

[FINAL] TERMS OF REFERENCE **Evaluation of the Impact of Food for Assets on Livelihood** **Resilience – Phase II countries**

13/12/2012

1. Background.....	2
1.1 Introduction	2
1.2 WFP's Corporate Approach to Food-for-Assets.....	3
1.3 Previous Evaluation Evidence	5
2. Reasons for the Evaluations	8
3. Subject of the Evaluations	8
3.1. Evaluability Assessment	8
3.2. Objectives	11
3.3. Scope of the Evaluations.....	11
3.4. Stakeholders and Users of the Evaluations.....	13
4. Evaluation Questions	13
5. Evaluation Approach and Methodology	15
5.1 Overview of Evaluation Approach	15
5.2 Theory of Change.....	15
5.3. Approach to Demonstrating Plausible Impact	17
5.4. Evaluation Methodology.....	18
5.5. Sampling.....	19
5.6. Quality Assurance.....	20
6. Organization of the Evaluation	21
6.1. Phases and Deliverables.....	21
6.2. Inception Phase	22
6.3 Independent Evaluation Component.....	22
6.4. Roles and Responsibilities.....	23
6.5. Coordination Activities	24
6.6 Communication.....	25
6.7 Budget	26
7. List of Annexes	26
Annex 1. Glossary of terms	27
Annex 2. Theory of Change	30
Annex 3. Preliminary Evaluation Matrix	31
Annex 4. Overall Plan for Phase 2 Evaluations	33
Annex 5. Assets and Asset Categories for Selected Countries	35

1. Background

1.1 Introduction

1. Food for Assets (FFA) programmes¹ form one of WFP's largest areas of investment over time. Measured by food tonnage, and level of direct expenses between 2006-10, FFA programmes were the second largest of WFP's food distribution modalities, after General Food Distribution.
2. WFP considers FFA programmes to have the potential to generate significant impact in terms of food security, temporary employment creation and short term increases in participant's incomes through the provision of money or food in return for short term and often seasonal employment on labour intensive projects such as road building. In addition to providing a form of social protection, the assets created and the work done to create them are thought to promote livelihoods, economic growth and development. Furthermore, there is growing interest in the potential contribution of such programmes to increasing empowerment, building resilience to crises and shocks, for instance by increasing overall agricultural production or reducing environmental degradation.
3. Conversely, in the wider development literature and in WFP's own monitoring reviews and evaluations, FFA has been critiqued on the grounds that:
 - Poor quality infrastructure or assets are created, that rapidly become non-functional;
 - Benefits derived from the assets created disproportionately benefit the non-poor;
 - Focus on immediate needs over sustainable poverty reduction;
 - Low level skills are developed through asset creation activities, that are not marketable;
 - Difficult manual labour in exchange for low levels of food or cash payments has an overall negative effect on health and wellbeing.
4. A review of WFP's monitoring and evaluation information has revealed limited evidence of outcomes or impacts - either positive or negative - from physical assets created, the work done to create them, or the food assistance provided. To address this evidence gap, particularly of FFA effects on livelihood resilience, WFP's Executive Board agreed to a series of impact evaluations to be conducted by WFP's Office of Evaluation in the 2012-2013 biennium.
5. This TOR sets out the scope and approach for the series of evaluations to examine the impact of FFA in five countries², with information specific for the two country evaluations to be commissioned under Phase 23. Inception Phases for each country evaluation will detail how the overall approach and method set out in this TOR will be applied.

