and contingency plans	
Outcome 2.2: Hazard risk reduced at the community level in targeted communities	➢ Community asset score ➢ Household asset score	Assumption: Other social protection programmes co-ordinated in the government master plan
Output 2.2.1: Disaster mitigation assets built or restored by targeted communities	➢ Risk-reduction and disaster-mitigation assets created or restored, by type and unit of measure: ha protected or improved, number of trees planted, dams constructed, etc. ➢ Number of beneficiaries reached (% of planned) ➢ Quantity of food distributed in MT (% of planned)	Assumption: Adequate and timely funding to ensure healthy pipeline

PRRO 106660 LOGICAL FRAMEWORK (FFA section) 2009–2012		
Results chain	**Performance indicators**	**Risks and assumptions**
Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-disaster situations		
Outcome 3.1: Targeted communities have increased access to livelihood assets in fragile shock-prone transition situations	➢ Community asset score	Assumption: Asset creation projects depend upon sound technical input from NGO and government partners Risk: Lack of or inadequate implementation capacity
Output 3.1.1: Livelihood assets developed, built or restored by targeted communities and individuals	➢ Number of community assets created or restored by targeted communities and individuals ➢ Number of women and men trained in livelihood support thematic areas	Assumptions: Adequate counterpart funding through other direct operational costs; adequate complementary inputs by partners

Table 5. PRRO 200294 logical framework

Results	Performance indicators	Assumptions
SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies		
Outcome SO2.1 Adequate food consumption reached or maintained over assistance period for targeted households	▶ Diet Diversity Score (female-headed households) ▶ Diet Diversity Score (male-headed households) ▶ Diet Diversity Score ▶ FCS: percentage of households with poor Food Consumption Score ▶ FCS: percentage of households with borderline Food Consumption Score (male-headed) ▶ FCS: percentage of households with borderline Food Consumption Score (female-headed) ▶ FCS: percentage of households with poor Food Consumption Score (male-headed) ▶ FCS: percentage of households with poor Food Consumption Score (female-headed) ▶ FCS: percentage of households with borderline Food Consumption Score ▶ CSI (Food): Coping Strategy Index (average)	Beneficiaries use cash and food appropriately and to improve the household's food intake and nutritional status
Outcome SO2.2 Improved access to assets and/or basic services, including community and market infrastructure	▶ CAS: percentage of communities with an increased Asset Score	No severe drought and floods that will erode the assets and reverse the gains Communities have the capacity and support, to maintain and replicate assets created through FFA
Outcome SO2.3 Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children	▶ Proportion of eligible population who participate in programme (coverage) ▶ Proportion of target population who participate in an adequate number of distributions	Proper targeting conducted to get eligible population.

Results	Performance indicators	Assumptions
Output SO2.1 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	▶ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned ▶ Quantity of non-food items distributed, disaggregated by type, as % of planned ▶ Quantity of food assistance distributed, disaggregated by type, as % of planned ▶ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned	Partners have the capacity to implement cash or voucher transfers. Adequate and timely funding is available to ensure healthy pipeline
Output SO2.2 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	▶ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned ▶ Quantity of non-food items distributed, disaggregated by type, as % of planned ▶ Quantity of food assistance distributed, disaggregated by type, as % of planned ▶ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned	Partners have the capacity to implement cash or voucher transfers Adequate and timely funding is available to ensure healthy pipeline.
Output SO2.3 Community or livelihood assets built, restored or maintained by targeted households and communities	▶ Number of assets built restored or maintained by targeted households and communities, by type and unit of measure.	There is adequate technical support and non-food items provided to communities.
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs		
Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households	▶ CAS: percentage of communities with an increased Asset Score • Baseline: 64 (May 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties ○ Source: WFP programme monitoring • Target: 80 (Apr 2015)	Beneficiaries use cash and food appropriately and to improve the household's food intake and nutritional status

Results	Performance indicators	Assumptions
	○ Beneficiary group / Location: Arid and Semi-Arid Counties ○ Source: WFP programme monitoring ▶ FCS: percentage of households with borderline Food Consumption Score (female-headed) • Baseline: 47 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Baseline: 38 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Target: < 9 (May 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Target: < 8 (May 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey ▶ FCS: percentage of households with borderline Food Consumption Score (male-headed) • Baseline: 49 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Baseline: 45 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Target: < 10 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Target: < 9 (Apr 2015)	

Results	Performance indicators	Assumptions
	○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey ▶ FCS: percentage of households with poor Food Consumption Score (female-headed) • Baseline: 36 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Baseline: 34 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Target: < 7 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Target: < 7 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey ▶ FCS: percentage of households with poor Food Consumption Score (male-headed) • Baseline: 28 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Baseline: 33 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Target: < 6 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ ◦ Source: WFP survey • Target: < 7 (Apr 2015)	

Results	Performance indicators	Assumptions
	○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey ▶ Diet Diversity Score (female-headed households) • Baseline: 4.1 (Apr 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Baseline: 3.8 (Apr 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Target: > 4.1 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring • Target: > 3.8 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey ▶ Diet Diversity Score (male-headed households) • Baseline: 4.4 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Baseline: 4 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey • Target: > 4.4 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP survey • Target: > 4 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP survey	

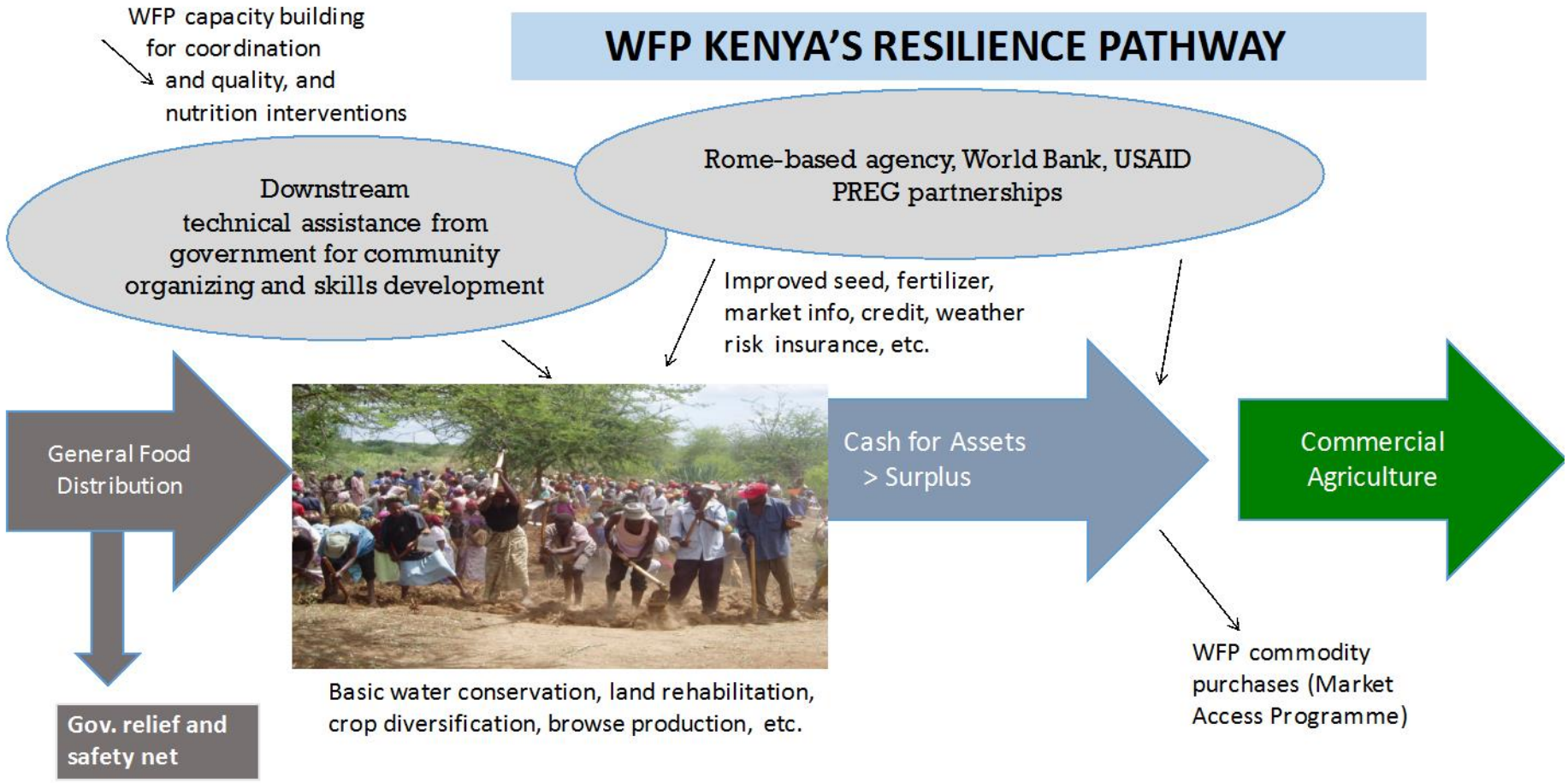
Results	Performance indicators	Assumptions
	▶ CSI (Food): Coping Strategy Index (average) • Baseline: 17 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • • Baseline: 18 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food◦ ○ Source: WFP programme monitoring • Baseline: 16 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties FHH/Cash◦ ○ Source: WFP programme monitoring • Baseline: 17 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties FHH/Food ○ Source: WFP programme monitoring • Baseline: 17 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties MHH/Cash ○ Source: WFP programme monitoring • Baseline: 20 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties MHH/Food ○ Source: WFP programme monitoring • Target: < 17 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Target: < 18 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring • Target: < 16 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties FHH/Cash ○ Source: WFP programme monitoring	

Results	Performance indicators	Assumptions
	• Target: < 17 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties FHH/Food ○ Source: WFP programme monitoring • Target: < 17 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties MHH/Cash ○ Source: WFP programme monitoring • Target: < 20 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties MHH/Food ○ Source: WFP programme monitoring ▶ FCS: percentage of households with borderline Food Consumption Score • Baseline: 42 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ◦ ○ Source: WFP programme monitoring • Baseline: 41 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring • Target: < 8 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Target: < 8 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring ▶ FCS: percentage of households with poor Food Consumption Score • Baseline: 33 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Baseline: 32 (Sep 2012)	

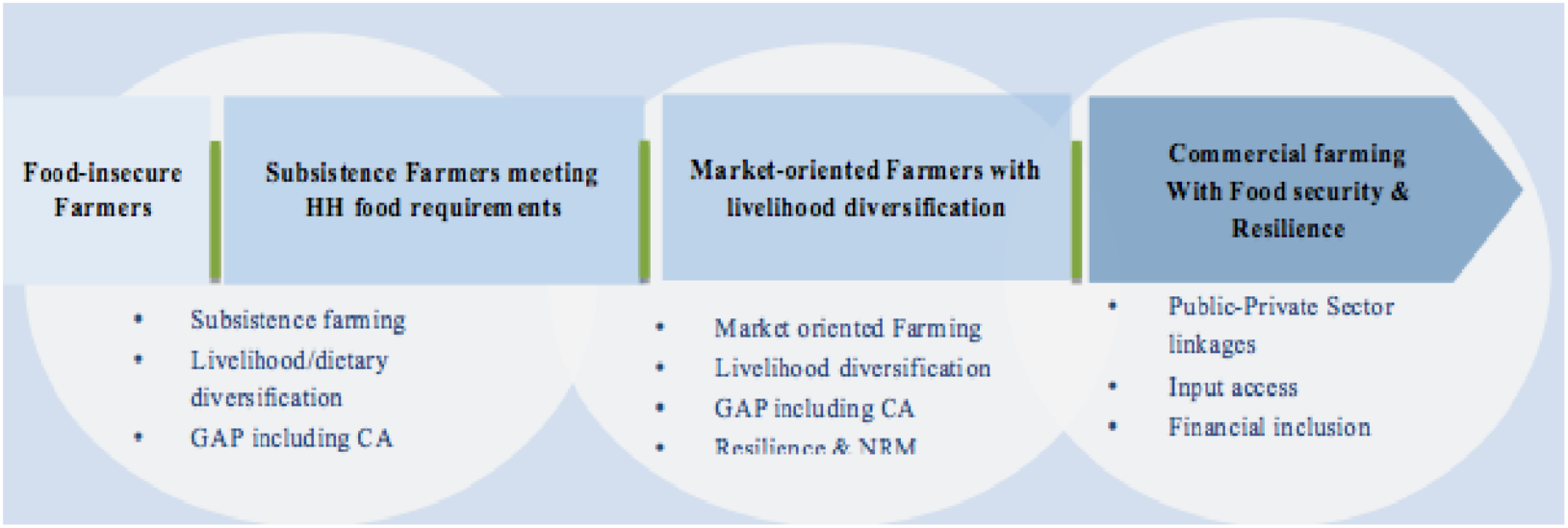
Results	Performance indicators	Assumptions
	○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ◦ ○ Source: WFP programme monitoring • Target: < 7 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ◦ ○ Source: WFP programme monitoring • Target: < 6 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ◦ ○ Source: WFP programme monitoring ▶ Diet Diversity Score • Baseline: 3.9 (Sep 2012) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Baseline: 4.3 (Sep 2012) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring • Target: > 4.3 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food◦ ○ Source: WFP programme monitoring • Target: > 3.9 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring ▶ CSI (Asset Depletion): Percentage of households implementing crisis and emergency coping strategies • Baseline: 67 (Sep 2014) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Baseline: 59 (Sep 2014) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food	

Results	Performance indicators	Assumptions
	○ Source: WFP programme monitoring • Target: < 67 (Apr 2015) ○ Beneficiary group / Location: Semi-Arid Counties Average /Cash ○ Source: WFP programme monitoring • Target: < 59 (Apr 2015) ○ Beneficiary group / Location: Arid and Semi-Arid Counties Average/Food ○ Source: WFP programme monitoring	
Outcome SO3.2 Risk reduction capacity of countries, communities and institutions strengthened	▶ NCI: Food security programmes National Capacity Index ▶ Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Communities have the capacity, with support, to maintain and replicate assets created through FFA
Output SO3.1 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	▶ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned ▶ Quantity of food assistance distributed, disaggregated by type, as % of planned ▶ Quantity of non-food items distributed, disaggregated by type, as % of planned ▶ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned	Cooperating partners have sufficient capacity to implement cash or voucher transfers Adequate and timely funding is available
Output SO3.2 Community or livelihood assets built, restored or maintained by targeted households and communities	▶ Number of assets built restored or maintained by targeted households and communities, by type and unit of measure	Communities have the capacity, with support, to maintain assets created through FFA.
Output SO3.3 Human capacity to reduce risk of disasters and shocks developed	▶ Number of people trained, disaggregated by sex and type of training	

Annex 6 Graphics on WFP Kenya's and the RBAs' 'resilience pathway'



RBA: Resilience Pathway



Source: WFP, nd (d).

Annex 7 Beneficiaries, transfer amounts and SPR reporting

This annex presents data on the beneficiaries of the AC programme and on the transfers of food and cash to beneficiaries as planned under the two PRROs in the evaluation period. It also summarises commentary from the PRRO SPRs on the planning and management of AC activities and the extent to which objectives were reached.

Beneficiaries

Digitalised beneficiary data capturing the marital status of those registered were available for CFA sites, but not for FFA sites. However, across CFA sites, and of a total of 58,821 female participants, 22% indicated that they were divorced, separated, single or widowed – with the implication being that they were, therefore, the household head (see Table 6 below). This represented a proportion of 18% female headed households across all (male and female) participants registered (of a total of 70,437).

Table 6. Gender and marital status of CFA participants

Gender	Marital Status							Proportion household head (%)*
	Divorced	Married	Separated	Single	Widowed	Undefined	Grand Total	
Female	348	45,103	481	2,230	9,822	837	58,821	22
Male	72	9,097	124	471	886	200	10,850	22
Undefined	-	26	-	4	4	732	766	1
Grand Total	**420**	**54,226**	**605**	**2,705**	**10,712**	**1,769**	**70,437**	**-**

Note: *Calculated based on all respondents indicating they are divorced, separated, single or widowed being the household head.

Planned amounts

The 'standard' amounts to be distributed as cash or food to beneficiaries as detailed in the PRROs for the period are outlined in Table 7 below. The planned amount of food fell between the 2009–2012 PRRO and the 2012–2015, for both arid and semi-arid counties. Standard amounts of cash to be transferred are not specified in the 2009–2012 PRRO. The standard number of feeding days to be covered – as planned – varies by year for the 2009–2012 PRRO, to only 75 for 2012.

Table 7. Planned amounts to be distributed to C/FFA beneficiaries

		Arid Counties	Semi-Arid Counties
PRRO10660	**Food (Kcal)**	1,749	1,056
	Cash (USD)	-	-
	Total feeding days/year (cash and food)	Variable: 2009: 225 2010/2011: 300 2012: 75	Variable: 2009: 225 2010/2011: 300 2012: 75
PRRO 200294	**Food (Kcal)**	1,580	1,062
	Cash (USD)	0.50	0.50
	Total feeding days (cash and food)	180	135

Sources: PRRO 106660 and PRRO 200294

Planning and achievement

Table 8 summarises key points related to planning and the achievement of targets as reported in the Standard Project Reports for the period.

Table 8. Summary of SPR data on planning and performance

Year	Planning points	Implementation / challenges
2009	• Long rains assessments indicated an increase in the number of people needing assistance, following failure of the 2009 long rain. • Target of 2.6m to be reached through GFD and FFA. Expansion of coverage of FFA component	• Resource constraints and pipeline breaks necessitated a reduction on rations (mostly cereals/pulses). • Reductions in rations coupled with prolonged drought, led to worsening of food security.
2010	• Two good rainy seasons reduced the number of people without adequate access to basic food (from 3m in early 2010 to just over 1m by the end of the year). • Shift in focus from relief to recovery. FFA activities increased, with a shift in emphasis towards water harvesting activities and management of scarce water resources. • Mwingi – seasonal CFA programme piloted (cash after harvest and food during lean season).	• Technical challenges affected the scale of the seasonal CFA pilot – households unable to open accounts or had no mobile connectivity. These challenges impeded the scale-up of the programme. • FFA activities were not fully achieved – unexpected delays in partner selection and evaluation of technical proposals for asset activities. • However, the increased acreage under production (due to water harvesting/management activities) reported to have increased dietary diversity and income through sale of produce. • Number of households participating higher than planned because various 2009 FFA activities continued into 2010.

Year	Planning points	Implementation / challenges
2011	• Long rains failed, worsening the effects of previous, poor short rains. Severe drought affected the Horn of Africa. Surge in refugees meant resources directed to provide relief. • Scale up of operations from May to September. • Unconditional cash transfers introduced in areas where markets considered viable. • Plan to increase CFA beneficiary numbers incrementally.	• Insufficient funding during the height of the crisis in July. Food stocks could not be built up before the rainy season. • Limited national stocks for purchase and regional food purchases were of poor quality or were restricted for import because of GM. • When funding became available, heavy rains (in Oct/Nov) cut off large areas of the country and made it difficult to get resources through. • Overall, the number of beneficiaries reached was below the amount planned. • CFA 'gained momentum' in December – but not all beneficiaries reached. FFA beneficiary numbers surpassed due to emergency. • However, CFA rapidly expanded (rather than being incrementally rolled out). Due to lack of available food, many were enrolled in CFA rather than FFA. There were issues, however, in putting necessary structures in place to enable actual receipt of cash transfers.
2012	• Rains assessments indicated improvements for marginal farmers and pastoralists. Still 2.2 million experiencing food gaps. • Cash transfers based on planned worth of food rations, were implemented in marginal areas where markets favourable. FFA implemented in arid areas. • Plans for FFA activities to be started in five districts (Marsabit, West Pokot, Samburu, Wajir and Ijara).	• Cash transfer amounts severely affected by resourcing shortfalls. To reduce backlog of entitlements, some households in CFA received a portion of ration as food instead. • Erratic food supplies due to funding shortfalls resulted in some food distributions being skipped or rations being reduced, affecting the daily kcal intake. • Expansion to five counties did not begin – lack of funds, including funds to do training etc.
2013	• Gradual improvement in food security situation. Rainfall during long rains was timely and well-distributed. However, residual effects of drought led to loss of productive assets, made worse by the late onset of Oct-December rains. • FFA transfers to be provided in place of GFD in a few arid areas. CFA provided in semi-arid areas. • Cash modality to be used where market and financial conditions favourable. Cash transfers based on equivalent cost of the food basket in local context. • Mobile phone cash transfers piloted, with some households in Isiolo, Turkana, Wajir received cash transfer to purchase food. • Reduction in ration size from 75% to 65 percent of 2,100 daily calorie intake from October onwards.	• Cash transfers affected by funding shortfalls and business process bottlenecks. • Opening of bank accounts took time after WFP switched to another (more efficient) service provider – had to switch recipients. • Planned expansion of FFA did not take place. • Funding constraints impeded achievement of planned targets. • Also led to an increased focus on simple, low cost technologies (tree nurseries, digging terraces etc.), rather than more expensive technologies such as irrigation schemes.

Year	Planning points	Implementation / challenges
2014	• Following short rain fall assessment, found that twice the number as in the previous year required assistance, with further deterioration after the long rains exacerbating poor food security. • Number of people in FFA/CFA remained largely stable – decision made in 2012 to intensify resilience building efforts. • Cash transfers adjusted downwards as prevailing food prices in local markets lower than budgeted.	• Encouragement of county governments to contribute. • Cash transfers timely for most of the year – review of internal business systems and new procedures to facilitate transfers put in place. • All outstanding payments from previous years were cleared. • FFA activities mainly focused on harvesting of rain water and soil conservation. Reported to have directly contributed to increased food production. • Reported that some households replicating technologies. • Prioritisation of low-cost, high labour activities – insufficient funds to purchase tools and other materials. Households unable to participate in high labour activities were encouraged to contribute 'soft labour' (e.g. child care at project sites).
2015	• Poor rains continued to hamper ability to meet food needs. Increase in food insecurity. Based on the long rains assessment, support from Sept 2014-Feb 2015 was targeted to 15% more people required than following the previous assessment.	• Resource constraints and break in the supply pipeline led to some activities being cancelled – however, asset creation activities were prioritised. Cash transfers were adjusted downwards based on prevailing market prices. • Low funding levels for tools and other non-food items meant targets not reached for some outputs. Mostly affected outputs requiring higher capital (feeder roads etc.).