1 Previously called Food for Work, this distinction is discussed further in Section 1.2 and elsewhere in the TOR.

2 The series as a whole will conduct evaluations in two phases for a total of five countries between 2012 and 2013

3 A first similar ToR covered the Phase 1 countries

1.2 WFP's Corporate Approach to Food-for-Assets

6. WFP's recent FFA Guidance Manual (2011) uses the internationally recognised sustainable livelihood framework (SLF) to conceptualise and frame its FFA programming activities⁴. According to the SLF, a livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living.⁵ Assets can be human (including health, education), social (such as community networks), financial, physical (productive tools, livestock), or natural (water, soil fertility).⁶
7. The term 'resilience' is increasingly used in humanitarian and development discourse in the context of food security, disaster risk reduction and climate change adaptation. Resilience refers to the ability of a system, community, or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation of its essential basic structures and functions.⁷ This ability to cope with and recover from stresses and shocks is central to the concept of sustainable livelihoods. A livelihood is sustainable if it can successfully manage and mitigate the effects of external stresses and shocks, maintain or enhance its capabilities and assets, and provide for future generations⁸.
8. FFA programmes are intended to restore or build specific assets that contribute to livelihoods improvement, resilience and food security. Typical examples include rebuilding infrastructure, supporting access to markets, restoring the natural resource base, or protecting the environment, and reclaiming marginal or wasted land among others.
9. Many FFA interventions also aim to reduce risk and increase the capacity of households to manage shocks. For example, FFA in disaster-prone areas often aims to protect communities from the effects of (or limit damage from) natural disasters, while contributing to increased capacity to rebound from shocks and reducing overall vulnerability. A high frequency and intensity of shocks caused by extreme weather events (such as droughts, floods and severe storms) can add an additional threat to people living in areas of impoverished or degraded environments. Some FFA activities aim to improve impoverished and depleted natural environments by arresting soil erosion, reducing floods, increasing moisture into the soil profile, improving water management, and increasing vegetation cover, thus enhancing the land's capacity to withstand stresses without losing productivity. By improving the environmental base upon which many people depend for agricultural and forestry related livelihoods FFA can help strengthen the ability of food-insecure people to manage future risks and withstand shocks. If applied at a significant scale, FFA may also contribute to reduce climatic risks or foster adaptation of communities to climate change induced effects.

4 Annex 3-B FFA and Livelihoods, WFP FFA Manual 2011

5 DFID, 1999

6 WFP Comprehensive Food Security & Vulnerability Analysis Guidelines, 2009 & WFP FFA Manual, 2011

7 WFP Policy on Disaster Risk Reduction and Management, 2011

8 Sustainable rural livelihoods: a framework for analysis; Institute of Development Studies (IDS); Working Paper 72; Ian Scoones, 2005

10. Not all food transfers conditional on work can be considered to be asset building. Some do not create durable productive assets, but rather address the immediate food insecurity of the participants by providing food for a non-asset producing activity such as street sweeping⁹.
11. Some FFA activities may focus on lighter activities or simple repair of assets (such as in the case of low-technology, low-risk interventions¹⁰. Where higher – technology, higher risk interventions are planned, more sophisticated and integrated approaches are needed that bring in the necessary technical capacity on the ground.
12. In WFP the terminology applied to this type of work has changed over time including Food for Work (FFW), Food for Recovery, “light” Food for Work, Cash for Assets, and Cash for Work. FFA is currently the preferred terminology to reflect the objective of creating durable assets intended to sustained poverty reduction¹¹, in line with WFP’s Strategic Plan¹². Ideally, any WFP activity that is labeled FFA (whether food and/or cash based) is a labour-based conditional transfer for the restoration, rehabilitation or creation of assets that impact people’s food security and livelihoods. The shift from FFW to FFA reflected a strategic shift from a focus on the work towards a focus on the asset and its contribution to livelihoods. WFP’s FFA programmes must also directly address food security needs, and food access in particular.
13. Food or cash transfers that are conditional on the participant attending training are referred to as Food for Training (FFT). The training is typically related to construction or maintenance of the asset or increasing understanding of disaster preparedness. Recently WFP added a cash (or voucher)-based modality to its programming options ¹³.
14. Although FFA is the preferred terminology, WFP Country Offices still use a wide range of terms and apply them in a variety of situations. For example, in Guatemala’s Protracted Relief and Recovery Operation (PRRO), FFW is used for quick repairs following a shock (with the implementation of low-technology, low risk interventions) while FFA is used for assets built to mitigate the effects of shocks over a longer period (through higher-technology, higher-risk interventions). In the Country Program, the term FFW is used even though it is apparent that the term is applied to asset building and livelihoods oriented objectives. Uganda’s current CP 108070 refers to FFA as a modality to implement activities aimed at disaster preparedness and mitigation¹⁴ and at recovery needs, re-termed productive-safety-nets and agricultural support, respectively, in the latest budget revision of the project document. Senegal’s current CP200249 refers to FFA as activities addressing risk reduction with food-based community-