Sources: SPRs 2009–2015

Annex 8 Evaluation matrix

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
Relevance	**Key question 1: To what extent are the asset creation activities in line with the needs of beneficiaries (men and women)?**			
	To what extent are the asset creation activities in line with the needs of beneficiaries in general?	• Beneficiaries' livelihood needs (assets, consumption, opportunities) as stated by them and as inferred from documentation on livelihood challenges • BM: full alignment	• Beneficiary statements • Documentation on rural Kenyan livelihoods, including context and problem statements in programme documents	• Focus group discussions (FGDs): general and women only • Household interviews • Literature review • Analysis of contribution analysis can make to needs
	To what extent are the asset creation activities in line with the needs of women beneficiaries?	• Women beneficiaries' livelihood needs (assets, consumption, opportunities) as stated by them and as inferred from documentation on livelihood challenges • BM: full alignment	• Beneficiary statements • Documentation on rural Kenyan women's livelihoods, including context and problem statements in programme documents	• FGDs: general and women only • Household interviews • Literature review • Analysis of contribution analysis can make to women's needs
	Are any categories of people not able to benefit from the asset creation activities?	• Characteristics of participants and non-participants in AC: age, gender, ethnic group, disability, location • BM: equal opportunities for all	• Statements of community leaders • WFP data on beneficiaries	• Interviews with community leaders • FGDs: general and women only • Analysis of data and informant views to identify and explain potential exclusion
	Key question 2: To what extent are the asset creation activities aligned with Government, WFP, partner UN agency and donor policies and priorities?			
	To what extent are the asset creation activities aligned with	• AC objectives • GOK policies and priorities • BM: full alignment	• GOK statements of policies and priorities • Letters of Understanding (LOUs)	• Collection and review of relevant documents • Interviews with GOK informants

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	Government policies and priorities?		• WFP PRRO logical frameworks	• Analysis of data and informant views to identify degree of alignment
	To what extent are the asset creation activities aligned with WFP policies and priorities?	• AC objectives • WFP policies and priorities • BM: full alignment	• WFP statements of policies and priorities • LOUs and Field Level Agreements (FLAs) • WFP PRRO PDs and logical frameworks	• Collection and review of relevant documents • Interviews with WFP informants • Analysis of data and informant views to identify degree of alignment
	To what extent are the asset creation activities aligned with partner UN agency policies and priorities?	• AC objectives • Partner UN agency policies and priorities • BM: full alignment	• UN partner agency statements of policies and priorities • WFP PRRO logical frameworks	• Collection and review of relevant documents • Interviews with staff of partner UN agencies • Analysis of data and informant views to identify degree of alignment
	To what extent are the asset creation activities aligned with donor policies and priorities?	• AC objectives • Donor policies and priorities (notably USAID and Sweden) • BM: full alignment	• Donor statements of policies and priorities (notably USAID and Sweden) • WFP PRRO logical frameworks	• Collection and review of relevant documents • Interviews with staff of donor agencies • Analysis of data and informant views to identify degree of alignment
Effectiveness	**Key question 3: Has the asset creation programme achieved its stated objectives and outcomes on building community or livelihood assets?**			
	Has the asset creation programme achieved the WFP Strategic Objectives pertaining to building community or livelihood assets in the communities where it was undertaken?	• WFP Strategic Objectives (SOs) 1-4 (2008–2013), 1-3 (2014–2017) • Log frame indicators relating to these SOs in PRRO PDs 106660, 200294 • Beneficiary perceptions of effects on community and livelihood assets	• WFP PRRO logical frameworks, SPRs and other performance reports • WFP FSOM, CAS • WFP Strategic Plans, 2008–2013 and 2014–2017 • Beneficiary statements • Local officials' statements	• Collection and review of relevant documents, including PRRO M&E data and reports • FGDs: general and women only • Household interviews, potentially including non-beneficiaries

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
		• BM: log frame targets achieved and beneficiaries confirm satisfactory performance		• Interviews with local officials • Analysis of PRROs' reported performance against targets and of degree of convergence between M&E data and beneficiary views
	In the communities where it was undertaken, has the asset creation programme achieved the outcomes stated in the logical frameworks of the PRROs under which it was implemented, with regard to building community or livelihood assets?	• Log frame indicators relating to these SOs in PRRO PDs 106660, 200294 • Beneficiary perceptions of effects on community and livelihood assets • BM: log frame targets achieved and beneficiaries confirm satisfactory performance	• WFP PRRO logical frameworks, SPRs and other performance reports • WFP FSOM, CAS • Beneficiary statements • Local officials' statements	• Collection and review of relevant documents, including PRRO M&E data and reports • FGDs: general and women only • Household interviews, potentially including non-beneficiaries • Interviews with local officials, including co-operating partners • Analysis of PRROs' reported performance against targets and of degree of convergence between M&E data and beneficiary views
	Key question 4: What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the intervention?			
	What were the technical factors influencing the degree to which the objectives and outcomes of the intervention were achieved?	• Environmental conditions for construction • Design parameters • Design documentation • Construction methods • Construction materials • Construction equipment • Supervision methods	• Design documentation • Progress reports • Technical assessment report • Beneficiary views • WFP staff views • Local officials' views • Visual checks	• Review of documentation, including technical assessment report • FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
		• BM: satisfactory technical performance, no negative technical factors		• On site observation of asset construction and of completed assets • Analysis of comparative importance of technical factors
	What were the institutional factors influencing the degree to which the objectives and outcomes of the intervention were achieved?	• Institutional processes of AC introduction, facilitation, hand over, operation and maintenance • Strengths and weaknesses of responsible community and county institutions • BM: satisfactory institutional performance, no negative institutional factors	• Design documentation • Progress reports • Beneficiary views • WFP staff views • Local officials' views • Views of community management structures	• Review of documentation • FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners • Interviews with community management structures • Analysis of comparative importance of institutional factors
	What were the economic factors influencing the degree to which the objectives and outcomes of the intervention were achieved?	• Local economic and market context, opportunities and threats for production supported by AC • Volumes and value of production marketed by beneficiaries • Cash beneficiaries' uses of money received • BM: improved beneficiary livelihoods due at least partly to increased incomes from production for market	• Design documentation • Progress reports • Reviews and statistics on agriculture and marketing • Beneficiary views • WFP staff views • Local officials' views	• Review of documentation • FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners • Analysis of economic viability of production supported by AC through review of available farm budget data • Analysis of comparative importance of economic factors
	What were the social factors influencing the degree to which the objectives and	• Gender, cultural and other social parameters potentially affecting adoption of AC	• Design documentation • Progress reports	• Review of documentation • FGDs: general and women only • Interviews with WFP staff

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	outcomes of the intervention were achieved?	approaches and participation in AC • Characteristics of participants and non-participants (see KQ 1) • BM: local social parameters facilitate rather than impede achievement of AC objectives	• Studies of gender, cultural and other relevant social issues • Beneficiary views • WFP staff views • Local officials' views	• Interviews with local officials, including co-operating partners • Analysis of comparative importance of social factors, extent to which they facilitate or impede achievement of AC objectives
Efficiency	**Key question 5: Were activities cost-efficient?**			
	What was the aggregate cost-efficiency of the asset creation activities undertaken during the review period?	• Efficiency indicators: process and output indicators as specified in PRRO PDs; costs per unit of delivery; performance relative to schedule; disbursement rates • BM: achievement of PRROs' target implementation quantities, rates and costs per unit of delivery	• PRRO PDs, budget revisions and SPRs • Analysis of WFP and other organisations' AC performance in other settings	• Review of documentation • Technical assessment consultants' report • Interviews with WFP staff • Interviews with donor staff • Interviews with staff of co-operating partners • Drawing largely on secondary sources: comparative analysis of AC performance data and AC budget and expenditure data • Drawing largely on secondary sources: comparison of cost, quality, timeliness in relation to other organisations and/or WFP in other settings
	Did the cost-efficiency of the asset creation activities differ significantly by type of activity or by livelihood zone?	• Efficiency indicators: process and output indicators as specified in PRRO PDs; costs per unit of delivery; performance relative to schedule; disbursement rates – all by type of activity and livelihood zones • No BM	• PRRO PDs, budget revisions and SPRs	• Review of documentation • Interviews with WFP staff • Interviews with staff of co-operating partners • Comparative analysis of AC performance data and AC budget and expenditure data broken down by livelihood zone

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	Key question 6: Were the asset creation activities implemented in the most efficient way compared to alternatives?			
		• Efficiency indicators as above, to the extent available for alternatives • BM: efficiency of AC activities under review not less than that of alternatives	• PRRO PDs, SPRs and other progress reports • Analysis of WFP and other organisations' AC performance in other settings	• Review of documentation • Technical assessment consultants' report • Interviews with WFP staff • Interviews with donor staff • Interviews with staff of co-operating partners • Comparative analysis of WFP design and implementation documentation and those of other relevant AC interventions by WFP or other agencies
	Key question 7: What were the external and internal factors influencing efficiency?			
	What were the factors external to WFP that influenced efficiency?	• Efficiency indicators: costs per unit of delivery; performance relative to schedule; disbursement rates • Analysis of reported and unreported external factors affecting efficiency levels	• PRRO SPRs • Other WFP data • WFP staff views • Views of other relevant agencies' staff	• Review of documentation • Technical assessment consultants' report • Interviews with WFP staff • Interviews with staff of co-operating partners • Interviews with donors funding AC programme
	What were the factors internal to WFP that influenced efficiency?	• Efficiency indicators: costs per unit of delivery; performance relative to schedule; disbursement rates • Analysis of reported and unreported internal factors affecting efficiency levels	• PRRO SPRs • Other WFP data • WFP and co-operating partner staff views	• Review of documentation • Technical assessment consultants' report • Interviews with WFP staff • Interviews with staff of co-operating partners

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
Impact	**Key question 8:[17] What were the short- and medium-term effects of the created assets on beneficiaries' lives and their ability to withstand shocks?**			
	What were the effects of the created assets on beneficiaries' food security?	• Food consumption scores • Diet diversity scores • FSOM Consolidated Approach for Reporting Indicators of Food Security data • Beneficiary perceptions of food security • BMs: targets specified in PRRO 200294 log frame and beneficiary perception that food security enhanced	• WFP monitoring data (FSOM, SPRs) • Beneficiary views • Local officials' views • WFP staff views	• Review of databases and reports • FGDs: general and women only • Household interviews • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Analysis of trends in reported beneficiaries' food security, including nutrition of children 6 – 23 months. • Analysis of factors likely to have affected beneficiaries' food security
	What were the effects of the created assets on beneficiaries' resilience?	• Coping strategy index • Community asset score • BMs: targets specified in PRRO 200294 log frame and beneficiary perception that resilience enhanced	• WFP monitoring data • Beneficiary views • Views of local leadership • Local officials' views • WFP staff views	• Review of databases and reports • FGDs: general and women only • Household interviews • Interviews with community leaders • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Analysis of beneficiary views and available monitoring

[17] The evaluation will apply the definition of impact set out in its TOR (see Annex 1 above): "lasting and/or significant effects of the intervention – social, economic, environmental or technical – on individuals, gender and age groups, households, communities and institutions. Impact can be intended or unintended, positive and negative, macro (sector) and micro (household)".

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
				data on periods of food insecurity and ability to cope with shocks and stresses
	What were the effects of the asset creation programme on beneficiary communities' and (as relevant) county administrations' absorptive, adaptive and transformative capacity?	• Absorptive capacity: see beneficiary resilience above • Adaptive capacity: proportion of beneficiary households reporting new cropping and/or livelihood strategies • Transformative capacity: structures and plans developed and implemented by county, community and informal social structures to enhance livelihoods, including strengthening of asset base and diversification of livelihood strategies • BM: absorptive capacity: see beneficiary resilience above • BM: adaptive capacity: none identifiable in WFP documentation: propose at least 50% of sample households report new strategies • BM: transformative capacity: structures and plans in place in at least half sample counties and communities	• WFP monitoring data • Beneficiary views • Views of local leadership • Local officials' views • WFP staff views	• Review of databases and reports • FGDs: general and women only • Household interviews • Interviews with community leaders • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Analysis of beneficiary views and available monitoring data on absorptive, adaptive and transformative capacity • Analysis of county administrations' and other informants' views on transformative capacity of local government and institutions
	Key question 9: Are assisted households moving in the right direction along a 'resilience pathway'?			
	Are beneficiary households in general moving in the right	• Food security indicators: see KQs 3, 8 • Resilience indicators: see KQ 8 • Adaptive capacity: see KQ 8	• WFP monitoring data: see KQs 3, 8 • Beneficiary views • Views of community members who were not	• Review of databases and reports • FGDs: general and women only • Household interviews

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	direction along a 'resilience pathway'?	• Adoption of climate-resilient crop production practices • Adoption of enhanced water conservation practices • Beneficiary perceptions of trends in livelihood resilience • BMs for food security, resilience, adaptive capacity: see KQs 3, 8 • BM: climate-resilient crop production: adopted by at least 50% of sample beneficiary households with farm land • BM: water conservation practices: adopted by at least 50% of sample beneficiary households with farm land	WFP AC beneficiaries (some may have adopted AC practices) • Views of local leadership • Local officials' views • WFP staff views	• Interviews with community leaders • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Analysis of coping strategy trends among beneficiary households • Analysis of food security trends among beneficiary households • Analysis of adoption of more climate-resilient crop production practices • Analysis of adoption of enhanced water conservation practices
	Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?	• Indicators: see sub-question above: differentiated by gender, livelihood zone, type of AC • BM: all beneficiary households have equal opportunities to progress along 'resilience pathway'	• WFP monitoring data: CSI, FSOM • Beneficiary views • Views of local leadership • Local officials' views • WFP staff views	• Review of databases and reports • FGDs: general and women only • Household interviews • Interviews with community leaders • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Gender-differentiated analysis of coping strategy and food security data • Comparative analysis of households' resilience progress against other factors

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
				(socio-economic status, livelihood zone, types of AC)
	Key question 10: Did any negative effects occur for beneficiaries?			
	Did any negative effects occur for beneficiaries?	• Food security indicators: see KQs 3, 8 • Resilience indicators: see KQ 8 • Adaptive capacity: see KQ 8 • Beneficiaries' and local officials' perceptions of potential negative effects • BM: no negative effects	• Beneficiary views • WFP staff views • PRRO progress reports	• FGDs: general and women only • Interviews with WFP staff • Review of documentation • Check on potential negative production, financial, gender, institutional, social effects for beneficiaries
	Did any negative effects occur for members of participating communities who were not beneficiaries?	• Food security indicators: see KQs 3, 8 • Resilience indicators: see KQ 8 • Adaptive capacity: see KQ 8 • Beneficiaries' and local officials' perceptions of potential negative effects • BM: no negative effects	• Views of non-beneficiaries • Views of community leadership • WFP staff views	• FGDs: general and women only • Interviews with non-beneficiaries • Interviews with community leaders • Interviews with WFP staff • Check on potential negative production, financial, gender, institutional, social effects for non-beneficiaries
	Key question 11: What were the gender-specific impacts, especially regarding women's empowerment?			
	Did the impacts for female-headed households differ from the impacts for male-headed households?	• Food security indicators: see KQs 3, 8 • Resilience indicators: see KQ 8 • Adaptive capacity: see KQ 8 • Beneficiaries' and local officials' perceptions of potential negative effects • BM: no negative difference for female-headed households compared with male-headed ones	• Beneficiary views • Views of community leadership • WFP staff views • WFP SPRs	• FGDs: general and women only • Household interviews (female- and male-headed) • Interviews with WFP staff • Review of documentation • Comparative analysis of positive (and potential negative) impacts of AC on livelihoods of male- and female-headed households

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	What were the impacts of the asset creation programme on women's empowerment?	• Indicators: see log frame for PRRO 200294 • BMs: see targets set by log frame for PRRO 200294	• Beneficiary views • Views of community leadership • WFP staff views • WFP SPRs	• FGDs: general and women only • Household interviews (female- and male-headed) • Interviews with WFP staff • Review of documentation • Comparative analysis of perceived levels of women's empowerment in participating communities before, during and after AC programme implementation
	Key question 12: What are the main drivers of positive impacts? (Partnerships, capacity, ownership etc.)			
	What are the main technical drivers of positive impacts?	• See KQ 4	• Beneficiary views • WFP SPRs and other monitoring reports • WFP staff views • Local officials' views	• FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners • Review of documentation • Technical assessment consultants' report • Technical analysis of design, implementation, operation and maintenance
	What are the main institutional drivers of positive impacts?	• See KQ 4	• Beneficiary views • WFP SPRs and other monitoring reports • WFP staff views • Local officials' views	• FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners • Review of documentation • Institutional analysis of design, implementation, operation and maintenance

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	What are the main economic and financial drivers of positive impacts?	• See KQ 4	• Beneficiary views • WFP SPRs and other monitoring reports • WFP staff views • Local officials' views	• FGDs: general and women only • Interviews with WFP staff • Interviews with local officials • Review of documentation • Economic and financial analysis of design, implementation, operation and maintenance
	What are the main social drivers of positive impacts?	• See KQ 4	• Beneficiary views • WFP SPRs and other monitoring reports • WFP staff views • Local officials' views	• FGDs: general and women only • Interviews with WFP staff • Interviews with local officials, including co-operating partners • Review of documentation • Social analysis of design, implementation, operation and maintenance
Sustainability	**Key question 13: To what extent have the benefits of the created assets continued after WFP's work ceased? (Level of maintenance and quality of assets)**			

	To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?	• Continued use, operation and maintenance of assets
		• For beneficiaries whose direct support by WFP ended at least one year ago:
		  ◦ Food security indicators: see KQs 3, 8
		  ◦ Resilience indicators: see KQ 8
		  ◦ Adaptive capacity: see KQ 8
		  ◦ Beneficiary perceptions
		• BM: livelihood benefits maintained
			• WFP and other monitoring data
			• Beneficiary views
			• Local officials' views
			• WFP staff views
			• Technical assessment of assets' durability and functionality
				• Review of monitoring data and documentation
				• FGDs: general and women only
				• Interviews with local officials, including co-operating partners
				• Interviews with WFP staff
				• Technical assessment consultants' report
				• Analysis of available data on livelihood indicators
				• Analysis of beneficiary perceptions

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
	To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?	• Continued use, operation and maintenance of assets • For beneficiaries whose direct support by WFP ended at least one year ago: • Community asset score: see KQ 8 • BM: community benefits maintained	• WFP CAS and other monitoring data • Beneficiary views • Views of local leadership • Local officials' views • WFP staff views • Technical assessment of assets' durability and functionality	• Review of monitoring data and documentation • FGDs: general and women only • Interviews with community leaders • Interviews with local officials, including co-operating partners • Interviews with WFP staff • Analysis of available data on community benefit indicators • Analysis of beneficiary perceptions
	Key question 14: Are the created assets environmentally sound?			
		• Absence of negative environmental effects, e.g. soil erosion, deterioration in water resources, reduction of ground cover • Presence of positive environmental effects, e.g. soil and water conservation • BM: no negative environmental effects, positive effects evident	• WFP PDs and implementation reports • On site analysis of assets and surrounding natural resources • Beneficiary views	• Review of documentation • Technical assessment consultants' report • On site observation • FGDs: general and women only • Analysis of potential environmental impacts of created assets, notably on soil, water and vegetation resources
	Key question 15: What is the level of national and county level buy-in for adoption of asset creation into their own development plans?			
	What is the level of national level buy-in for adoption of asset creation into their own development plans?	• Indicator: references to AC concepts, approaches and methods in national policy and programme statements • BM: AC concepts, approaches and methods endorsed and	• GOK policy and programme documents • LOUs • Views of relevant GOK officials • Views of WFP staff	• Review of documentation • Interviews with relevant GOK officials • Interviews with WFP staff • Interviews with donor staff

Area of enquiry	Specific questions	Measure/indicator including benchmark (BM)	Main sources of information	Data collection and analysis methods
		adopted in national policy and programme statements	• Views of donor staff	• Interviews with staff of co-operating partners • Analysis of GOK policy and programme documents for general references to AC approaches and budgeted commitments to AC implementation • Analysis of GOK interviewees' statements on adoption of AC approaches and implementation of AC programmes
	What is the level of county buy-in for adoption of asset creation into their own development plans?	• Transformative capacity indicators: see KQ 8 • BM: see KQ8: transformative capacity	• Policy and programme documents of selected counties • LOUs • Views of relevant county administration officials • Views of WFP staff	• Review of documentation • Interviews with relevant county administration officials • Interviews with WFP staff • Interviews with staff of co-operating partners • Analysis of selected county policy and programme documents for general references to AC approaches and budgeted commitments to AC implementation • Analysis of selected county administration interviewees' statements on adoption of AC approaches and implementation of AC programmes

Annex 9 Data collection tools

Stakeholder interviews

Interviews were a major source of information both at global and at country level throughout the evaluation. They were used to extract evidence, as well as to triangulate evidence drawn from other interviews and the document review and to form part of the consultative process.

A stakeholder analysis informed the selection of interviewees at national and county levels, with the ET targeting a comprehensive range of stakeholders that fully represents all significant institutional and policy interests.

Recording interviews

Guide points for interviews with various categories of informants are presented below. These were guides only; ET members were flexible and adaptive in leading the discussions in the most productive directions. Not all interviews and discussions covered all the points included in these guides; the interviewer/facilitator sometimes judged that, in the time available, it was more fruitful to concentrate on just some of them. The guide points are directly linked to the evaluation matrix (Annex 8); their sub-headings correspond to the areas of enquiry shown in the left hand column of the matrix. The guide points themselves largely correspond to the evaluation questions set out in the matrix. Some additional points or alternative wordings have been introduced as appropriate.

A protocol and standard format for recording interview notes is presented on page 130 below. This was used for all interviews and ensured systematic recording of details, while allowing for flexibility in the specific questions asked. Interview notes were written up, consolidated into an interview compendium and shared among team members via the internal team-only e-library. To respect interviewee confidentiality, the interview notes are accessible only to team members. The compendium of interview notes facilitated analysis across all interviews and d searches on key thematic terms, country names, initiatives and so on. This enhanced the analytical potential of interviews and the possibilities for triangulation.

Focus group discussions

The ET used the points set out below as guides for FGDs, which were facilitated in Swahili with interpretation where needed. As explained above for the interview guides, the sub-headings and discussion guide points used are linked to the areas of enquiry and evaluation questions set out in the evaluation matrix, and were intended as a guide only, for the ET to follow flexibly in order to maximise its learning from each discussion group.

Community focus group discussion guide

The same questions were asked in both the general community FGD and the FGD for women only. In the FGD with women, questions were also asked on gender issues.

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Consent – may we confirm that those present agree to participate in the discussion?
4. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and neither the community nor any individual will be quoted by name.

Background

5. How long has AC work been going on in this community?
6. Types of AC work undertaken in/by this community

Relevance

7. How relevant is the AC programme to local development needs and priorities?
8. How relevant is the AC programme to your own livelihood needs and priorities?
9. To what extent are the asset creation activities in line with the needs of women beneficiaries?
10. Are any groups of people not able to benefit from the asset creation activities?

Effectiveness

11. Has the AC programme helped to build community or livelihood assets here?
12. What aspects of the AC programme have worked well or not well, and why? What technical, institutional, economic, social factors explain this performance?
13. Has the AC programme made a difference to livelihoods in this community? If so, how?
14. What good practices from the AC programme can be applied again?
15. Did any beneficiaries voluntarily withdraw from the programme, and if so, why?

Efficiency

16. What should have been done differently in the AC programme here?

Impact

17. What were the effects of the created assets on beneficiaries' food security?

18. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[18])?
19. Are beneficiary households in general moving in the right direction along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?
20. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?
21. Did the AC programme have any unintended positive or negative consequences for beneficiaries and/or for non-beneficiaries?
22. Did the impacts for female-headed households differ from the impacts for male-headed households?
23. What were the impacts of the asset creation programme on women's empowerment?

Sustainability

24. To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?
25. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?

Recommendations

26. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Gender issues

1. In this community's AC work, how are decision-making responsibilities allocated among women and men?
2. How are AC benefits divided among women and men?
3. Does the AC programme allow for women's burdens, such as childcare and maternity leave?
4. Are any special measures taken in the AC programme to promote participation by or benefits for women?
5. Are any special measures taken in the AC programme to promote participation by or benefits for female-headed households?

[18] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

6. Does the AC programme address gender differentials adequately? If not, what improvements should be made?
7. Are gender issues, possibly including gender conflict in the household arising from the AC programme's effects on women's empowerment, impeding the performance of the programme?

Household interview guide

This interview guide was intended to be compatible with the one to be used with sample households through the mVAM system (see page 127 below). A little more time was available for these interviews than for the mVAM questionnaire, so there was scope for a broader discussion.

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Consent – may we confirm that the respondent agrees to participate in the discussion?
4. Confidentiality – although we request the name of the respondent, notes of the discussion will be confidential and neither the community nor any individual will be quoted by name.

General information

5. Respondent name		
6. Respondent gender	Male	
	Female	
7. County		
8. Community		
9. Respondent is household head	Yes	
	No	
10. Age of household head	15 - 25	
	26 - 35	
	36 - 45	
	Over 45	
11. Gender of household head	Male	
	Female	
12. Total no. of household members		
13. No. of children under five years old in household		
14. Number of years household worked on AC to date		
15. AC activities on which this household has worked:		
Soil and water conservation/fertility trench construction		
Micro-catchment/half-moon		
Water		
Afforestation/agroforestry		
Land rehabilitation		
Irrigation		
Access road		
Fish farming		

Capacity building	
Fodder/hay production	
Beekeeping	

Relevance

16. How relevant has the AC work in this community been to your household's livelihood needs?

Very relevant	
Quite relevant	
Not very relevant	
Not relevant at all	

Comments:

17. How relevant has the AC work in this community been to local development needs?

Very relevant	
Quite relevant	
Not very relevant	
Not relevant at all	

Comments:

Effectiveness

18. Has participation in the AC programme improved your household's food security[19]?

Yes	
No	
Don't know	

[19] People are considered food secure when they have availability and adequate access at all times to sufficient, safe, nutritious food to maintain a healthy and active life. Food security analysts look at the combination of the following three main elements:
Food availability: Food must be available in sufficient quantities and on a consistent basis. It considers stock and production in a given area and the capacity to bring in food from elsewhere, through trade or aid.
Food access: People must be able to regularly acquire adequate quantities of food, through purchase, home production, barter, gifts, borrowing or food aid.
Food utilisation: Consumed food must have a positive nutritional impact on people. It entails cooking, storage and hygiene practices, individuals' health, water and sanitation, feeding and sharing practices within the household.

Comments:

19. Has participation in the AC programme improved your household's income?

Yes	
No	
Don't know	

Comments:

20. Has participation in the AC programme made it easier for your household to deal with drought?

Yes	
No	
Don't know	

Comments:

21. Has participation in the AC programme improved the natural resource base of your community?

Yes	
No	
Don't know	

Comments:

22. Has participation in the AC programme improved access to your community from other areas?

Yes	
No	
Don't know	

Comments:

23. For your household, what is the most useful type of AC activity?

Soil and water conservation/fertility trench construction	
Micro-catchment/half-moon	
Water	
Afforestation/agroforestry	
Land rehabilitation	
Irrigation	
Access road	
Fish farming	
Capacity building	
Fodder/hay production	
Beekeeping	
Don't know	

Comments:

Sustainability and impact

24. Would your household work on AC activities without any WFP incentives?

Yes	
No	
Don't know	

Comments:

27, Have you seen any non-beneficiary households in your community adopt AC practices?

Yes	
No	
Don't know	

Comments:

25. Are beneficiary households in general moving in the right direction along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?

26. Did the impacts for female-headed households differ from the impacts for male-headed households?

27. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Discussion guide for community leaders and management structures

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Consent – may we confirm that those present agree to participate in the discussion?
4. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and neither the community nor any individual will be quoted by name.

Background

5. How long has AC work been going on in this community?
6. Types of AC work undertaken in/by this community

Relevance

7. How relevant is the AC programme to local development needs and priorities?
8. To what extent are the asset creation activities in line with the needs of women beneficiaries?
9. Are any categories of people not able to benefit from the asset creation activities?

Effectiveness

10. What were the institutional factors influencing the degree to which the objectives and outcomes of the intervention were achieved?

Impact

11. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[20])?

[20] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

12. Are beneficiary households in general moving in the right direction along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?
13. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?
14. Did the AC programme have any unintended positive or negative consequences for beneficiaries and/or for non-beneficiaries?

Sustainability

15. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?

Recommendations

16. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Interview guide for local officials

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Consent – may we confirm that those present agree to participate in the discussion?
4. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and no informant will be quoted by name.

Effectiveness

5. Has the AC programme helped to build community or livelihood assets here?
6. What aspects of the AC programme have worked well or not well, and why? Technical, institutional, economic, social factors?

Impact

7. What were the effects of the created assets on beneficiaries' food security?
8. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[21])?
9. Are beneficiary households in general moving in the right direction along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?
10. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?
11. What are the main technical drivers of positive impacts?
12. What are the main institutional drivers of positive impacts?
13. What are the main economic and financial drivers of positive impacts?
14. What are the main social drivers of positive impacts?

[21] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

Sustainability

15. To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?
16. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?
17. What is the level of county buy-in for adoption of asset creation into their own development plans?

Recommendations

18. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Interview guide for national government officials

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and no informant will be quoted by name.

Relevance

4. How effectively is WFP's AC programme integrated with national priorities and approaches?
5. How complementary is WFP's AC programme to other development interventions in the ASALs?

Effectiveness

6. What aspects of the AC programme have worked well or not well, and why? Technical, institutional, economic, social factors?
7. Has the AC programme made a difference to livelihoods in the communities where it has worked? If so, how?

Impact

8. What were the effects of the created assets on beneficiaries' food security?
9. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[22])?
10. Are beneficiary households in general moving in the right direction along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?
11. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?
12. What are the main technical drivers of positive impacts?

[22] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

13. What are the main institutional drivers of positive impacts?
14. What are the main economic and financial drivers of positive impacts?
15. What are the main social drivers of positive impacts?

Sustainability

16. To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?
17. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?
18. What is the level of national buy-in for adoption of asset creation into their own development plans?

Overview

19. Is WFP's AC programme making a useful contribution to the development of sustainable, climate resilient livelihoods in Kenya's ASALs?

Recommendations

20. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Interview guide for co-operating partners

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and no informant will be quoted by name.

Effectiveness

4. Has the AC programme helped to build community or livelihood assets in the communities where it has worked?
5. What aspects of the AC programme have worked well or not well, and why? Technical, institutional, economic, social factors?
6. Has the AC programme made a difference to livelihoods in the communities where it has worked? If so, how?

Efficiency

7. What was the aggregate cost-efficiency of the asset creation activities undertaken during the review period?
8. Did the cost-efficiency of the asset creation activities differ significantly by type of activity or by livelihood zone?
9. Were the asset creation activities implemented in the most efficient way compared to alternatives?
10. What were the external factors influencing efficiency?
11. What were the internal factors influencing efficiency?

Impact

12. What were the effects of the created assets on beneficiaries' food security?
13. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[23])?

[23] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

14. Are beneficiary households in general moving in the right direction along a 'resilience pathway'?
15. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway' - from greater livelihood resilience to (climate-related) shocks and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?
16. What are the main technical drivers of positive impacts?
17. What are the main institutional drivers of positive impacts?
18. What are the main economic and financial drivers of positive impacts?
19. What are the main social drivers of positive impacts?

Sustainability

20. To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?
21. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?
22. What is the level of national level buy-in for adoption of asset creation into their own development plans?
23. What is the level of county buy-in for adoption of asset creation into their own development plans?

Recommendations

24. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Interview guide for WFP field staff

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and no informant will be quoted by name.

Impact

4. What are the main technical drivers of positive impacts?
5. What are the main institutional drivers of positive impacts?
6. What are the main economic and financial drivers of positive impacts?
7. What are the main social drivers of positive impacts?

Efficiency

8. What was the aggregate cost-efficiency of the asset creation activities undertaken during the review period?
9. Did the cost-efficiency of the asset creation activities differ significantly by type of activity or by livelihood zone?
10. Were the asset creation activities implemented in the most efficient way compared to alternatives?
11. What were the external factors influencing efficiency?
12. What were the internal factors influencing efficiency?

Impact

13. What were the effects of the created assets on beneficiaries' food security?
14. What were the effects of the created assets on beneficiaries' resilience (including absorptive, adaptive, transformative capacity[24])?
15. Are beneficiary households in general moving in the right direction along a 'resilience pathway' – from greater livelihood resilience to (climate-related) shocks

[24] Absorptive capacity: The capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity: The capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity: The capacity to transform the set of livelihood choices available through empowerment and growth, including governance mechanisms, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change.

and stresses towards a stronger asset base for sustainably increased income generation from agriculture and other economic activity?

16. Are there gender or other factors affecting beneficiary households' progress along a 'resilience pathway'?
17. Did the AC programme have any unintended positive or negative consequences for beneficiaries and/or for non-beneficiaries?
18. Did the impacts for female-headed households differ from the impacts for male-headed households?
19. What were the impacts of the asset creation programme on women's empowerment?
20. What are the main technical drivers of positive impacts?
21. What are the main institutional drivers of positive impacts?
22. What are the main economic and financial drivers of positive impacts?
23. What are the main social drivers of positive impacts?

Sustainability

24. To what extent have the livelihood benefits of the created assets continued after WFP's direct involvement with them ceased?
25. To what extent have the community benefits of the created assets continued after WFP's direct involvement with them ceased?
26. What is the level of national level buy-in for adoption of asset creation into their own development plans?
27. What is the level of county buy-in for adoption of asset creation into their own development plans?

Recommendations

28. Do you have recommendations on how to improve the performance and benefits of the AC programme?

Interview guide for donor staff

Introduction

1. Introduction of team member(s) present
2. Purpose of evaluation
3. Confidentiality – although we request names and gender of those present, notes of the discussion will be confidential and no informant will be quoted by name.

Background

4. In what ways has your organisation supported or been associated with WFP's AC programme in Kenya, or WFP AC activities elsewhere?
5. Does your organisation have policy or guidelines on the role(s) or implementation of AC, and, if so, what are the similarities or differences between these and WFP AC approaches?

Relevance

6. How effectively is WFP's AC programme integrated with national priorities and approaches?
7. How complementary is WFP's AC programme to other development interventions in the ASALs?

Efficiency

8. What was the aggregate cost-efficiency of the WFP AC activities undertaken during the review period?
9. Were the WFP asset creation activities implemented in the most efficient way compared to alternatives?
10. What were the factors affecting the efficiency of the AC programme?

Sustainability

11. What is the level of national level buy-in for adoption of asset creation into their own development plans?

Overview

12. Is WFP's AC programme making a useful contribution to the development of sustainable, climate resilient livelihoods in Kenya's ASALs?
13. What recommendations would you make for strengthening WFP's AC work?

Questionnaire for use in mVAM telephone interviews

The WFP CO mVAM operator telephoned randomly selected AC programme beneficiaries and administered this questionnaire, recording the responses for subsequent processing by the ET.

Introduction

1. I am calling you because you are a beneficiary of WFP's asset creation programme. This programme is currently being evaluated, and it is very important to hear the views of beneficiaries. WFP would like to use your views to help make the programme more effective.
2. Our discussion today will be completely confidential. We will add all the answers together to get an overall picture of beneficiary views. You will not be quoted by name.
3. Do you agree to answer our questions today?
4. When answering the questions, please just tell me what you really think. There are no 'right' or 'wrong' answers!

Respondent and household details

WFP database reference no.[25]		
Respondent gender	Male	
	Female	
County		
Food distribution point		
Respondent is household head	Yes	
	No	
When household head born	15 - 25	
	26 - 35	
	36 - 45	
	Over 45	
Gender of household head	Male	
	Female	
Total no. of household members		
No. of children under five years old in household		
Number of years household worked on AC to date		
AC activities on which this household has worked:		
Soil and water conservation/fertility trench construction		

[25] To be completed before the interview.

Micro-catchment/half-moon	
Water	
Afforestation/agroforestry	
Land rehabilitation	
Irrigation	
Access road	
Fish farming	
Capacity building	
Fodder/hay production	
Beekeeping	
Number of men in this household who have worked on AC activities	
Number of women in this household who have worked on AC activities	

Relevance

How relevant has the AC work in this community been to your household's livelihood needs?

Very relevant	
Quite relevant	
Not very relevant	
Not relevant at all	

Effectiveness

Has participation in the AC programme improved your household's food security[26]?

Yes	
No	
Don't know	

Has participation in the AC programme improved your household's income?

Yes	
No	
Don't know	

[26] People are considered food secure when they have availability and adequate access at all times to sufficient, safe, nutritious food to maintain a healthy and active life. Food security analysts look at the combination of the following three main elements:
Food availability: Food must be available in sufficient quantities and on a consistent basis. It considers stock and production in a given area and the capacity to bring in food from elsewhere, through trade or aid.
Food access: People must be able to regularly acquire adequate quantities of food, through purchase, home production, barter, gifts, borrowing or food aid.
Food utilisation: Consumed food must have a positive nutritional impact on people. It entails cooking, storage and hygiene practices, individuals' health, water and sanitations, feeding and sharing practices within the household.

Has participation in the AC programme made it easier for your household to deal with drought?	
	Yes
	No
	Don't know

Has participation in the AC programme improved the natural resource base of your community?	
	Yes
	No
	Don't know

Has participation in the AC programme improved access to your community from other areas?	
	Yes
	No
	Don't know

For your household, what is the most useful type of AC activity?	
	Soil and water conservation/fertility trench construction
	Micro-catchment/half-moon
	Water
	Afforestation/agroforestry
	Land rehabilitation
	Irrigation
	Access road
	Fish farming
	Capacity building
	Fodder/hay production
	Beekeeping
	Don't know

Sustainability

Would your household work on AC activities without any WFP incentives?	
	Yes
	No
	Don't know

Have you seen any non-beneficiary households in your community adopt AC practices?	
	Yes
	No
	Don't know

Interview template

Date (e.g.2014-06-22): Interview title

Include as many interviews as convenient in the same draft; when finalised, all interview notes will be added to the Interview Compendium. Use the unshaded cells in the table below.

Please use ACE heading styles to make compiling the compendium easier.

General		
Date:	Location of Interview:	Team Members Present:
Interviewee(s)		
Name:	Designation: *organisation, job title*	Contacts:
Note taking		
Name:	Date completed:	Recorded? *Y/N*

Background

Interviewee's general background

Topics

Record responses by topic with clear headings, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed.

Data/documents provided/recommended

Seek full references for documents not already in study library.

Other proposed follow-up

e.g. other interviewees recommended / proposals on consultation and dissemination

Annex 10 List of persons met

This list shows persons who took part in interviews and/or meetings with the ET (including those interviewed by telephone). Annex 13 presents a list of sites visited and focus group discussions held.

Name	Position
J. Akeno (f)	NDMA, Nairobi
Z. Ali (f)	Beneficiary, Hurara, Tana River
L. Apetet (f)	Community member, Turkana
T. Arunga (m)	Head of Unit, Agribusiness, FAO, Nairobi
M. Assinen (f)	Beneficiary, Tiya, Turkana
S. Atambo (f)	Trade Promotion, Ministry of Agriculture, Livestock and Fisheries, Nairobi
S. Ayang'ang (f)	Beneficiary, Nadapal, Turkana
A. Bagana (f)	Member, Idsowe FFA Group
S.V. Bakari (m)	Extension Officer, MOA, Garsen
B.M. Beja (m)	Beneficiary interviewed by telephone, Kwale
M. Bimet (m)	Protocol Officer, Baringo County Government
G. K. Bishar (m)	Field Monitor, KRCS
C. Chaka (f)	Beneficiary interviewed by telephone, Kwale
L. Chammah (m)	Programme Officer, WFP
D.K. Charo (f)	Beneficiary interviewed by telephone, Kilifi
K. Charro Kuchacha (m)	Beneficiary, Hurara, Tana River
N. Chebii (f)	Project Manager, World Vision, Baringo
B. Cheboi (m)	Governor, Baringo
K. Chebor (f)	Beneficiary, Kamelil, Baringo
R. Chebor (m)	Secretary, FDP, Baringo
M. Chebungei (f)	Senior Land Reclamation Officer, Ministry of Water and Irrigation, Nairobi
K. Chelagat (f)	Beneficiary, Baringo
D. Chelimo (m)	Relief Committee, Baringo
P. Chelimo (m)	Beneficiary, Baringo
W. Chemchor (m)	Beneficiary, Maoi, Baringo
J. Chepkaitany	Beneficiary, Kamelil, Baringo
S. Chepsergon (f)	Beneficiary, Maoi, Baringo
M. Cherogol (f)	Beneficiary, Baringo
L. Chesire (f)	Chair FDP, Baringo
M. Chesire (f)	Beneficiary, Baringo
W. I. Chezar (m)	Sub County Administrator, Baringo
S.M. Chizi (f)	Beneficiary interviewed by telephone, Taita Taveta
J.H. Dacha (f)	Beneficiary interviewed by telephone, Taita Taveta
B. M. Dena (m)	Community member, Kilifi
O.N. Dina (m)	Deputy Commissioner, Tharaka-Nithi
G.J. Doyo (m)	NDMA – National FFA Coordinator
K.K. Dzillambe (m)	District Agricultural Officer, Garsen
J. Ebukut (m)	Child Fund, Turkana
C. Egambi (m)	WFP Turkana
D. Ekal (m)	NDMA, Turkana
K. Ekonon (f)	Beneficiary, Tiya, Turkana
F.H. Eliud (f)	Beneficiary, Idsowe
G. Eloto (m)	Child Fund, Turkana
H. Elsadani (m)	Head, Regional Office and Country Director, WFP, Nairobi
T. Eton (f)	Beneficiary, Nadapal, Turkana
E. Folkunger (f)	Policy Manager, Climate Change, Sida
Y. Forsen (f)	Evaluation Manager, Head of VAM, WFP Kenya
P.K. Francis (f)	Intern, NDMA, Tharaka-Nithi
M.M. Gadigho (m)	Beneficiary interviewed by telephone, Kwale