9 Some governments refuse unconditional food transfers to able-bodied people.

10 WFP Food Assistance for Assets (FFA) Manual, 2011

11 Based on definitions used in WFP FFA Manual, 2011

12 2008-2013 From Food Aid to Food Assistance...WFP Strategic Plan

13 WFP Cash & Voucher Programme Guidance Manual

14 Disaster preparedness and mitigation activities using FFA modality (either cash or food-based) include community-based early-warning, preparedness and climate change adaptations, and productive safety-nets. Recovery activities focus on agricultural support.

works within its R4 partnership, whilst other components of the project will also use food-based support for community-infrastructure within the village grain banks activities, albeit without terming those as FFA.

1.3 Previous Evaluation Evidence

Outcomes and Impacts

15. According to a recent meta-analysis of impact evaluations¹⁵, public works programmes such as FFA can have significant impact in terms of temporary employment creation and increases in participant's current incomes. In addition to providing a means of social protection to help people in times of crisis, the assets created and the work done to create them can promote economic growth and development. Some evaluations found that participation in a public works programme resulted in a more than 50% increase in household income during the period of employment. However, transfers did not always provide complete protection against hunger because the transfers were either too small or too unpredictable to address this objective.
16. A WFP strategic evaluation of the effectiveness of WFP's livelihood recovery interventions¹⁶, found positive impacts in terms of meeting short-term food security needs, enabling modest savings and increasing household assets¹⁷. The evaluation found that communal assets such as small-scale irrigation and water supply systems, mule trails and schools created through WFP FFA activities were functional and being well used. However, the evaluation also called for further analysis to better understand the impact of food assistance in recovery processes on people's own efforts to build stronger livelihoods, and how a) the amount and duration of food assistance provided by FFA activities, b) linkages between FFA activities and other livelihood interventions, and c) the quality of assets created through FFA activities, relate to sustainable asset creation and livelihoods.
17. An end of project report of WFPs FFA programme in Nepal found that food consumption levels, Global Acute Malnutrition, incomes and living conditions improved for beneficiaries compared to both baseline scores and households that did not receive assistance.¹⁸ A recent formative evaluation of WFPs FFA activities in Uganda found that they served well the communities as an employment safety-net, but fared less well in terms of their recovery of livelihoods' (other) objective.¹⁹
18. Some studies of the long term impacts of natural resources management activities similar to those undertaken within many of WFP's FFA projects (i.e. terracing, half-moons, agroforestry, water capture and spreading) have found significant impacts in terms of increased crop yields, increases in vegetation diversity and cover. Income opportunities were created, reducing incentives for migration. Women benefited from the improved supply of water, fuelwood, and other tree

15 Public Works: An effective safety net for the poor? March 2009 3ie Enduring Questions Briefs Number 1
Written by Jenny Kimmis with inputs from Ron Bose and Howard White

16 WFP Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions OE/WFP 2009

17 Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions OE/WFP 2009

18 PRRO 10676 Sept. 2007-Dec. 2010 End of Project Report

19 IOD Parc / DFID. *Formative Evaluation of World Food Programme's Livelihoods Programme, Karamoja, Uganda*, July 2012

products.²⁰ An analysis in Ethiopia found improvements in soil depth (overall and deposited behind check dams or bunds) and reduction in soil loss in treated areas (overall and associated with check dams or bunds) as well as increases in biodiversity²¹. One of these studies concluded that without food for work as an incentive the large scale improvements would not have been collectively constructed by the farmers.²²