Name	Position
F. Gatere (f)	WFP Regional Bureau M&E
V.M. Gesora (m)	County Crops Officer, Ministry of Water Services, Irrigation and Agriculture, Turkana
N. Getanda (f)	Senior Superintendent, Groundwater, Ministry of Water and Irrigation, Nairobi
F.H. Gliud (f)	Chair, Idsowe FFA Group
D.F. Gona (m)	Ministry of Water, Kilifi
S. Halola Bashora (f)	Beneficiary, Wema, Tana River
C. Harrison (f)	Head, Innovation Team, WFP CO
S.M. Huwo (f)	Beneficiary interviewed by telephone, Taita Taveta
J. Hyanki (m)	Food for Assets Technical Officer, World Vision, Baringo County
M. K. Kadenge (f)	Community member, Kilifi
N. Kadenge Nyuma (m)	Beneficiary, Mweza, Kilifi
J.M. Kailu (f)	Beneficiary interviewed by telephone, Kitui
E.N. Kalele (f)	Beneficiary interviewed by telephone, Makueni
J. Kamunge (m)	Programme Officer, WFP
B. Kangogo (m)	Food For Assets Coordinator NDMA, Baringo County Government
D. Kangor (m)	Committee Member, Baringo
B.M. Kangu (m)	Beneficiary interviewed by telephone, Makueni
S. Kapkuleichesire (m)	Beneficiary, Loberer, Baringo
P. Katamer (f)	Beneficiary, Hurara, Tana River
E. Katana (m)	Community member, Kilifi
S.M. Kazungu (f)	Beneficiary interviewed by telephone, Kilifi
D. Kelvin Wakalu (m)	Beneficiary, Wema, Tana River
F.P. Kenga (f)	Beneficiary interviewed by telephone, Kilifi
K. Kenga Hare (f)	Beneficiary, Mweza, Kilifi
K. Kenga Ngowa (f)	Beneficiary, Mnagoni, Kilifi
S. Kerieny (m)	SCAPO – Livestock Baringo County
A. Kesane (m)	Team Leader, KRCS, Tana River
M. Khalfan (m)	KRCS, Kilifi
S. Khalif (m)	Field Monitor, KRCS
D.K. Kibor (m)	County Food for Assets Co-ordinator, NDMA, Tana River
M. Kifari (m)	Ministry of Livestock, Makueni
J. M. Kiilu (m)	Ministry of Water, Makueni
J. Kiio (f)	Directorate of Crop Resources, Agribusiness and Market Development, Ministry of Agriculture, Livestock and Fisheries, Nairobi
M.M. Kilonzo (m)	Beneficiary interviewed by telephone, Makueni
W. Kimuli (m)	Community member, Makueni
A. King'oo (f)	WFP, Makueni
J.I. Kipkan (m)	Programme Manager, Turkana Rehabilitation Programme
D. Kipsorok (f)	Beneficiary, Kamelil, Baringo
L Kiptoroi (f)	Beneficiary, Baringo
S. Kirop (m)	MA, KVDA Tana River
P.K. Kithuka (f)	Beneficiary interviewed by telephone, Makueni
M. C. Kiti (f)	Community member, Kilifi
I.K. Kiura (m)	Project Co-ordinator, Caritas, Meru, Tharaka-Nithi
J. Kivindo Mutiso (m)	Beneficiary, Kitise, Makueni
M. Komen (f)	Beneficiary, Baringo
D. Kombo (m)	Department of Lands, Agriculture, Livestock and Fisheries, Tana River
N. Komu (f)	Beneficiary interviewed by telephone, Kitui
T. Koskei (m)	WFP Isiolo
P. Ledroit (m)	International Aid Co-operation Officer, EU, Nairobi
J. Lopu (m)	CF, Turkana
J. Lorei (m)	Community member, Turkana
P. Lorogoi (m)	Community member, Turkana
M.K. Maanzo (f)	Beneficiary interviewed by telephone, Makueni

Name	Position
G. L. Maro (f)	Field Monitor, KRCS
B. Makokita (m)	M&E Officer, WFP Garissa
F. Malanda (m)	Team Leader, Kenya Red Cross Society, Makueni
F. Manyibe (m)	Director, Market Information, Ministry of Agriculture, Livestock and Fisheries, Nairobi
A Maruta (m)	Caritas, Meru, Tharaka-Nithi
E. Masha (f)	Community member, Kilifi
M.M. Matuku (f)	Beneficiary interviewed by telephone, Kitui
S. Mbai (f)	World Vision, Makueni
H.M. Mbungu (f)	Beneficiary, Kitise, Makueni
L. Mburi (m)	Community member, Tharaka-Nithi (nr. Marimanti)
D. Mbuvi (m)	NDMA, Makueni
M. Mati Mburi (f)	Community member, Tharaka-Nithi (nr. Marimanti) (former beneficiary)
M.M. Mbuva (f)	Beneficiary, Kitise, Makueni
D. Mbuvi (m)	County Co-ordinator, NDMA, Makueni
A. Michael (f)	Community member, Makueni
O. Murowa (m)	NDMA, Kilifi
D.M. Mueke (m)	Beneficiary interviewed by telephone, Makueni
M. Mueni (f)	Senior Assistant Director, Crop Resources, Agribusiness and Market Development Directorate, Ministry of Agriculture, Livestock and Fisheries, Nairobi
M. Muindi (m)	Ministry of Agriculture, Livestock and Fisheries, Makueni
M. Mulei (m)	World Vision, Makueni
T. N. Muluki (m)	Ministry of Water, Irrigation and Environment Services, Makueni
R. Munene (f)	WFP Garissa
J. N. Munyao (m)	Ministry of Agriculture, Livestock and Fisheries, Makueni
T. Munyi (f)	Community member, Tharaka-Nithi (nr. Marimanti) (former beneficiary)
S. Muriuki, (m)	LPO Livestock, Tana River
J. Muruthi (m)	SCELDO – Ministry of Agriculture
S. Musyoka (f)	Project Manager, World Vision, Makueni
E. Musyoki (f)	Beneficiary, Mavindini, Makueni
M. Mutevu Muteti (m)	Beneficiary, Mavindini, Makueni
J.M. Mutiku (m)	Beneficiary interviewed by telephone, Makueni
J. Mutind (m)	Community member, Kilifi
E.M. Mutuvi (f)	Beneficiary interviewed by telephone, Makueni
O.M. Mwachofi (m)	Beneficiary interviewed by telephone, Taita Taveta
M. Mwale (f)	Ministry of Agriculture, Livestock and Fisheries, Nairobi
A.D. Mwangala (f)	Beneficiary interviewed by telephone, Kilifi
F. Mwania (m)	Team Leader, KRCS, Makueni
B.M. Mwaringa (m)	Field Monitor, KRCS, Kilifi
A. Mwende (f)	CFA Co-ordinator, NDMA, Makueni
F. Mwendi (f)	Monitoring Officer, WFP
S. G. Mweri (m)	Community member, Kilifi
B. Mwanijwa (m)	Field Monitor, KRC, Tana River
T. Mwikali Kitupa (f)	Beneficiary, Mavindini, Makueni
J. Mwinzila (m)	Beneficiary interviewed by telephone, Kitui
B. Mwongela (f)	M&E Programme Policy Officer, WFP
J. Mzera (m)	WVI, Kilifi
P. Nabula (m)	Field Co-ordinator, WVI, Makueni
A. Napeyok (f)	Beneficiary, Tiya, Turkana
P. Ndambuku (m)	Field Monitor, WVI, Makueni
H. Ndede (m)	UNEP, Nairobi
P. Ndekei (m)	Programme Officer – Food Assistance, World Vision Kenya
S.M. Ndungi (f)	Beneficiary interviewed by telephone, Makueni
N. Nduti (f)	Beneficiary interviewed by telephone, Kitui
P.M. Ngaa (f)	Beneficiary interviewed by telephone, Makueni

Name	Position
P. Ngambo (m)	World Vision, Makueni
J. Nganga (m)	Country Programme Officer, Kenya Country Office, IFAD
M. Ng'eno (f)	Beneficiary, Loberer, Baringo
D.K. Ngomo (f)	Beneficiary interviewed by telephone, Makueni
K.J. Ngowa (m)	Ministry of Agriculture, Livestock Development and Fisheries, Kilifi
F. Nguli (f)	WFP, Baringo
B. Nguma (m)	Chief Officer, Ministry of Agriculture, Livestock Development and Fisheries, County Government of Kilifi
R. Ngumbi	Programme Officer, WFP
F.M. Njeru (m)	CDA, NDMA, Tharaka-Nithi
N. Nkanda (m)	FFA Co-ordinator, NDMA, Kilifi
M.K. Nkanyima (f)	Member, Idsowe FFA Group
N. Nsange Nametha (f)	Beneficiary, Wema, Tana River
E. Nthenya Soo (f)	Beneficiary, Kitise, Makueni
E. Nyakundi (m)	World Vision, Makueni
F. Nyambariga (m)	Principal Land Reclamation Officer, Ministry of Environment, Water and Natural Resources, Nairobi
A. Nzilani Muteti (f)	Beneficiary, Kitise, Makueni
J. Obura (m)	Programme Officer, WFP, Kilifi
R. Ochola (m)	Ministry of Agriculture, Tana River
J. Oduour (m)	Chief Executive Officer, NDMA, Nairobi
B. Okita (m)	M&E Officer, Agricultural Sector Development Support Programme, Turkana
E. Oloo (m)	Deputy Head, Primary School, Turkana
M. Opondo (m)	Assistant Director, Land Reclamation, Ministry of Water and Irrigation, Nairobi
A. Osman (m)	Field Monitor, KRCS
E. L. Pkemei (m)	FFA Technical Officer, KRCS, Tana River
R. Purcell (m)	Senior Programme Adviser, WFP
A.K. Sammy (f)	Beneficiary interviewed by telephone, Makueni
J.M. Sammy (f)	Beneficiary interviewed by telephone, Makueni
R.N. Samuel (f)	Beneficiary interviewed by telephone, Makueni
J.M. Samwel Ntito (f)	Beneficiary interviewed by telephone, Taita Taveta
M. Sang (m)	Technology Development Officer, Agricultural Engineering Services, Ministry of Agriculture, Livestock and Fisheries, Nairobi
Z.M. Shame (f)	Beneficiary interviewed by telephone, Kwale
J. Shwibe	Crops Officer, Department of Lands, Agriculture, Livestock and Fisheries, Garsen
N.N. Sikoki (f)	Beneficiary interviewed by telephone, Taita Taveta
P. Simitu (m)	NEMA, Makueni
C. Songok (m)	Programme Policy Officer, WFP
K.H. Syumah (f)	FFA Co-ordinator, NDMA, Tharaka-Nithi
D. Tomno (f)	Beneficiary, Turkana
E. Lokabel, (m)	Director of Economic Planning, Baringo County Government
J. Taigong (m)	County Drought Co-ordinator, NDMA, Turkana
A. Tangai (m)	Field Monitor, WVI, Kilifi
I. Tarus (f)	Beneficiary, Maoi, Baringo
C. Tillman (f)	Donor Relations Officer, WFP Kenya
T. Tube (m)	Director of Communications, Baringo County Government
P. Turnbull (m)	Deputy Country Director, WFP
J. Wafula (m)	Head, WFP Sub Office, Turkana
S.Z. Wale (m)	Beneficiary interviewed by telephone, Kilifi
J.K. Wambua (m)	Beneficiary interviewed by telephone, Makueni
M. Wambua (m)	WVI, Kilifi
M. Yator (f)	Beneficiary, Loberer, Baringo
K. K. Ziro (m)	Community member, Kilifi

Annex 11 Details of field visit site selection and sampling methods

Selection of counties for site visits

As explained in ¶34 of the main report above, the evaluation worked in consultation with the WFP CO to select six counties for site visits. These counties were chosen in order to offer a representative spread of the agro-ecological and livelihood conditions in which the AC programme is carried out, and taking into account logistical and security considerations so that a feasible field itinerary could be scheduled.

Sampling of AC sites in the selected counties

As explained in the inception report, the ET took the WFP CO's databases of all the AC sites in the selected counties. Using random numbers, four sites were selected per county, with the intention that two would be visited. If local WFP or CP staff advised that the first or second site was too remote, or inaccessible (perhaps due to road or river conditions), the third and/or fourth site(s) was substituted.

At each site visited, the ET inspected as many individual AC projects as time allowed and held one, or if possible two, FGDs, provided that enough people were present. If two FGDs were possible, one was for the beneficiary group as a whole and the second was for women beneficiaries only.

Selection of household interviewees at sample AC sites

During the FGDs held at the sample AC sites, the ET requested three subsequent interviews with individual household heads (or their spouses), asking that two of the three interviewees be women, with one of the two women being a household head. These interviewees were selected in consultation with the FGD and had normally participated in the FGD.

Sampling of telephone interviewees

The WFP CO mVAM staff provided a list of all those beneficiaries in the six counties where CFA is undertaken for whom they held telephone numbers. Using random numbers, the ET sampled 120 names from this list, proportionate to the share of each county's beneficiary total in the population. The intention had been for WFP's mVAM operator to interview a random sample of 100 of these beneficiaries. An over-sample of 120 was selected to allow for cases that could not be reached, dropouts etc. In fact, due to her heavy work load on other duties, the mVAM operator was only able to interview 36 people from the sample.

Annex 12 Evaluation mission itinerary

This itinerary summarises the activities of the evaluation team during the evaluation mission. All the planned counties were visited as scheduled. In all counties, WFP kindly complied with the team's request to meet WFP, CP and county government staff, and to visit sites listed in the random samples prepared by the team in advance. The number of sites visited per county varied, depending on the detailed timing and logistics in each area. In some counties, it was more practical for the full team to attend a meeting with the relevant staff. In others, it was possible to adhere to the original plan of the team leader holding such meetings on one of the two days in the county, while other team members began site visits in the field.

Dates	Team member	Locations/sites	Stakeholders
15 May	Whole team	Arrive Nairobi	
16 May	Whole team	Nairobi	WFP Kenya CO Technical Assessment team
17 May	Whole team Turner Critchley, Hassan, Loveday	Fly Nairobi – Lodwar Lodwar Turkana County site 1: Nagis Turkana County site 2: Nadapal	 GOK staff WFP staff CP staff County government Beneficiaries Community leaders WFP field staff
18 May	Whole team	Turkana County site 3: Tiya Fly Nairobi – Eldoret	Beneficiaries Community leaders Technical inspection
19 May	Whole team	Baringo County Baringo County site 1: Maoi	Courtesy call, Governor's office WFP staff CP field staff County government Beneficiaries Community leaders WFP field staff Technical inspection
20 May	Critchley, Hassan, Loveday	Baringo County site 2: Kamelil Baringo County site 3: Koriema Baringo County site 4: Loberer	Beneficiaries Community leaders Technical inspection
21 May	Whole team	Drive Baringo – Nairobi	
22 May	Whole team	Drive Nairobi – Garissa	
23 May	Whole team	Tana River County: Hola Tana River County site 1: Idsowe	GOK staff WFP field staff CP field staff County government Beneficiaries Community leaders WFP field staff

Dates	Team member	Locations/sites	Stakeholders
			Technical inspection
24 May	Whole team	Tana River County: Garsen Tana River County site 2: Wema Tana River County site 3: Hurara	GOK staff WFP field staff CP field staff County government Beneficiaries Community leaders Technical inspection
25 May	Whole team	Drive to Tharaka-Nithi County	
26 May	Whole team	Tharaka-Nithi County Tharaka-Nithi County site 1: Rwatha Tharaka-Nithi County site 2: Kitaga Drive to Nairobi	Courtesy call, Deputy Commissioner's office GOK staff WFP field staff CP field staff Beneficiaries Community leaders WFP field staff GOK staff County government Technical inspection
26 May	Loveday	Depart Nairobi	
27 May	Critchley Hassan Turner Turner Critchley Hassan	Drive Nairobi – Makueni Makueni County Makueni County site 1: Mavindini	 GOK staff WFP field staff CP field staff Beneficiaries Community leaders WFP field staff
28 May	Critchley Hassan Turner	Makueni County site 2: Kitise	Beneficiaries Community leaders Technical inspection
29 May	Critchley Hassan Turner	Drive Makueni – Kilifi	
30 May	Critchley Hassan Turner Turner Critchley Hassan	Kilifi County Kilifi County site 1: Mnagoni Kilifi County site 2: Mweza	Introductory meeting, NDMA GOK staff WFP field staff CP field staff Beneficiaries Community leaders WFP field staff Technical inspection

Dates	Team member	Locations/sites	Stakeholders
	Turner	Fly Kilifi – Nairobi	
31 May	Turner Critchley Hassan	Nairobi Kilifi County site 3: Dololo Kilifi County site 4: Kambicha	WFP CO GOK, UN stakeholders Beneficiaries Community leaders Technical inspection
1 June Public holiday	Critchley Hassan	Fly Mombasa – Nairobi	
2 June	Turner Critchley Hassan	Nairobi	WFP CO GOK, CP, donor stakeholders Technical assessment team
3 June	Critchley Hassan Turner	Nairobi Depart Nairobi	Debriefing, WFP CO

Annex 13 Sites visited and focus group discussions held

Where the focus groups were mixed, following the 'main' discussion men were asked to leave and a set of specific questions were asked to the women participants. In some cases, where only female beneficiaries were present, this format was not necessary and the specific questions were incorporated into the main discussion.

At some sites, only technical inspections were carried out (Annex 14 below) and no FGDs took place.

Date	County	Site	Number of FGD participants	
			Women	Men
17 May 2016	Turkana	Nagis	14	14
	Turkana	Nadapal	-	-
18 May 2016	Turkana	Tiya	22	2
19 May 2016	Baringo	Maoi	26	20
20 May 2016	Baringo	Kamelil	-	-
	Baringo	Koriema	11	7
	Baringo	Loberer	-	-
23 May 2016	Tana River	Idsowe	20	10
24 May 2016	Tana River	Wema	10	8
	Tana River	Hurara	23	9
26 May 2016	Tharaka-Nithi	Rwatha	-	-
		Kitaga (Mutonga)	10	-
27 May 2016	Makueni	Mavindini	24	9
28 May 2016	Makueni	Kitise	10	1
30 May 2016	Kilifi	Mnagoni	9	1
	Kilifi	Mweza	-	-
31 May 2016	Kilifi	Dololo	12	-
	Kilifi	Kambicha	13	6
Total			**204**	**87**
			291	

Annex 14 Assets inspected; selection of photographs taken on site

County	Site	Irrigation	Trapezoidal bunds	Zai pits	Semi-circular bunds	Sunken beds	Water pans	Farm ponds	Earth terraces	Stone terraces	Tree planting	Feeder roads	Grass/fodder	Fruit trees	Raised goat pens	Check dams
Turkana	Nagis	X									X					
Turkana	Nadapal	X														
Turkana	Tiya		X													
Baringo	Maoi						X				X	X				X
Baringo	Kamelil						X				X	X				X
Baringo	Koriema								X	X						
Baringo	Loberer				X								X			
Tana River	Idsowe	(X)[27]														
Tana River	Wema	X													X	
Tana River	Hurara			X												
Tharaka-Nithi	Rwatha							X								
Tharaka-Nithi	Mutonga									X						
Makueni	Mavindini			X		X		X	X				X	X		
Makueni	Kitise			X				X	X				X	X		
Kilifi	Mnagoni			X			X					X				
Kilifi	Mweza			X			X					X				
Kilifi	Dololo			X			X									
Kilifi	Kambicha			X			X									

Photographs taken during site visits, May 2016

1. *Fanya juu* terrace in Makueni

Some proven assets help trigger 'graduation' onto a 'resilience pathway': but is the concept clear?

[27] Not yet active.

2. Reseeding lowland Baringo

Technical success depends on the enabling environment: here the change is in land tenure arrangements.

3. Water pan in Kilifi

Arduous work by women to provide a vital resource: but the catchment must be protected too.

4. Stone bunds in Tharaka-Nithi

Assets in place: however, the 'software' of good agricultural practices isn't keeping pace

5. Focus Group Discussion in Turkana

Giving women a voice: benefits are articulated but challenges too.

6. Irrigation in Tana River

Beneficiaries feel well on the way to becoming resilient: but only if the irrigation supply is secured

Annex 15 Data analysis

Data availability and limitations for analysis

1. Monitoring data for the evaluation period were provided to the team, and formed the basis of analysis presented in this annex.

2. Table 9 below summarises the data that were available, the period that the data cover, and any relevant comments regarding the methodology and/or status of the data provided (related to analysis and any gaps in data). In addition to those detailed in Table 9, other monitoring is conducted – such as distribution monitoring – but these data have not been assessed. Given differences in the methodologies used, analysis across the whole period of the same indicators has been limited and the majority of analysis covers the period 2012–2015. This limits the ET's ability to make quantitative assessments of trends across the period. Additional discussion of the tools is presented in the analysis sections of this annex.

3. As noted in Table 9 and the discussion below, SPR data are not disaggregated by amounts distributed for CFA and FFA activities. Although these data were provided for 2015, analysis was not undertaken, since they only covered one year. Furthermore, budget revisions for the PRROs have not been available to the team. Limitations regarding the availability of budget data have limited the ET's ability to make assessments, notably on issues around efficiency.

Table 9. Summary of data collection tools and monitoring data available for analysis

Tool	Period covered using tool	Data available and comments
Food Security Outcome Monitoring (FSOM)	*2012–2015*	*Methodology introduced since 2012. Data for the period available. Analysis in SPRs up to May 2015 (but figures for September 2014 included for comparability).*
Beneficiary Contact Monitoring	*2013–2016*	*Methodology introduced since 2013. Data for the period available, however, data sets more complete from August 2014 – end 2015. Data for 2013 and first half of 2014 only presents basic data and does not capture the gender of the respondent. Analysis has been conducted on data where there is comparability across the period.*
Community Asset Score	*2009–2015*	*Data for the period made available (for years2009, 2013 and 2015).*
Outcome Monitoring	*2015*	*Tool introduced in 2015. Full data set for 2015 available. Analysed (with acknowledgement of the limitations given that it does not yet allow comparison).*
Post-Distribution Monitoring	*2009–2012*	*Preceded the FSOM and Beneficiary Contact Monitoring tools, but based on a different methodology. Relevant indicators have been extracted from the SPRs.*
Site Monitoring Data	*2013–2015*	*Data made available. Format and coding of data in 2015 sets not the same as 2013/2014. Analysis of 2013 and 2014 on common indicators.*
Beneficiary data	*For all sites*	*Currently, digital data capturing marital status of all registered members across all sites is only available for CFA*

Tool	Period covered using tool	Data available and comments
		AC sites. It is being compiled for FFA sites: understood that this is a work in progress.
Financial data	*Period*	*Not available in disaggregated format (only for 2015).*
PRRO budget revisions	*Period*	*Not available (some available online, but not possible to undertake analysis as not complete set).*

Achievement of strategic objectives

4. The two PRROs covering the evaluation period align programmes to supporting realisation of WFP Strategic Objectives, as detailed in WFP's Strategic Plans (which cover the periods 2008–2013 and 2014–2017). The SPRs for the PRROs report against the objectives as outlined in Table 10.

Table 10. Summary of Strategic Objectives and SPR reporting

PRRO 106660 (WFP Strategic Plan 2008–2013)	SPR reporting on FFA outcomes against SOs	PRRO 2002294 (WFP Strategic Plan 2014–2017)	SPR reporting on FFA outcomes
Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures	2009; 2010; 2011 *2012; 2013*	Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	
Strategic Objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	2010; 2011	Strategic Objective 3:Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	2014; 2015

5. Over the evaluation period, the methodology for capturing and reporting on indicators against strategic objectives has changed. These changes are summarised in Table 11 below. The changes mean that it is not possible to analyse all of the data across the whole period – the only indicator that can be analysed across the whole period is the Community Asset Score (CAS). The Disaster Preparedness Index (DPI) can be analysed until 2014 (it is not reported in the 2015 SPR). Separate analysis for the periods 2009–2011 and 2012–2015 is presented in Table 11 to the extent possible.

Table 11. Summary of tools used for data collection

Period	Tools: comments/comparability
2009–2011	1. Post Distribution Monitoring tool used: *Analysis of Food Consumption Score (FCS) and Proportion of beneficiary HH expenditure (%) on food are not disaggregated by FFA/CFA.* 2. CAS tool used: *for 2009 only CAS as a score, and HAS are captured – they are not comparable with other years.* 3. DPI used

Period	Tools: comments/comparability
2012–2015	4. FSOM tool introduced: *Analysis of FCS, Dietary Diversity Score (DDS) and Coping Strategy Index (CSI) is disaggregated for FFA and CFA, as well as for male-headed and female-headed households. Data on HH expenditure on food is disaggregated by CFA/FFA (but only available for 2014.* 5. CAS tool used 6. DPI used 7. [Beneficiary Contact Monitoring also introduced]

2009–2011

6. The values reported in the 2009 SPR are not comparable with the subsequent years. Furthermore, the logical framework for PRRO 106660 (see Annex 5) does not set targets for indicators against objectives. However, the figures in Table 12 below show that between 2010 and 2011 the DPI remained the same, but there was improvement (a 10% increase) in the CAS, as well as a 9% improvement in the proportion of households with an acceptable FCS, and a 3% increase in the proportion of HH expenditure on food. Expenditure is used a proxy for income.

Table 12. Outcome indicators 2009–2011 against SOs

PRRO 106660	Outcome indicator	2009	2010 (baseline)	2011 (latest)	Change
SO2	Disaster preparedness index	-	6	6	=0
	CAS: % of HHs with an increased asset score	*(190)*	45	55	↑10%
	HAS: % of HHs with an increased score (avg.)	*(4473)*	44	29	↓15%
SO3	FCS: % of HHs with an acceptable score	-	79	88	↑9%
	Proportion of beneficiary HH expenditure to food (%)	-	61	64	↑3%
Note: No targets set in Logical Framework					
Sources: SPRs 2009–2011					

2012–2015

7. The PRRO 200294 logical framework (see Annex 5) indicates targets against some of the indicators, meaning that it is possible to record whether from the baseline (2012) targets have been achieved, or there has been progress. Data is based on September FSOM monitoring figures, with September being the end of the lean season prior to the beginning of the short rains.

8. Overall, against all indicators except for the CSI for male and female headed households in the CFA group, there was positive progress towards, or achievement of, targets (between 2012 and 2014) (see Table 13 below). However, it should be noted that if progress towards achievement of indicators was recorded after the 2013 data collection round, in many cases more significant achievement (or a higher number of 'targets' achieved) would be reported than that based on the subsequent 2014 figures. For example, the 2013 male and female headed household CFA CSI figures would indicate achievement against the target, and the FSOM figures would reflect much more significant progress towards achievement of targets. This variability is reflective of the impact of rains and means that progress towards achievement should be viewed as a trend across the period (rather than looking at

baseline/endline figures in isolation – which could be skewed (positively/negatively) by good/bad rains etc.). (See, for example, Figure 1 and Figure 2 below.)

9. Although there is a difference between the starting point indicators for the FFA and CFA respondents (which reflects the different contexts in which these modalities are implemented, with FFA being in arid counties and CFA in semi-arid), there is no noticeable difference in achievement against targets. Furthermore, there is no noticeable difference between the male- and female-headed households in terms of achievement.

Table 13. Outcome indicators 2012–2015 against SOs and logical framework targets

PRRO 2002294	Outcome indicator	Target (logical framework)	2012 (base-line)	2013 (follow -up)	2014 (latest)	Change
FFA						
SO2	**Food Consumption Score (% of households with poor food or Borderline consumption)**	**-**	**68.7**	**36.5**	**54.7**	**↓14%**
	Food Consumption Score (% of households with poor and borderline food consumption) Male HH	<10 (borderline) <6 (poor)	71.2	33	56.5	↓14.7%
	Food Consumption Score (% of households with poor and borderline food consumption) Female HH	<8 (borderline) <7 (poor)	78.2	36.1	51.9	↓26.3%
	Dietary Diversity Score	**>4.3**	**4.3**	**4.2**	**4.9**	**↑0.6**
	Dietary Diversity Score Male HH	4	4.4	4.1	4.99	↑0.59
	Dietary Diversity Score Female HH	4.1	4.1	4.4	4.9	↑0.8
	Coping strategy Index	**-**	**18.3**	**14.3**	**16.3**	**↓2.0**
	Coping strategy Index Male HH	<20	19.5	14.4	17.2	↓2.3
	Coping strategy Index Female HH	<17	16.9	14	14.6	↓2.3
	Household Expenditure (% of expenditure Devoted to food over total Expenditure)	-			71.7	-
CFA						
SO2	**Food Consumption Score (% of households with poor food or Borderline consumption)**	**-**	**83**	**50.8**	**47.1**	**↓35.9%**
	Food Consumption Score (% of households with poor and borderline food consumption) Male HH	<9 (borderline) <7 (poor)	84.6	43.1	46	↓38.6%
	Food Consumption Score (% of households with poor and borderline food consumption) Female HH	<9 (borderline) <7 (poor)	77.8	57.4	50	↓27.8%
	Dietary Diversity Score	**>3.9**	**3.9**	**3.9**	**4.5**	**↑0.6**
	Dietary Diversity Score Male HH	4	4	4.1	4.4	↑0.4
	Dietary Diversity Score Female HH	3.8	3.8	3.6	4.5	↑0.7
	Coping strategy Index	**-**	**16.9**	**10.6**	**18.8**	**↑1.9**
	Coping strategy Index Male HH	<17	17.1	7.8	17.3	↑0.2
	Coping strategy Index Female HH	<16	16.3	13.5	21.9	↑5.6
	Household Expenditure (% of expenditure Devoted to food over total Expenditure)	-			**65.5**	-

PRRO 2002294	Outcome indicator	Target (logical framework)	2012 (base-line)	2013 (follow-up)	2014 (latest)	Change
CFA/FFA	**CAS**	**80%**	**64**	**19**	**68**	**↑4%**
	Disaster Preparedness Index	-	**6**	7	-	**↑1**
Note: The 2015 SPR reports the 'latest' figures based on the May FSOM. However, for comparability, FSOM data is drawn from the September monitoring round (which is why 'latest' is from September 2014).						
Sources: Logical Framework PRRO 200294; SPRs 2012–2015; WFP Summary FSOM Data						

Key:	
	Negative progress
	Progress, but target not achieved
	Target achieved
	No target specified (or not possible to determine)

Figure 1. FCS figures 2012–2014 – FFA

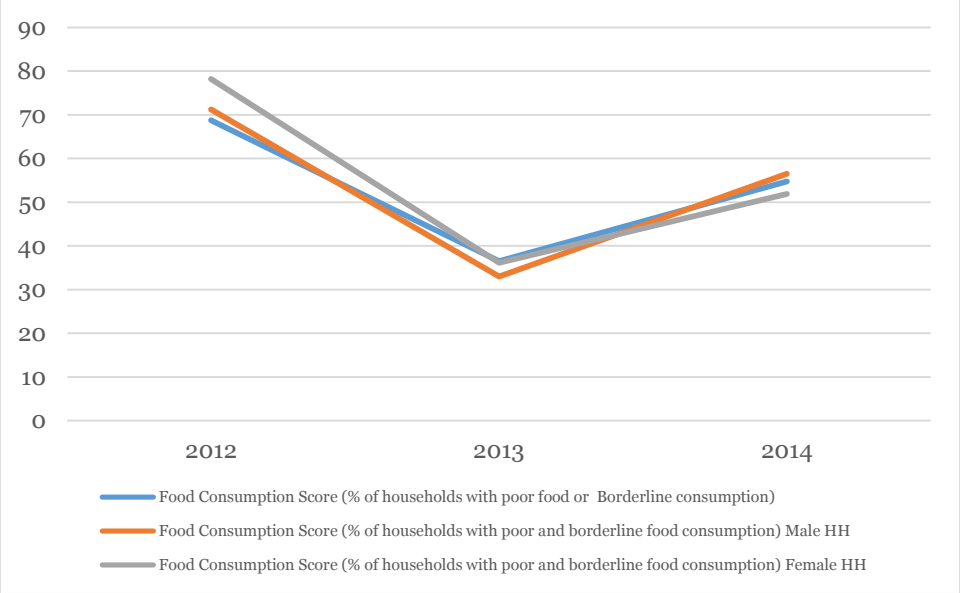
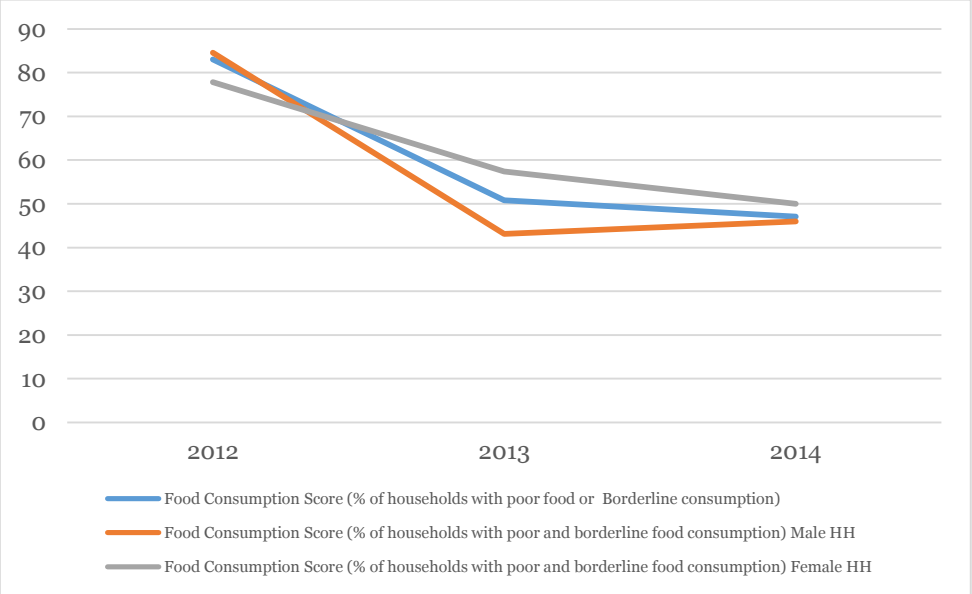


Figure 2. FCS figures 2012–2014 – CFA



Community asset score

10. The CAS was 45% in 2010. In 2014, it was 68% (against a target of 80 percent), reflecting a 23% increase in the number of communities reporting improved assets.

Achievement of planned outputs

11. There is variation in terms of the types of outputs reported in each of the SPRs, reflecting the diversity of activities undertaken under the AC but also a significant variation in the activities that were planned each year (see Table 14 for the summary of outputs and Table 15 for all reported outputs by year). Whilst for the majority of activities the number of actual outputs far exceeded the number planned (reflecting as much as a 469% realisation rate for the hectares of cultivated land conserved with biological/agroforestry technologies), there are instances where the number of planned outputs are not fully realised (for example, the actual total length of feeder roads built represents a 65% realisation of the length planned).

Table 14. Summary of outputs (planned and actual) across the period 2009–2015

Outputs/Activities	Totals for period (2009–2015)		
	Planned	Actual	Actual vs planned (%)
Agricultural/cultivated land - new irrigation schemes (ha)	1,748	3,020	173
Agricultural/cultivated land - rehabilitated irrigation schemes (ha)	8,387	7,313	87
Cultivated land - physical soil and water conservation (ha)	30,570	49,327	161
Cultivated land - biological conservation/agroforestry (ha)	49	230	469
Cultivated land - physical and biological/agroforestry conservation (ha)	42,485	53,075	125
Marginal land rehabilitated - physical and biological/agroforestry conservation (ha)	300	1,034	345
Gully land reclaimed (ha)	6,980	8,442	121
Feeder roads built (km)	393	254	65
Feeder roads rehabilitated (km)	797	889	112
Water ponds - domestic (no.)	388	686	177
Water ponds - livestock (no.)	333	453	136
Tree seedlings produced/planted (no.)	1,696,339	2,436,602	144
Fish ponds (no.)	27	20	74
Shallow wells (no.)	57	86	151
Micro-ponds built in homestead (no.)	2454	1766	72
Hay bales produced (no.)	151,169	134,856	89
Hives distributed (no.)	20	19	95
Communities supported (no.)	2,020	3,297	163
Sources: SPRs 2009–2015			

Key: Actual lower than planned; Actual exceeds number planned

Table 15. All reported outputs by year (2009–2015) – planned and actual

Outputs/Activities	2009			2010			2011			2012			2013			2014			2015		
	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned	Planned	Actual	% Actual vs. Planned
Agricultural/cultivated land - new irrigation schemes (ha)										70	1,796	2,566				1,748	1,224	70			
Agricultural/cultivated land - rehabilitated irrigation schemes (ha)	292	255	87	50	40	80	390	747	192	100	1,749	1,749	5300	2,932	55	1,582	1,185	75	773	405	52
Cultivated land - physical soil and water conservation (ha)				3,900	1,453	37	5,600	10,682	191				5040	19,910	395	16,030	17,282	108			
Cultivated land - biological conservation/agroforestry (ha)										0	198	-							49	32	65
Cultivated land - physical and biological/agroforestry conservation (ha)	36,320	37040	102							600	9,785	1,631							6,165	6,250	101
Marginal land rehabilitated - physical and biological/agroforestry conservation (ha)				300	51	17				0	983	-									
Gully land reclaimed (ha)				50	0	0	3,500	4,670	133				3150	3,522	112	164	179	109	116	71	61
Feeder roads built (km)																268	147	55	125	107	86
Feeder roads rehabilitated (km)		120	-	200	194	97	170	271	159				150	148	99	163	105	64	114	51	45
Water ponds - domestic (no.)		189	-	50	34	68	80	133	166	80	68	85	70	99	141	188	163	87			
Water ponds - livestock (no.)				120	78	65	80	138	173	80	121	151	70	50	71	63	66	105			
Tree seedlings produced/planted (no.)		38,133	-	140000	170000	121	390000	510296	131				351000	999468	285	418000	393600	94	397339	325105	82
Fish ponds (no.)							0	20	-				18	0	0	9	0	0			
Shallow wells (no.)							0	21	-	20	30	150	15	12	80	42	23	55			
Micro-ponds built in homestead (no.)																2,454	1,766	72			
Hay bales produced (no.)																			151169	134856	89
Hives distributed (no.)																			20	19	95
Communities supported (no.)				840	725	86	530	723	136	534	929	174	650	920	142						

Sources: SPRs 2009–2015

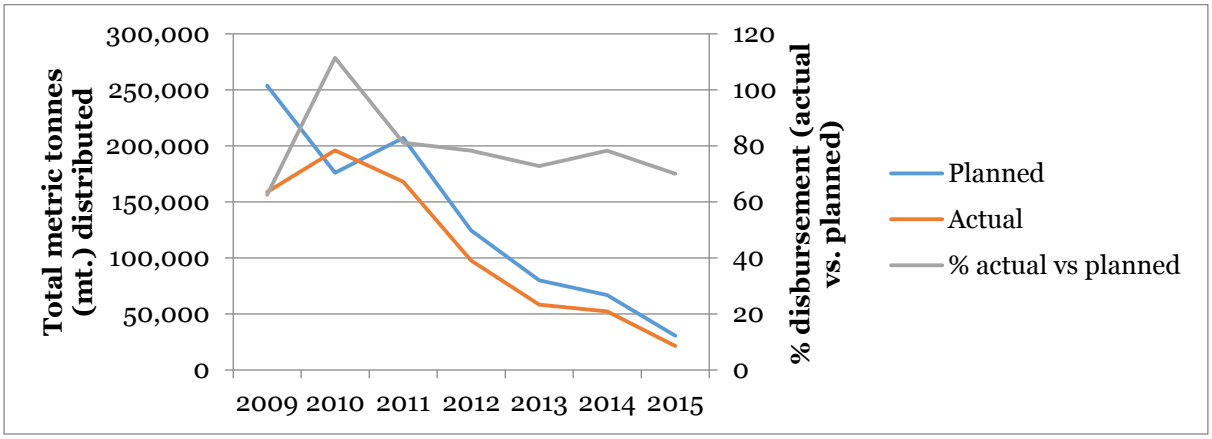
Amounts distributed

12. SPR budget data for the PRROs (106660 and 2022094) and data on commodity distribution are not disaggregated by programme, meaning that it is not possible to analyse the total amounts distributed (cash and food) to the AC programme. The figures in Table 16 therefore provide the overall commodity distribution. As reflected in Figure 3, there has been a general decline in the amounts planned and distributed over the period (in line with a shift towards cash transfers – see introduction section). Aside from 2010, when the actual amount distributed exceeded the amount planned by 11.4 percent, actual amounts distributed have been lower, between around 60-80% of that planned.

Table 16. Commodity distribution (total for PRRO) – planned and actual 2009–2015

	Planned mt	Actual mt	% actual vs planned
2009	253,805	158,809	62.6
2010	176,028	196,162	111.4
2011	207,141	168,059	81.1
2012	124,740	97,684	78.3
2013	80,166	58,401	72.9
2014	66,880	52,342	78.3
2015	30,544	21,409	70.1
Source: SPRs 2009–2015			

Figure 3. Distribution rates: commodities, 2009–2015



Source: SPRs 2009–2015

13. The only SPRs that report separately on CFA beneficiaries and the amounts distributed (planned and actual) are 2011 and 2012. The data are captured here, but cannot be analysed since they only reflect a two-year period (see Table 17 below).

Table 17. CFA beneficiaries and cash distributed

Cash distributions – CFA	2011			2012		
	Planned	Actual	% Planned vs. Actual	Planned	Actual	% Planned vs. Actual
Number of CFA beneficiaries	477,110	404,478	85	475,000	456,744	96
Amount distributed (USD)	8,862,623	11,581,790	131	21,185,644	7,895,861	37
Sources: SPRs 2011 and 2012						

Effectiveness: outcome monitoring data

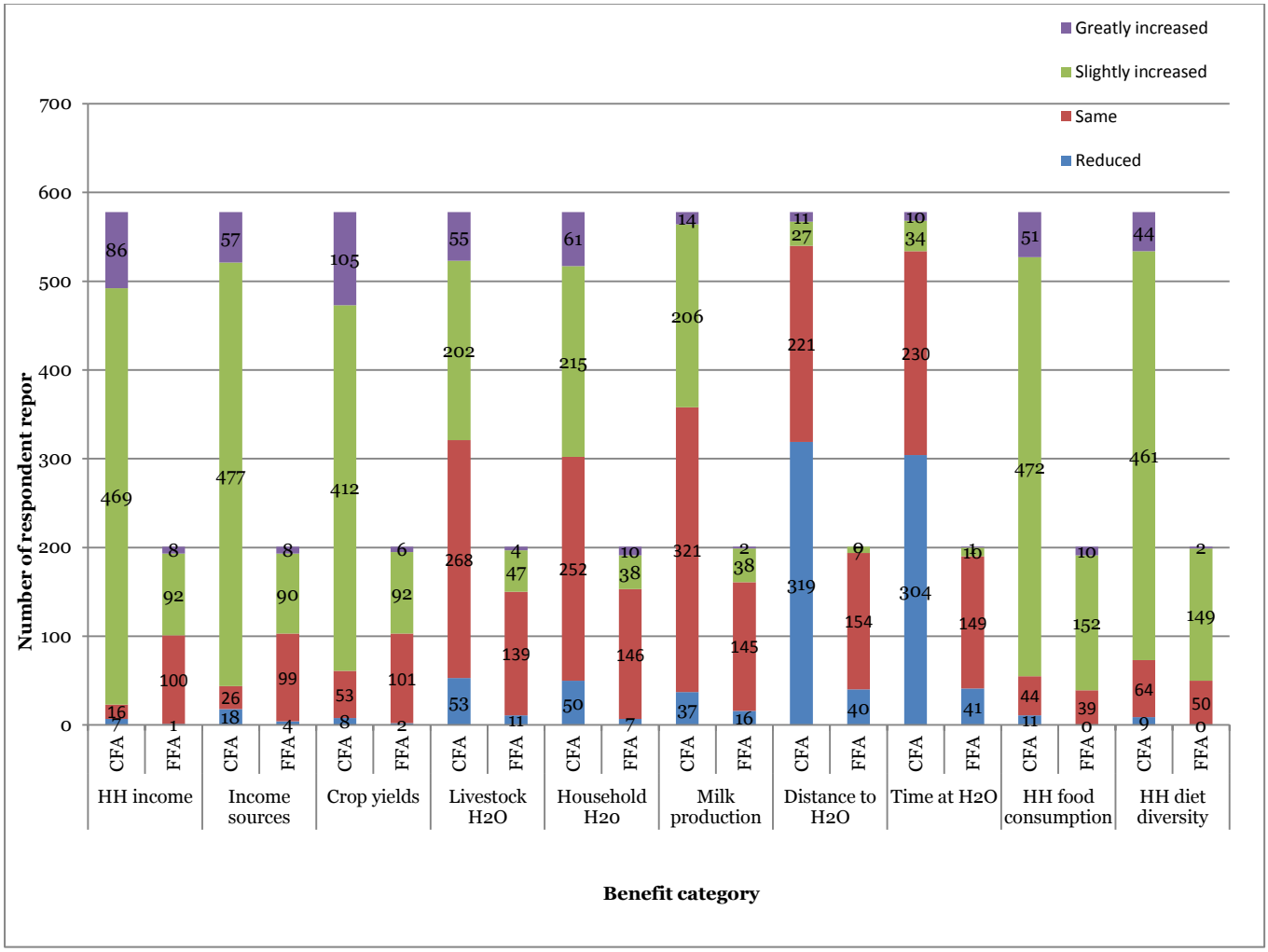
14. In 2015, WFP introduced a new monitoring tool to capture the outcomes of C/FFA activities at the household level. Although this tool has only been used once, meaning that it is not possible to track change over the evaluation period, there are useful components of the data captured which are analysed here.

Beneficiary perceptions

15. Section 7 of the outcome monitoring asks respondents to "evaluate the changes that you have observed since you were enrolled in a WFP C/FFA project", by rating different factors (e.g. household income, income sources, water availability) against a scale (either reduced, the same, slightly increased, greatly increased). These data provide a retrospective perspective. A total of 779 respondents provided answers, with the majority of these (578, 74%) being CFA recipients and the remainder (201, 26%) being FFA recipients. This can be analysed to reflect C/FFA beneficiary perceptions on the effectiveness (in terms of improving their livelihoods) of the programme.

16. Figure 4 below represents a summary of responses in each category, by CFA and FFA respondent against the scale. The analysis highlights that across both modalities, and with the exception of distance to water, and waiting time at water (discussed separately below), respondents considered there to have been some improvement in outcomes.

Figure 4. Beneficiary perceptions on benefits of C/FFA activities



17. The majority of CFA and FFA respondents indicated a 'slight increase' in their household food consumption (CFA: 81.7%; FFA: 75.6%), as well as their dietary diversity (CFA: 79.8%; FFA: 74.1%). Higher proportions of CFA respondents indicated a 'slight increase' in their household income (81.1%), income sources (82.5%), and crop yields (71%), than FFA respondents, with a more significant proportion of them (around half) indicating that their situation regarding household income (49.7%), income sources (49.2%) and crop yields (50.2%) had stayed the same.

18. The least significant level of change was reported by CFA and FFA respondents, in regard to the duration of availability of water during the lean season. The combined proportion of FFA respondents indicating that water availability for household use had either 'reduced' or stayed the 'same' was 74.5%, and for livestock use was 76%. For CFA, combined proportions were 55.2% and 52.2% respectively. (The difference in figures between FFA and CFA recipients can be explained given that FFA recipients are located in the arid counties, whilst CFA recipients are located in the semi-arid counties.)

19. The figures highlight the large majority of respondents indicating a reduction in distance to water points or that it had stayed the same (combined proportion for CFA: 93.2%; FFA: 96.5%). Similarly, for the waiting time at water points (combined proportion of 'reduction' and 'same' for CFA: 92.3%; and FFA: 92.9%). Without

understanding how the questions were asked, and unlike the other categories, it would appear that these results should be considered a 'positive' outcome (indicating greater proximity of and number of water points). Interpreted alongside water availability data, however, the data indicates that despite improvements in the number of water points, the actual duration of water availability has not been improved to the same extent.

Volumes and values of production

Food crop production

20. Respondents in 2015 indicated their primary crop, specifying technologies used, their acreage and their yield (50kg bags) based on the previous season's short rains (Table 18). Maize produced the highest reported average yield per acre (4.2 50kg bags/household), followed by green grams (3.3 50 kg bags / acre / household).

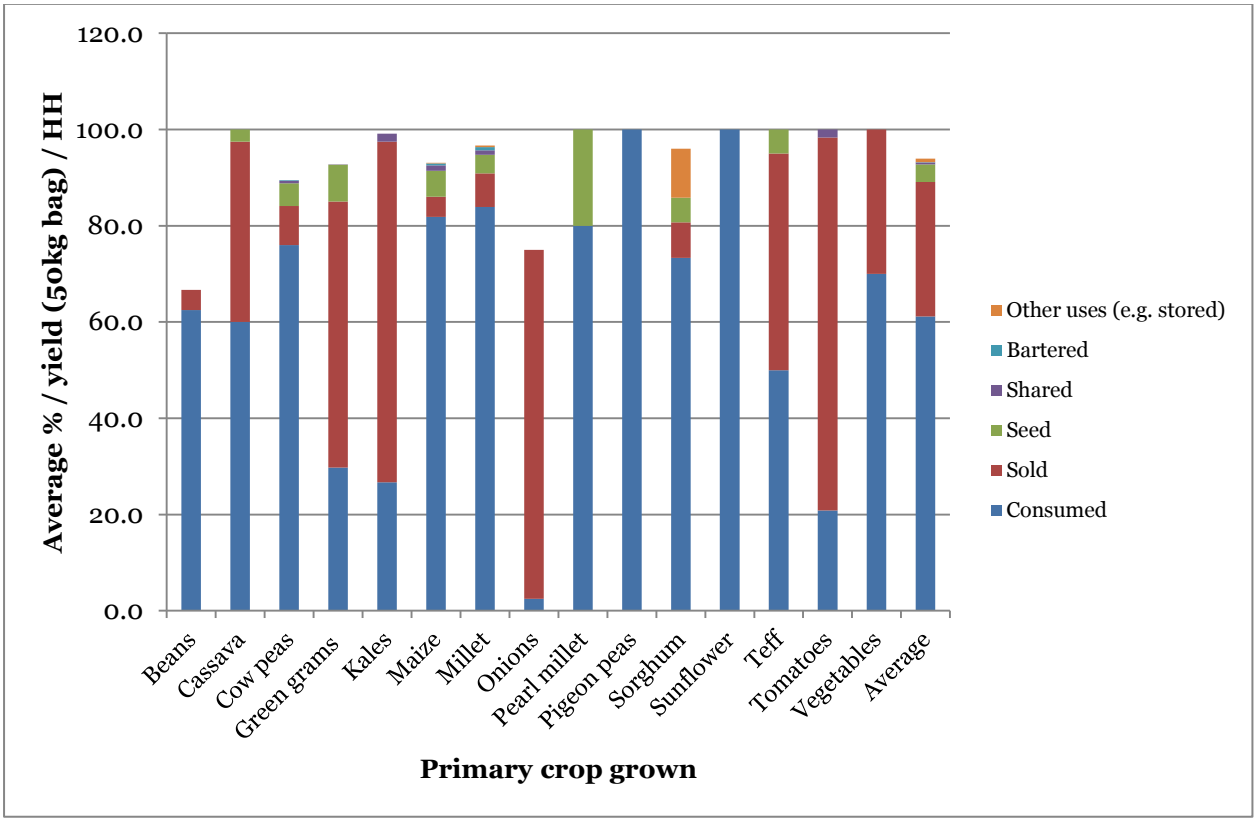
Table 18. Primary crop: Number of HHs, average acreage and average yield/acre

Primary crop	Total no. HH growing as primary	Technologies used and frequency of use	Average acreage/HH	Average yield/acre (50kg bags)/HH
Beans	12	A = 1, G = 10, E = 1	0.4	1.1
Cassava	2	A = 1, other = 1	1.5	1.2
Cow peas	47	A=9; B=31; C = 2; G=3; other= 2	1.1	1.4
Green grams	79	A = 14; B = 63; I = 2	1.7	3.3
Kales	6	B = 1; G = 3; E = 2	0.6	1.4
Maize	451	A = 303; B = 40; D = 5; E = 7; G = 39; I = 26	1.7	4.2
Millet	66	A = 10; B = 55	1.9	2.2
Onions	4	G = 4	0.5	1.2
Pearl millet	1	B	2.0	1.0
Pigeon peas	1	B	2.0	0.4
Sorghum	25	A = 1; B = 20; D = 4	1.6	1.4
Sunflower	1	B	1.5	1.5
Teff	1	B	2.0	2.0
Tomatoes	6	G	0.4	0.5
Vegetables	1	E	0.3	2.0

Key (crop technologies)	
A	Zai pits
B	Terraces
C	Semi-circular bunds
D	Trapezoidal bunds
E	Sunken beds
F	Negarims
G	Irrigation
H	Multi-storey gardens
I	Other

21. For the majority of primary crops, most of the harvest was used by households for consumption and relatively small proportions were marketed (e.g. beans, cow peas, maize, millet). More significant proportions of kale, tomatoes, onions and green grams were sold by the households reporting these as their primary crop (with minimal proportions used for consumption). The most commonly grown second crops were cow peas (34% of households) and green grams (22% of households): see Figure 5 and Table 19 below.

Figure 5. Uses of crops produced



Note: Where totals do not add up to 100%, this is because a household may have recorded growing the crop but had zero yield (and therefore nothing to consume, sell etc.). The 'missing' percentage could therefore be understood as 'failed' crop.

Table 19. Second crops grown by households

Second crop	Number of HHs growing
Okra	1
Pigeon peas	1
Onions	7
Sorghum	60
Sunflowers	1
Tomatoes	19
Millet	28
Beans	51

Second crop	Number of HHs growing
Cassava	36
Cowpeas	241
Dolichos	2
Amaranthus	1
Green gram	156
Groundnut	1
Kales	20
Lentils	4
Maize	40
Vegetables	6
None	29

Pasture and browse

22. Households engaged in pasture and browse activities were asked in 2015 to record the total acreage under pasture/browse, the types of technologies being used for production, and the market value of the total amount produced as well as to indicate the length of time the pasture would last and the main uses of the pasture (consumption, sale or other).

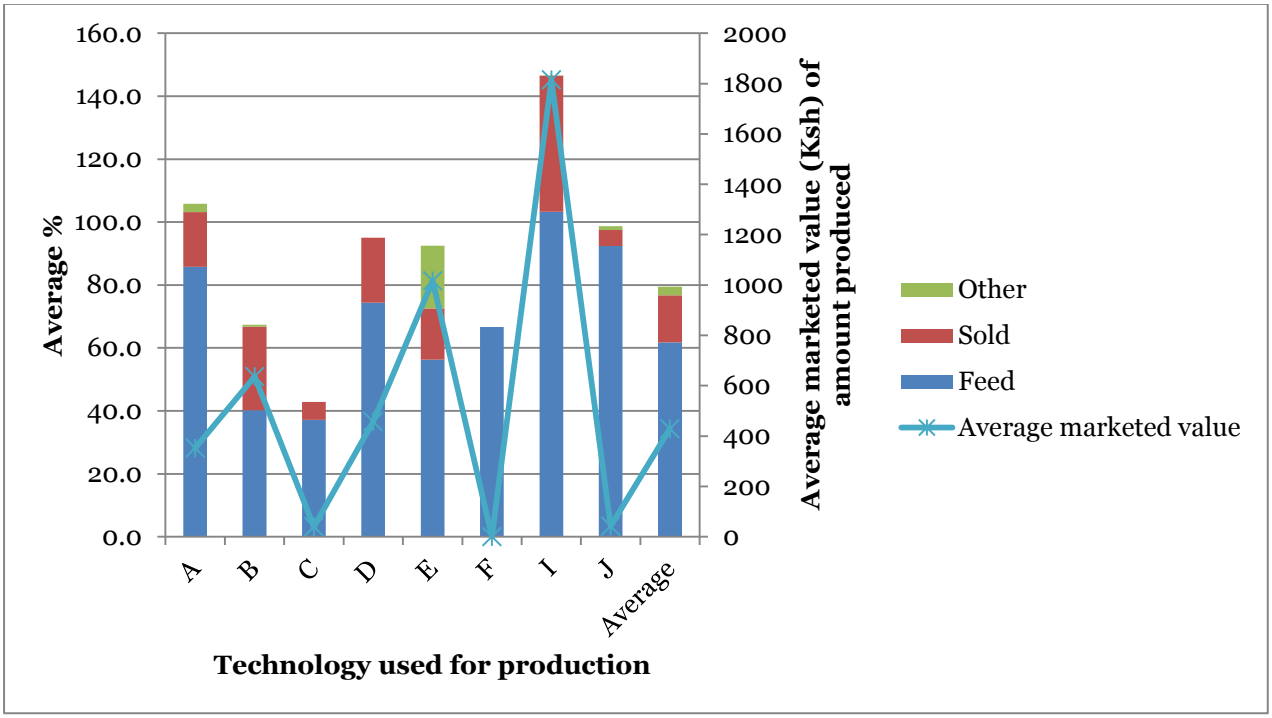
23. Terraces and area enclosures were the most frequently reported technologies (see Table 20). Across all technologies, the total acreage was 1.2 / household, with a total average market value of production of KES 2,865. On average, across all technologies, pasture and browse was expected to last 2.6 months.

24. As Figure 6 below shows, the proportion of pasture/browse sold was relatively minimal for all technologies, with the majority being used as feed. The figure also highlights the value of the sold amount of pasture/browse (based on the proportion sold against the total market value of everything produced) was minimal for most of the technology categories/households. The highest average amount generated from sales was KES 1,814 (under 'other' technologies).

Table 20. Pasture/browse acreage, market value and duration

Technology used for production	Total number HHs	Average acreage under pasture/browse / HH	Average market value of total production (KES)	Average length production lasts (months)
Zai Pits	68	1.5	2,024	2.9
Terraces	98	0.5	2,399	1.1
Semi-circular bunds	7	1.7	700	1.0
Trapezoidal bunds	25	1.8	2,216	4.7
Sunken beds	4	0.5	6,250	8.5
Negarims	3	0.1	7,167	0.0
Other	17	0.7	4,196	3.2
Area enclosures	74	3.8	833	2.1
Total average	-	**1.2**	**2,865**	**2.6**

Figure 6. Use of pasture/browse production and average marketed



Livestock and milk production

25. In 2015, households were asked to indicate the number of cows and goats remaining at home during the lean season (a higher number over time will indicate that households have built their assets/have a 'commodity' that they can sell in times when income is needed etc.). They were also asked to indicate their average milk production (litres/day) and the amount (in litres) of the total produced used for household consumption. The information is given in Table 21. The average number of cows per household was 0.7 and the average number of goats per household was 2.7, with an average of 1.3 litres of milk being produced per household and 0.1 litres of this being consumed by the household.

Table 21. Milking – production and consumption per household

Technology	Total number HHs	Average cows/HH	Average goats/HH	Average milk produced / HH (litres/day)	Average milk consumed/HH (litres/day)
Zai Pits	68	0.3	2.8	1.3	0.7
Terraces	98	0.3	2.4	0.6	0.5
Semi-circular bunds	7	1.0	0.6	1.4	0.8
Trapezoidal bunds	25	0.1	2.6	1.3	0.4
Sunken beds	4	0.5	2.8	1.8	1.6
Negarims	3	0.7	4.3	1.0	0.8
Other	17	1.4	5.6	3.6	1.6
Area enclosures	74	2.0	3.0	1.0	0.9
Total average		**0.7**	**2.7**	**1.3**	**0.1**

Water access and availability

Livestock

26. On average across all water sources used for livestock, people in 2015 reported an average distance to the water point of 3.2 km, an average waiting time of 1.1 hours at the water point and that water was available, on average, for a duration of 3.6 months during the lean season.

27. The majority of respondents indicated that their main livestock water source is the river, with boreholes and water pans being the next biggest reported water sources for livestock (see Table 22).

Table 22. Livestock water sources in use, average distance, waiting time and duration

Source	Total HHs	Average distance (km)	Average waiting time (hours)	Average time water lasts (months)
River	84	3.0	0.3	4.7
Borehole	66	7.1	3.4	4.6
Water pan	38	5.5	1.3	3.1
None or N/A	26	0.0	0.0	0.0
Sand dam	22	6.6	1.8	5.6
Shallow well	22	3.0	1.3	4.6
Pipeline	13	1.6	0.6	4.1
Well	11	1.7	0.9	4.5
Earth dam	10	1.9	0.8	2.8
Other sources (12 different)	23	2.1	0.4	1.9
Total average		3.2	1.1	3.6

Household

28. On average across all water sources used for household purposes, people reported an average distance to the water point of 2.7 km, an average waiting time of 1.1 hours at the water point and that water was available, on average, for a duration of 3.7 months during the lean season.

29. The majority of respondents indicated that their main household water source was the river, with water pans and boreholes being the next biggest reported water sources for livestock (see Table 23 below).

Table 23. Household water sources in use, average distance, waiting time and duration

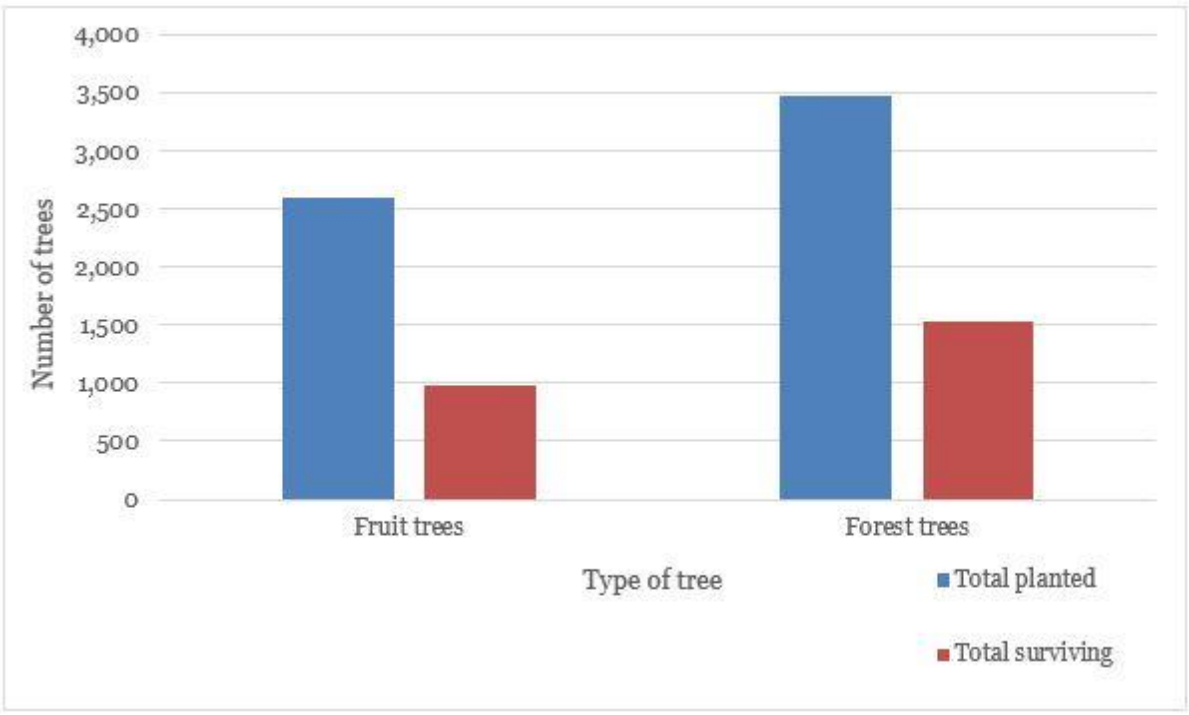
Source	Total HH	Average distance	Average waiting time	Average length water lasts
River	69	2.7	0.4	4.8
Water pan	64	2.4	0.1	3.3
Borehole	62	3.2	1.7	4.6
Pipeline	29	1.0	2.1	4.5
Shallow well	26	4.1	2.3	3.7
Sand dam	13	3.7	0.7	3.8
Well	12	3.2	1.3	4.4
Earth dam	9	2.7	0.6	3.0

Source	Total HH	Average distance	Average waiting time	Average length water lasts
Water vendor	9	2.8	1.7	3.4
Other sources (8 different)	17	1.1	0.4	1.7
Total average		2.7	1.1	3.7

Tree production and management

30. Of trees reported in 2015 to have been planted during the previous twelve months, there was a reported 38% fruit tree survival rate and a 44% forest tree survival rate.

Figure 7. Trees planted and surviving



Beneficiary contact monitoring, 2013–2015

Decision-making on resources at household level

31. In WFP's beneficiary contact monitoring exercise (2013–2015), respondents were asked to specify who collects the CFA or FFA incentive, who decides how the money received is spent or how the food received is used, and (from August 2014 onwards) who decides other issues in the household.

32. Looking at all respondents, the majority across years and for both CFA and FFA modalities indicate that adult females are the primary collectors of, as well as decision-makers over, how cash and food are used (see Table 24 and Figure 8 below). Numbers fluctuate slightly over the period, but remain largely consistent. While the proportion of adult women deciding on how cash is spent trends downwards, this is explained by a larger number of non-responses in 2015 (rather than any significant

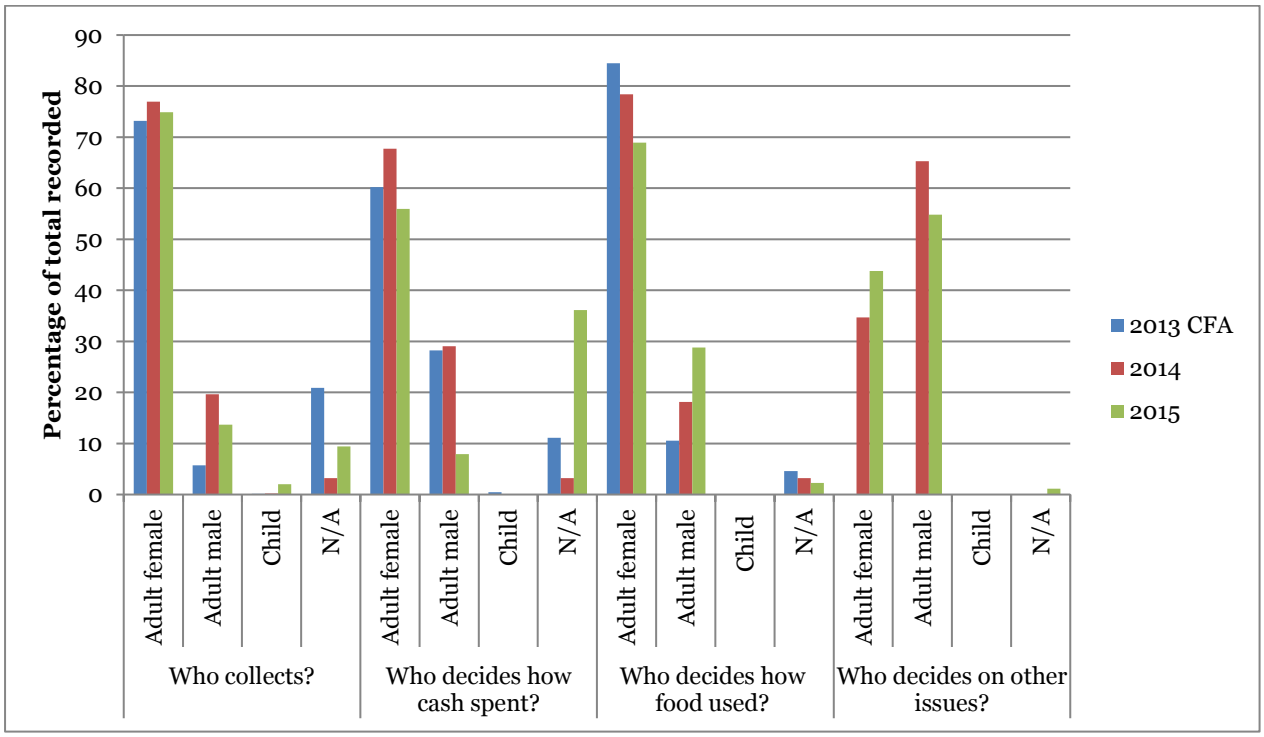
increase in male decision-making). However, there is a significant increase in the number of FFA respondents indicating that adult women have decision-making authority over how cash is spent (from 43% in 2013, to 93% in 2015) – accompanied by a reduction in the number of men who have decision making authority over cash.

33. Although only available for part of 2014 and 2015, the question regarding decision-making over 'other issues' indicates that men are the main decision makers, both for CFA (65% in 2014 and 55% in 2015), and FFA (61% in 2014 and 50% in 2015) respondents. However, decision-making on other issues was more equal between men and women in 2015 than in 2014: for CFA, 44% women, 55 % men and for FFA 47% women, 50% men.

Table 24. Decision-making at the household level (CFA and FFA) respondents

Indicator	Who	2013	2014	2015	Trend	2013	2014	2015	Trend
		CFA (% of total recorded)				FFA (% of total recorded)			
Who collects?	*Adult female*	73	77	75	↑	78	87	83	↑
	Adult male	6	20	14	↑	10	7	14	↑
	Child	0	0	2	↑	1	1	1	-
	N/A	21	3	9	↓	11	5	2	↓
Who decides how cash spent?	*Adult female*	60	68	56	↓	43	60	93	↑
	Adult male	28	29	8	↓	34	34	5	↓
	Child	0	0	0	↓	1	0	0	↓
	N/A	11	3	36	↓	22	6	2	↓
Who decides how food used?	*Adult female*	85	78	69	↓	80	78	27	↓
	Adult male	11	18	29	↑	7	10	12	↑
	Child	-	-	0	-	11	0	0	↓
	N/A	5	3	2	↓	1	12	61	↑
Who decides on other issues?	*Adult female*	-	35	44	↑	-	38	47	↑
	Adult male	-	65	55	↓	-	61	50	↓
	Child	-	0	0		-	0	0	-
	N/A	-	0	1	↑	-	2	3	↑

Figure 8. Distribution of responses on decision-making at household level (by year)



Site Monitoring (2013–2014)

34. Site monitoring is done on a monthly basis by field monitors, with 10 percent of sites covered each month in each county. Over the course of the year, each site should be visited once and monitored comprehensively. Data presented below represent combined average totals across all months when data were collected for the years 2013 and 2014.

Gender composition of Relief Committees

35. Analysis of the gender composition of the Relief Committees (RCs) indicates that, on average, the number of female members is greater than male members in the majority of counties. For 2013, this is only not the case for Garissa, Mandera, Turkana, and Wajir; and for 2014, only for Garissa and Taita Taveta.

Gender ratios of female to male workers

36. The ratios of female to male workers show that, on average and across all counties, the majority of workers at AC sites are women. In 2013, the highest ratio of female workers was 93.3% in Malindi, and the lowest was 66% in Moyale. In 2014, the proportion of female workers increased compared to 2013 figures in all counties, except Kitui and Malindi – with the reduction in Kitui being significant and bringing participation closer to 50/50 at 46.2%:53.8% (men:women). Furthermore, in four counties, 100% female participation was recorded (Baringo, Isiolo, Mandera, Moyale).

Table 25. Average male and female RC member numbers and worker gender ratios / county

County	Sites / county	Average male RC member / site	Average female RC member / site	Gender ratio male workers	Gender ratio female workers	
2013						
Baringo	42	3.3	4.8	23.4%	76.6%	
Garissa	61	3.7	2.5	15.4%	84.6%	
Isiolo	8	4.1	5.4	-	-	
Kilifi	34	3.7	7.1	-	-	
Kitui	91	2.4	9.4	25.3%	74.7%	
Kwale	32	2.8	5.9	-	-	
Makueni	41	0.3	2.6	23.5%	76.5%	
Malindi	32	2.7	6.7	6.7%	93.3%	
Mandera	12	4.5	1.0	-	-	
Moyale	36	3.6	6.4	34.0%	66.0%	
Mwingi	58	2.8	7.4	32.3%	67.7%	
Taita Taveta	45	2.4	5.1	29.1%	70.9%	
Tana River	76	7.6	7.7	24.6%	75.4%	
Tharaka	12	5.4	6.8	-	-	
Turkana	57	3.8	3.7	15.5%	84.5%	
Wajir	2	5.0	2.0			
2014						**Up/down compared to 2013**
Baringo	38	0.7	3.2	0.0%	100.0%	↑
Garissa	111	5.4	3.5	29.8%	70.2%	↑
Isiolo	24	0.8	5.5	0.0%	100.0%	↑
Kilifi	65	2.4	5.3	3.9%	96.1%	↑
Kitui	74	4.4	7.4	46.2%	53.8%	↓
Kwale	81	4.0	5.2	6.8%	93.2%	↑
Makueni	52	1.0	5.3	13.0%	87.0%	↑
Malindi	48	1.7	4.3	10.5%	89.5%	↓
Mandera	8	0.0	4.5	0.0%	100.0%	↑
Moyale	48	0.6	4.8	0.0%	100.0%	↑
Mwingi	57	4.3	9.6	24.8%	75.2%	↑
Taita Taveta	50	8.1	7.7	18.6%	81.4%	↑
Tana River	94	4.9	5.6	16.3%	83.7%	↑
Turkana	73	4.0	6.2	12.7%	87.3%	↑

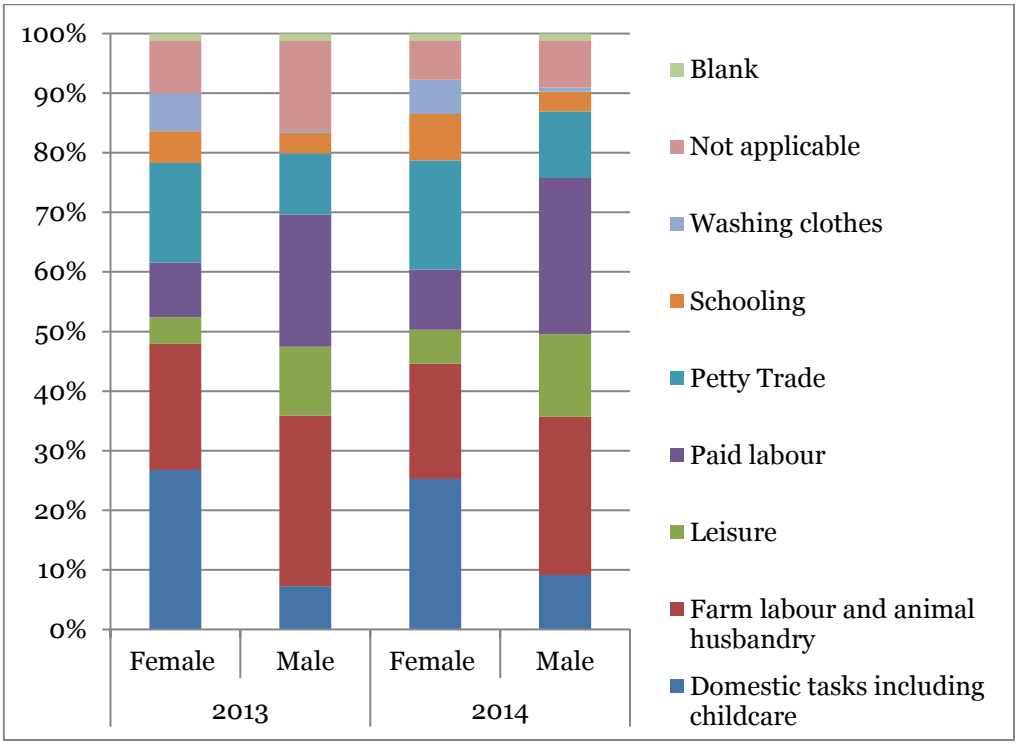
Opportunity Costs

37. The average figures for 2013 indicate that the activity most frequently sacrificed by women in order to participate in AC activities was domestic work (including childcare), followed by farm labour and animal husbandry. The same applied for women in 2014. For men, both in 2013 and 2014, the activity most frequently reported to be sacrificed was farm labour and animal husbandry, followed by paid labour: see Table 26 and Figure 9 below.

Table 26. Activities sacrificed in order to participate in AC

Activity sacrificed	2013		2014	
	Female	Male	Female	Male
Domestic tasks including childcare	588	160	799	289
Farm labour and animal husbandry	464	628	610	838
Leisure	98	253	181	439
Paid labour	202	488	318	828
Petty Trade	366	225	580	354
Schooling	117	75	246	104
Washing clothes	140	7	182	23
Not applicable	193	332	208	249
Blank	27	27	36	36
Total	**2195**	**2195**	**3160**	**3160**

Figure 9. Activities sacrificed (male and female) – proportions



Annex 16 Climate-resilient households

1. As argued in ¶61 on page 17, resilient livelihoods are hard to achieve if AC structures are not integrated with a broader effort to achieve climate-resilient households that apply a number of measures around the homestead, as well as on cultivated land, to maximise the use of available water and optimise their ability to withstand shocks and stresses. This annex sets out some typical elements of a climate-resilient Kenyan rural household.

Why focus assets around the homestead?

2. While there will always be a need for certain community assets – such as water pans and feeder roads - a new focus on establishing assets around the homestead can bring several benefits simultaneously. Above all, it helps establish the household as the centre of resilience, rather than giving primary attention to structures in fields or other AC activities away from the home. Assets at home are crucial to secure basic needs – especially water, food and better nutrition. They favour women, whose burdens will be reduced, and who can carry out their other domestic work more readily than when they are involved in group works far from home. Most of the current AC work is undertaken by women away from home, and this approach will also encourage participation of men (and the youth) thus potentially reducing gender-based conflict. There is also an element of enhanced dignity: WFP beneficiaries are by definition amongst the poorest, and improvements round the home and compound can help rebuild self-esteem.

What is a climate-resilient homestead?

3. The concept of a climate resilient homestead is being pioneered by IFAD in Swaziland under a Global Environment Facility Integrated Approach Pilot (GEF-IAP) project – Climate Smart Agriculture for Resilient Livelihoods (CSARL). While the basic idea suggested here is similar, a WFP initiative would have differences in detail – and these details would differ from area to area: there would be no fixed blueprint. Nevertheless, the basis is that a combination of technical elements can mesh together to strengthen the viability of a household while effectively ensuring that it becomes more resilient – to climate and other challenges - capable of withstanding shocks and 'bouncing back' from droughts, floods and other hazards. The elements work individually, but also synergistically: they reinforce each other through integration. There are multiple co-benefits in terms of clean water, food and nutrition. It makes sense to capitalise upon the homestead/household in terms of building up productivity and establishing resilience though multiple, diverse and interlinked enterprises. The two basic assets or components of a climate resilient homestead (CRH) are:

- **Roof water harvesting tanks.** These fit into the household system by making use of corrugated iron rooftops – where these exist, and surprisingly many untapped roofs do exist in rural Kenya. Where thatched roofs are most common, there will often be a school or offices nearby that can be used to build a shared tank. Ferro-cement tanks of various dimensions, but usually between 2,000 litres and 10,000 litres (larger sizes appropriate for communal buildings where tanks are shared) are relatively cheap to construct, and can provide clean water for domestic use, relieving the pressure from women and children, and benefiting home gardens. A calculation has been computed for a

small sized tank in an arid area – though it must be noted that there are many factors (not least irregularity of rainfall) that mean such calculations can only be indicative[28]. The choice of a ferro-cement tank (instead of plastic) is deliberate because of longevity, and also because youth can be trained in their construction and thereby develop skills which they can market (see Mekdaschi-Studer and Liniger, 2013 for rooftop water harvesting and details of other sources of information)[29].

- **Vegetable gardens.** The emphasis is on domestic, organic production of vegetables and fruits, with maximum use of locally available nutrients, including animal manure, compost and mulch. The current WFP 'asset' of the '**sunken bed'** lends itself very well to such gardens. Leguminous shade trees (for example *Moringa oleifera*) bring extra fertility to the systems as well as providing fodder and mulching materials. Note that wastewater may be available from roof tanks – and that rainwater harvesting is not limited to rooftops. Compounds are compacted and are also good sources of rainwater runoff which can be directed to vegetable gardens or trees. These home gardens produce food, especially vegetables, and help with child nutrition – ensuring a healthy diet.

4. Other components that add to the resilience of a homestead include **indigenous chicken management**, and **small stock** – namely goats or sheep. These 'assets' often fit very well into the livelihoods of food-poor people, and the (often) dry conditions they inhabit. There could be an arrangement whereby VSLAs are the means by which people can invest in the purchase of these animals – which could be subsidised in the first place or possibly arranged through a co-financing arrangement between the project and beneficiaries.

5. There is also the possibility of adding **fuel-efficient stoves** (relieving pressure on natural resources and reducing wood collection burdens) and **improved latrines** (for example ecological sanitation that allows recycling of waste). Both **fruit** and **multiple purpose trees** can be grown (improving nutrition and providing other benefits including nitrogen fixation). **Beekeeping** could also be introduced in some areas (see the TR team's draft report on 'Technical Specifications'; also IFAD, 2014).

6. Furthermore, close to home (and only in areas where rainfed farming is generally viable – not the arid livestock zones), families can set up a small area of **conservation agriculture** based on small permanent planting basins. Conservation agriculture (CA) is a specific form of climate-smart agriculture, comprising the combination of minimal soil disturbance (no-till), mulching and crop rotation. The benefits of CA include improved soil health, improved soil biodiversity, and increased carbon sequestration (associated with reduced soil carbon losses). The

[28] Taking a rooftop of 20m^2 and assuming an annual rainfall of 500mm, with a 20% loss factor, then about 8,000 litres can be captured. A roof tank of 2,000 litres (2m^3) will generally be adequate given a reasonable distribution. Around 20 litres of clean drinking water could be available each day for much of the year (depending on rainfall distribution). If half of this water is recycled this would, even for a time after the rains stop, be adequate to irrigate a small patch of vegetables (around 4m^2) and considerably more during the rains (when compound runoff will add significantly to this amount). Thus there are health benefits through the clean water, nutrition benefits through the vegetables irrigated, and at least one trip per day by women and/or children to the local water source is saved.

[29] Farm ponds (of 100-250 m^3 capacity) may be an additional option – but as noted in ¶71 of the main report these are expensive and are dependent on a large enough catchment area and lining. They are mostly appropriate for commercially oriented farmers in the better areas with access to a market for high value vegetable and fruit crops.

simplest method is through using **hand-dug planting basins,** the construction of which is only a quarter to one third of that required to dig the tillage-intensive "**zai pits**" as promoted currently under the programme for field production of crops (Critchley *et al.*, 2012). A plot close to home means it can be prepared in an ad hoc fashion over the dry season with a few basins prepared each day by family members, with homestead wastes providing fertility amendments. CA is particularly relevant as it is can lead the way to graduation by acting as the foundation for 'layering agencies' (e.g. FAO, IFAD, GOK, through whom it is strongly promoted) to promote such systems when families have graduated (IFAD, 2016).

7. Certainly the establishment of a CRH approach will require intensive capacity building for both beneficiaries and staff, with associated training materials.

Annex 17 FGDs' perceptions of their progress along a 'resilience pathway'

County	Site	Level on Resilience Pathway Self Assessment	Reasons/Justification
Kilifi	Kambicha, Water pan	1	After all these years of work, they still unable to meet their food demand. This is mostly because they are dependent on rain fed agriculture that is highly unpredictable.
	Dololo Farm	1	The beneficiaries strongly felt that after all these years of work, they are still unable to meet their food demand. This is mostly because they are dependent on rainfed agriculture that is highly unpredictable.
	Mnagoni	1 (a few on level 2)	The few on level 2 are primarily because they have other livelihood sources such as charcoal burning; otherwise majority are on level 1.
Baringo	Koriema	1	The community justified their being on level 1 as they can only feed themselves for 8 months from what they produce on their farms.
	Maoi	1	Rainfall is still a problem and the continued lack of rain means they are food insecure and need support They think that to get to level 5 they need to focus more on livestock production.
Turkana	Nagis	2	Initially felt that they were on level 3 of the resilience pathway but since the breakdown of the canal they have moved back to 2 and again the high number of destitute who depend on the FFA beneficiaries for food are also drawing them backwards.
	Tiya	3	With irrigation and increased farm sizes, they see themselves moving up the resilience pathway as they will be able to increase their food production.
Makueni	Kitise	2	A majority of the beneficiaries are now able to produce significant amount of food.
	Mavindini	3	The beneficiaries strongly felt that they are on level 3 where the majority are now able to produce a significant amount of food. It was reported that if all the food produced were to be for home us, then many would not need WFP support but most of the food is sold to pay school fees for their children
Tana River	Idsowe	3-5	Communities felt that once the irrigation starts to work well and after the second harvest they envisage that they will be food secure.
	Wema	1	The irrigation system does not work as half the time there is no water and they are totally dependent on TARDA.
	Hurara	1	All the produce is sold to buy more land, yet they are hungry and have no food.
Tharaka-Nithi	Kitanga Mutonga	1	Project closed abruptly before communities became food secure.

Annex 18 Annotated bibliography on technical issues

The documents listed below are a suggestion of relevant literature giving a longer-term technical perspective on the types of intervention at which the AC programme aims. The ET has made some of them available to the WFP CO, and can scan or lend others if requested.

Critchley, W. (1986) *Some Lessons from Water Harvesting in sub-Saharan Africa*: Report from a workshop held in Baringo, Kenya. (out of print)

One of the first compilations of water harvesting work in Kenya: based on a workshop held on Island Camp, Baringo in 1986, and features details of water harvesting (WH) experience and design in Baringo and Turkana as well as other countries in Africa.

Critchley, W. (1999) *Food-for-Work and Rainwater Harvesting: Experience from Turkana District, Kenya in the 1980s*. Chapter 21 in Sanders et al. (see below for reference)

The 1979/1980 droughts in Turkana gave rise to the first concerted FFW efforts in Kenya. This evaluation of the FFW programme shows how much of the 'work' (water harvesting structures) was simply abandoned: poorly planned and not in line with the Turkana people's needs.

Critchley, W. and Siegert, K. (1991). *Water Harvesting: A Manual for the Design and Construction of Water Harvesting Schemes for Plant Production*. Rome: Food and Agriculture Organisation. (available on FAO website)

This manual is the direct source of much technical and design information contained in WFP's manual: Tefera et al 2009 'RWH and Management'. Note that this 1991 FAO publication was the basis for Critchley et al (1992). *Water Harvesting for Plant Production* Technical Paper No. 157. Washington, DC: World Bank (out of print)

Critchley, W. (1991) *Looking After Our Land. Soil and Water Conservation in Dryland Africa*. Video and booklet (English and French Versions) Oxfam. Oxford. (out of print)

In this video/ booklet manual, there are descriptions of fanya juu terracing in Machakos and how it was achieved through 'Mwethya groups' ('merry-go-rounds' as they are termed currently) who were awarded hand tools but no other inputs. There is also an important analysis of the Lokitaung Pastoral Development Project where ITDG gradually used FFW (building trapezoidal bunds) to help people restock and thus rebuild, once again, their original resilient livelihoods of pastoralism.

Critchley, W. and Gowing, J. (2012). *Water Harvesting in Sub-Saharan Africa*. Earthscan. Routledge.

An attempt to update the state-of-the-art with respect to water harvesting in sub-Saharan Africa (SSA). An important chapter on Kenya, covering, amongst other topics, farm ponds and micro-irrigation.

Critchley, W. Di Prima, S. and Tuyp, W. (2012). *Sustainable Land Management in Sub-Saharan Africa*. IFAD, Rome (videos available on YouTube)

A series of 12 mini-videos (including zaï from Burkina Faso; fanya juu from Kenya; conservation agriculture from Zambia) accompanied in the DVD box by a pull-out technical section: each technology distilled onto two pages

Gould, J. and Nissen-Petersen, E. *(1999) Rainwater Catchment Systems for Domestic Supply*. IT Publications Ltd.

Rooftop water harvesting described in detail – based on long experience in Kenya and elsewhere.

Mekdaschi Studer, R. and Liniger, H. (2013). *Water Harvesting: Guidelines to Good Practice*. IFAD, Rome.

State-of-the-art with respect to water harvesting in SSA and elsewhere in the developing world. Includes domestic systems and technical specifications for all technologies.

Republic of Kenya, (1984). *Baringo Pilot Semi-Arid Area Project*. [Chapter 12. Runoff Harvesting for Crop, Range and Tree Production in the BPSAAP Area] mimeo (out of print)

The Baringo Pilot Semi-Arid Area project tried and tested water harvesting – including contour ridges and semi-circular bunds for food and fodder (and afforestation) with considerable technical success in the early 1980s. This is a record of that experience, though it appears there are only a handful of copies remaining (none have been traced, so far, in the Ministry of Agriculture in Kenya or at the World Bank in Washington)

Sanders, D. Huszar, P. Sombatpanit, S. & Enters, T. (1999) (eds.). *Incentives in Soil Conservation. From Theory to Practice*. Enfield, New Hampshire: World Association of Soil and Water Conservation. Science Publishers, Inc. (out of print)

The source of Critchley (1999) – see above – and to date the most exhaustive discussion of the role of incentives for soil conservation/ water harvesting technologies. The source of Shaxson's oft-quoted rhetorical question "Incentives: are they starters, bribes, shared costs, rewards, or compensations?"

Thomas, D. (ed.) 1997. *Soil and Water Conservation Manual for Kenya*. Soil and Water Conservation Branch. Ministry of Agriculture, Livestock Development and Marketing, Republic of Kenya

The standard, design text for the broad range of soil and water conservation technologies in Kenya (out of print)

Tiffen, M. Mortimore, M. and Gichuki, F. (1994) More People, Less Erosion. Environmental Recovery in Kenya. Wiley and Sons. Chichester

A fascinating account of how Machakos District (broadly Machakos and Makueni Counties today) was transformed from a food deficit area to self-sufficiency

through a number of activities and policies: chief of which was the voluntary work of the local farmers on soil and water conservation activities on their own land.

Wenner, C. 1980 *Soil Conservation: pocket book for technical assistants*. Agricultural Information Centre, Nairobi. Mimeo (out of print)

Drawn from various other technical guidelines was a pocket book (literally) that was made available to every technical assistant working under Kenya's National Soil Conservation Programme. Full of useful detail covering technical design.

WOCAT, 2011. *Sustainable Land Management in Practice. Guidelines and Best Practices for sub-Saharan Africa*. TerrAfrica

The World Association of Conservation Approaches and Technologies has been documenting good practice (starting in Africa) for a quarter of a century. This booklet documents both technologies and 'approaches' (how they are put in place). Includes associated aspects such as fertility management. Available at www.wocat.net and TerrAfrica.

Annex 19 Documents reviewed

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Appraisal mission report		N
Project document (including Logical Framework in Annex)	WFP PRRO: • Kenya PRRO 2009–2012 • Kenya PRRO 2012–2015 • Kenya PRRO 2015–2018 • Full Logframe 2.0 (Single Country PRRO) • PRRO Household Food Security Resilience & Graduation Study (Kitui, Kilifi, Kwale and Taita Taveta Counties)	 Y Y Y Y
Standard Project Reports	• Standard Project Report 2009 • Standard Project Report 2010 • Standard Project Report 2011 • Standard Project Report 2012 • Standard Project Report 2013 • Standard Project Report 2014 • Standard Project Report 2015	Y Y Y Y Y Y Y Y
Budget Revisions	• Budget Revision Nine to PRRO • Budget Revision Two to PRRO 2015–2018 [Missing other budget revisions]	Y Y N
Note for the record (NFR) from Programme Review Committee meeting (for original operation and budget revisions if any)		N
Approved Excel budget (for original intervention and budget revisions if any)		N
Intervention/Project Plan (breakdown of beneficiary figures and food requirements by region/activity/month and partners)		N

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Other	• Food Assistance for Assets Guidance Note 2015 • Policy on Building Resilience for Food Security and Nutrition 2015 • Strengthening resilience for Food Security and Nutrition 2015 • Update of WFP's Safety Nets Policy 2012 • Cash/Food For Assets Annual Report 2015 • Cash/Food For Assets Quarterly Report Feb–Apr 2015 • Asset Creation Evaluation TOR • Assets register • Community Asset Score (CAS) Tool • Food Security and Outcome Monitoring HH Questionnaire • Beneficiary Contact Monitoring Format • C/FFA Activity Outcome Format: Household Tool • Livelihood Assets & Market Linkages in Turkana • Kenya: Linking Smallholder Farmers to Markets • CFA Beneficiary Data • Guidance for CDC's and Transition Task Force on Implementing and Communicating the Transition Strategy for WFP Asset Creation Beneficiaries • Draft Policy on Building Resilience For Food Security and Nutrition • Building Resilience Through Asset Creation, 2013 • WFP's Support for Modelling and Dialoguing Around Productive Safety Nets in Kenya • WFP's Asset Creation Programme: A focus on Integration and Scaling for Transforming Impacts • The History of Soil and Water Conservation in Kenya: early days to the mid-1990s, Critchley 2016	Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y
Country Office Strategic Documents (if applicable)		
Country Strategy Document (if any)		N
Other	• Building Resilience Through Food Assistance for Assets ToC 2015 • Smallholder Agricultural Market Support ToC 2016 • Social Protection ToC 2016 • Gender Equality and Women's Empowerment (GEWE) ToC	Y Y Y Y

Document type Project related documents (if applicable) Assessment Reports [if applicable]	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Comprehensive Food Security and Vulnerability Assessments		
Crop and Food Security Assessments (FAO/WFP)	• Policy Brief on Urban Food Insecurity: Strategies for WFP 2002 • Programming Food Aid in Urban Areas: Operational Guidance 2004	Y Y
Emergency Food Security Assessments		N
Food Security Monitoring System Bulletins		N
Market Assessments and Bulletins	• Market Dynamics and Financial Services Summary (nd) • Market Dynamics and Financial Services May 2013	Y Y
Joint Assessment Missions (UNHCR/WFP)	• UNDP: Understanding Community Resilience: Findings from CoBRA Assessments	Y
Inter-Agency Assessments	GOK/FAO/UNICEF/World Vision: • The 2009 Long Rains Season Assessment Report • The 2010 Long Rains Season Assessment Report • The 2011 Long Rains Season Assessment Report • The 2012 Long Rains Season Assessment Report • The 2013 Long Rains Season Assessment Report • The 2014 Long Rains Season Assessment Report • The 2014 Long Rains Season Assessment Report • The 2015 Long Rains Season Assessment: Executive Summary • The 2009, 2011 & 2015 Short Rains Season Assessment Report • The 2010 Short Rains Season Assessment Report • The 2012–2013 Short Rains Season Assessment Report • The 2014 Short Rains Season Assessment Report WFP/GOK: • Rainwater harvesting and management project planning format in arid & semi-arid lands of Kenya 2009	 Y Y Y N N Y Y Y N Y Y Y Y Y

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
	• Rainwater harvesting and management technologies for arid and semi-arid lands of Kenya 2009 WFP/World Vision • PRRO Food for Asset Project – Proposal	Y
Rapid needs assessments		N
Cash and voucher feasibility studies	•	Y
Other	• Brief on FFA (Food Assistance for Assets) • FFA Manual – Using FFA – The Bigger Picture 2014 • FFA Manual – Planning FFA – Participatory Processes 2014 • FFA Manual – Operational Planning for FFA 2014 • FFA Manual – The Implementation of FFA 2014 • FFA Brief WFP Asset Creation Programme: • Asset Creation Brief • Asset Creation Factsheet • Asset Creation Workshop PowerPoint • Asset Creation Workshop • Agricultural Policy in Kenya: Issues and Processes, Future Agricultures • Key statistics on the drylands of Kenya, Uganda and Ethiopia, REGLAP Secretariat, 2012 • Pathways to Resilience: Smallholder Farmers and The Future of Agriculture, Food Security Policy Group Discussion Paper, 2008 • IISD Climate Risks, Vulnerability and Governance in Kenya: A Review • Drought 2011: How Kenya Responded, Red Cross • OECD Development Co-operation Peer Reviews, Ireland 2014 • Kenya Baseline Assessment, 2014 Feed the Future - National Alliance Partnership Programme • So What Difference Does it Make? Mapping the Outcomes of Citizen Engagement 2010, IDS	Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
	• Economics of Resilience Study – Kenya Country Report 2012 – Independent Consultant • Climate-Resilient Pathways: Adaptation, Mitigation and Sustainable Development, IPCC Chapter • Climate resilient pathways: relationship between adaptation, mitigation and sustainable development, IPCC Slideshow • Moving Towards Transformed Resilience: Assessing community-based adaptation in Bangladesh, Faulkner & Iqbal Ali 2012 • Climate Resilient Pathways to Sustainable Development, Warner, 2014 • Devolution and Corruption in Kenya: Everyone's Turn to Eat? D'Arcy a& Cornell, 2016 • Food-for-work and rainwater harvesting: Experience from Turkana District, Kenya in the 1980s, Critchley	Y Y Y Y Y Y Y
Monitoring & Reporting (if applicable)		
M&E Plan	• PRRO M&E Plan	Y
Country Situation Report (SITREP)		N
Country Executive Brief	• WFP Kenya Brief 2015 • WFP Kenya: May – August Update 2015 • WFP Country Programme Kenya 2014	Y Y Y
Food Distribution and Post-distribution Monitoring Reports	Kenya Food Security and Outcome Monitoring • May 2012 • September 2012 • December 2012 • May 2013 • September 2013 • December 2013 • May 2014 • September 2014 • December 2014 • May 2015 • September 2015 • December 2015	 Y Y Y Y Y Y Y Y Y Y Y Y Y

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Monthly Monitoring Reports	• Cash for Assets (CFA) May & June 2015 • Food for Assets (FFA) May & June 2015 • Makueni North CFA Progress Report January 2016 • Makueni North CFA Narrative Report January 2016 • WFP Unconditional Cash Transfer Baseline Survey Kenya 2012 Earlier monitoring reports – not made available – to request	Y Y Y Y Y N
Beneficiary Verification Reports		N
Donor specific reports	• USAID Partnership for Resilience and Economic Growth 2015 • USAID Food Assistance – Kenya • Resilience at USAID 2015 • USAID The Coping Strategies Index, Field Methods Manual, 2008 38. World Vision Kenya: • WVK PRRO Evaluation Report September 2011 • WVK PRRO Evaluation Report April 2015	 Y Y Y Y Y Y
M&E Templates	• Cash/Food for Assets Activity Outcome Format 2015 • Beneficiary Contact Monitoring Format 2014 • Food Security and Outcome Monitoring HH Questionnaire 2015 • Community Assessment Score (CAS) Tool 2015	Y Y Y Y
Other	Data sets: • Food Security Outcome Monitoring: 2012–2015 • Beneficiary Contact Monitoring: 2013–2016 (up to January) • Outcome Monitoring (2015) • Site Monitoring 2013–2016 (up to May 2016) • Community Asset Score Data: 2009, 2013 and 2015 • Post Distribution Data (but files not accessible): 2009–2012 • Summary FSOM Data • Financial Data disaggregated by activity • Beneficiary data (for CFA sites) • Beneficiary data (for FFA sites) – unavailable	 Y Y Y Y Y Y Y Y N Y N

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Output monitoring reports		
Actual and Planned beneficiaries by activity and district/ location by year	Information available in SPRs (information not disaggregated by activity for all information) and not all information available (e.g. age group of beneficiary etc.)	See SPRs
Male vs. Female beneficiaries by activity and district/ location by year		
Beneficiaries by age group		
Actual and Planned tonnage distributed by activity by year		
Commodity type by activity		
Actual and Planned cash/voucher requirements (US$) by activity by year		
Operational documents (if applicable)		
Organogram for main office and sub-offices		N
Activity Guidelines	Food For Assets (FFA) Guidelines	Y
Mission Reports		N
Pipeline overview for the period covered by the evaluation		N
Logistics capacity assessment		N
Partners (if applicable)		
Annual reports from co-operating partners	• NDMA Change and Continuity in Kenya's Drought Management System 2011 • NDMA Change and Continuity in Kenya's Drought Management System since 2011 • Government of Makueni County, Wealth Creation and Socio-Economic Transformation, Vision 2025. • GOK Climate Resilient Agricultural Livelihoods Programme 2014 • GOK Economic Review of Agriculture 2015 • GOK Working Together to End Drought Emergencies • GOK Working Together to End Drought Emergencies in Kenya by 2022 • GOK Ending Drought Emergencies – Common Programme Framework 2015 • GOK First Country Integrated Development Plan 2013–2017	Y Y Y Y Y Y Y Y Y

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
	• GOK Ministry of Agriculture, Livestock and Fisheries, Economic Review of Agriculture, 2015	
	• GOK Climate Resilient Agricultural Livelihoods Programme	Y
	• GOK Agricultural Sector Development Strategy 2010–2020	Y
	• GOK The Constitution of Kenya 2010	Y
	• GOK Kenya Vision 2030	Y
	• GOK Education for All 2015 National Review 2014	Y
	• GOK Programming Framework to End Drought Emergencies in the Horn of Africa, Ending Drought Emergencies in Kenya, 2012	Y
	• GOK Kenya Post-Disaster Needs Assessment (PDNA) 2008–2011 Drought	Y
	• GOK Ministry of Devolution and Planning, Millennium Development Goals, Status Report For Kenya 2013	Y
	• GOK TANA River County, First County Integrated Development Plan July 2013 – June 2018	Y
	• GOK Turkana County Government, First County Integrated Development Plan, 2013/14 - 2017/18	Y
	• GOK Kilifi County, First County Integrated Development Plan 2013–2017	Y
	• GOK Makueni County, First County Integrated Development Plan 2013–2017	Y
	• GOK Tharaka-Nithi County, First County Integrated Development Plan, 2013 – 2017	Y
	• GOK Low Carbon Climate Resilient Development Pathway, 2012	Y
	• GOK Baringo Pilot Semi-Arid Area Project (BPSAAP)	Y
	• Frontline Kenya Country Report 2015	Y
	• Kenya Economic Update, World Bank, 2013	Y
	• Kenya Economic Update, World Bank, 2014	Y
	39.	N
	40. Request additional/more recent documentation from NDMA	
	41.	
List of partners (Government, NGOs, UN agencies) by location/ activity/ role/ tonnage handled		N
Field level agreements (FLAs), Memorandum of Understanding (MOUs)		N

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Cluster/ Co-ordination meetings (if applicable)		
Logistics/Food Security/nutrition cluster documents		N
NFRs of co-ordination meetings		N
Other		N
Evaluations/ Reviews		
Evaluations/ reviews of past or on-going operation	• WFP Annual Evaluation Report 2011 • OPM Evaluation of DFID Kenya's Hunger Safety Net Programme • FEG WFP Regional Resilience Strategy Review • Food for Assets project – Impact Evaluation Report 2011 • Cash for Assets – CGAP 2013 • FAO/WFP Technical Evaluation of Drought Mitigation Technologies Implemented under Food/Cash for Assets 2016 • Inception Report for above	Y Y Y Y Y Y Y
Resource mobilisation (if applicable)		
Resource Situation		N
Contribution statistics by month		N
Resource mobilization strategy		N
NFRs Donor meetings		N
Maps (if applicable)		
Operational Map	• Kenya Operations Map 2016	Y
Logistics Map	• Kenya Counties Map 2012	Y
Food/Cash/voucher Distribution Location Map	• Asset Creation Sites Map (nd)	Y
Food Security Map		N
Other documents collected by the team (including external ones) (if applicable)		
Country programme planning reports		N
Country Portfolio Evaluation	• Kenya: An evaluation of WFP's Portfolio 2006–2010	Y

Document type Project related documents (if applicable)	Comment / Titles & dates of documents received	Received - Y/N (N/A)
Other Protracted Relief And Recovery Operation docs (PRRO)	• Strategic Review of PRRO 2014 Kimetrica • PRRO Household Food Security Resilience & Graduation Study 2015 • Kenya Recovery PRRO 2015–2018: M&E Plan • NDMA PRRO Cash for Asset Project, Kilifi County	Y Y Y Y
ODI Reports	• Social Protection and Resilient Food Systems 2013 • Summary: The role of cash transfers 2013 • Public Works and Resilient Food Systems 2013 • Summary: The Role of Public Works Programme • Initial Impressions from ongoing ODI Livelihoods Impact of Public Works Assets (LIPA) Study: Kenya FFA **NOT FOR CIRCULATION** • Livelihoods Impact of Public Works Assets Study (*Requested, not received)* • Initial Impressions from ongoing ODI Livelihoods Impact of Public Works Assets (LIPA) Study: Kenya FFA	Y Y Y Y Y N Y
MTI Reports	• Graduating from destitution – A multi country study	Y
HSNP2	• Field Guide 2014 • Key Messages Booklet (nd)	Y Y
Documents with error opening	• Asset Creation Market Access • AMAL FactSheet October 2015 • Baringo Country Integrated Development Plan 2013–2017	 Y Y

List of Acronyms

AC	asset creation
AfDF	African Development Fund
AMAL	Agricultural Market Access and Linkages
ASAL	Arid and Semi-Arid Land
ASDS	Agriculture Sector Development Strategy
ASDSP	Agricultural Sector Development Support Programme
BCOM	Beneficiary Contact Monitoring
BM	benchmark
bn	billion
CA	conservation agriculture
CAS	Community Asset Score
CFA	Cash for Assets
CIC	County Implementation Committee
CIDP	County Integrated Development Plan
CO	Country Office
COBRA	community-based resilience analysis
CP	Co-operating Partner
CPE	Country Portfolio Evaluation
CPSC	County Project Steering Committee
CRH	Climate Resilient Homestead
CSARL	Climate Smart Agriculture for Resilient Livelihoods
CSI	Coping Strategy Index
DEQAS	Decentralised Evaluation Quality Assurance System
DP	development partner
DPI	Disaster Preparedness Index
DRSLP	Drought Resilience and Sustainable Livelihoods Project
DSG	District Steering Groups
DSS	decision support system
EDE	Ending Drought Emergencies
EM	Evaluation Manager
EMOP	Emergency Operation
EQ	Evaluation Question
EQAS	Evaluation Quality Assurance System
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCS	Food Consumption Score
FDP	Food Distribution Point
FFA	food for assets
FFW	food for work
FGD	focus group discussion
FHH	female-headed household
FLA	Field Level Agreement
FSOM	Food Security Outcome Monitoring
FY	financial year
GAP	good agricultural practices
GDP	gross domestic product

GEEW	gender equality and the empowerment of women
GEF-IAP	Global Environment Facility – Integrated Approach Pilot
GFD	General Food Distribution
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GNI	gross national income
GOK	Government of Kenya
HH	Household
HSNP	Hunger Safety Net Programme
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IR	Inception Report
KACCAL	Kenya Adaptation to Climate Change in Arid and Semi-Arid Lands
KCEP-CRALP	Kenya Cereal Enhancement Programme – Climate Resilient Agricultural Livelihoods Project
KES	Kenya Shillings
KFSG	Kenya Food Security Group
km	kilometre
KQ	Key question
LMIC	Lower Middle Income Country
LOU	Letter of Understanding
LRA	Long Rains Assessment
m	million
mm	millimetre
mt	metric tonnes
M&E	monitoring and evaluation
MOALF	Ministry of Agriculture, Livestock and Fisheries
mVAM	Mobile Vulnerability Analysis and Mapping
nd	no date
NDMA	National Drought Management Authority
NFI	Non Food Items
np	no page number
ODA	Official Development Assistance
ODI	Overseas Development Institute
OEV	Office of Evaluation
OVCs	orphans and vulnerable children
P4P	Purchase for Progress
PD	project document
PDM	Post-Distribution Monitoring
PDNA	Post-Disaster Needs Assessment
PREG	Partnership for Resilience and Economic Growth
PRRO	Protracted Relief and Recovery Operation
QS	quality support
RB	Regional Bureau
RBA	Rome-Based Agencies
RC	Relief Committee
REGAL	Resilience and Economic Growth in Arid Lands
SDC	Swiss Agency for Development and Co-operation
SMP	School Meals Programme
SO	Strategic Objective

SOP	Standard Operating Procedure
SP	Strategic Plan
SPR	Standard Project Report
SRA	Short Rains Assessment
SSA	sub-Saharan Africa
TARDA	Tana and Athi Rivers Development Authority
TL	Team Leader
TOC	theory of change
TOR	terms of reference
TR	technical review
U5	under five
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
USAID	United States Agency for International Development
USD	United States Dollars
VAM	Vulnerability Analysis and Mapping
VSLA	Village Savings and Loan Association
WB	World Bank
WFP	World Food Programme
WH	water harvesting
WOCAT	World Overview of Conservation Approaches and Technologies
WVI	World Vision International

Kenya, July 2016, DE/WFP KENYA/2016/002

WFP Kenya
www.wfp.org/countries/kenya

WFP Office of Evaluation
www.wfp.org/evaluation