19. The FAO State of the World's Food and Agriculture (SOFA) report of 2006²³ identified a number of both negative and positive findings. Some studies found that communities stopped maintenance on public goods in anticipation of food aid payments for the same projects. Participatory decision-making appeared to alleviate this problem because communities felt more ownership of the assets.
20. A low wage (or limited food ration) is thought to encourage self-targeting, because wages or food compensation is usually low enough so that only poor and unemployed people will choose to participate. In some cases, elites were able to capture the benefits of assets intended for the poorest of the community²⁴.
21. The wage transfer through FFA may not be synonymous with the cash value of the transfer due to the opportunity costs of participation.²⁵ Where the issue has been explored empirically it was found that the net income value of the wage is significantly below the gross value, once opportunity costs are taken into account, representing between 24-60% of the gross wage²⁶.
22. When food-for-work programmes are relatively more attractive than work on recipients' own farms and businesses, FFA could divert labor and other inputs away from local private production²⁷. However, there were other cases where FFA stimulated increased on farm investments. In theory, timing FFA activities during the agriculture productive season and paying FFA net wages that are above prevailing market rates can divert labor from local private uses, whereas timing in the non-productive season and at a net level at or below market rates would not pull labor from private production, and gains made could be redirected into private agricultural investment. Without careful planning, FFW programme participation might provide essential food today but hinder labor investments in future productivity.

20 Agroenvironmental Transformation in the Sahel Another Kind of "Green Revolution" Chris Reij Gray Tappan and Melinda Smale IFPRI Discussion Paper 00914 November 2009

21 Report on the Cost-Benefit Analysis And Impact Evaluation of Soil And Water Conservation And Forestry Measures (Draft) Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) WFP Ethiopia 2005 WFP Internal Working Paper

22 Changing land management practices and vegetation on the Central Plateau of Burkina Faso (1968–2002) C. Reija, G. Tappanb, A. Belemvirec. *Journal of Arid Environments* 63 (2005) 642–659

23 State of the Food and Agriculture 2006 Food aid for Food security? FAO

24 2010. WFP Nepal Country Portfolio evaluation 2002-2009

25 Van de Walle (1998)

26 Jalan and Ravallion, 2003 Galasso and Ravallion, 2004 Chacaltana, 2003; del Ninno et al, 2009

27 State of the Food and Agriculture 2006 Food aid for Food security? FAO

Implementation Issues

23. The WFP evaluation of the effectiveness of livelihood recovery interventions found that several FFA activities were started several months late and were of too short a duration to meet asset protection/recovery and income stabilisation needs. A concern in several of the case study countries was that repeated short term extensions to Emergency Operations (EMOPs) and PRROs were not allowing for a smooth flow of programming with adequate time to carry out more sustainable asset replacement strategies²⁸.
24. WFP sometimes delegated most or all responsibility for the technical adequacy, safety and sustainability of assets built through FFA onto partners while focusing WFP's role on food delivery. This was seen as inappropriate within the integrated FFA approach, and given the potential importance of the assets to communities' livelihoods, the cost of building them and safety considerations.
25. In many countries, WFP undertook a wide range of activities that were spread over many communities, which can cause problems with food delivery and monitoring. Other problems raised by that evaluation and confirmed by WFP internal audit reports²⁹ were related to lack of technical capacity in WFP, government or implementing partners to cover the range of assets being developed. A wider range of asset types requires a wide range of partnerships in order to acquire the needed technical expertise and resources. WFP also was found to have provided inadequate rations for the work being performed, food and other materials were often delayed, which affected the ability of the work to be done as scheduled and to address food needs during lean seasons. Worker safety, design and construction standards, and maintenance and follow up were also identified as problems. Other issues included delayed delivery of food and non-food material; failure to deliver promised food aid; under-developed capacity and high rates of rotation among government counterparts; and varying time spent by beneficiaries on projects, thus variable food assistance provided. The audit reports also identified a tendency of community led projects to want to spread food assistance across a larger number of participants and sharing of rations among non-targeted participants in the community in the interest of sharing the benefits as broadly as possible across the community.
26. An internal review of water management activities supported by WFP³⁰ found that activities must be tailored to the physical characteristics of the area and to the socio-economic needs of the communities, as well as involve the community. WFP must rely on the technical expertise of partners including governments, other UN agencies, and non-governmental organizations to design and build the structures. Partnership with the government was crucial to ensure adequate coordination among partners and implementation at the local level. The main challenges related to the need to improve coordination and the reliability of

28 Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions OE/WFP 2009

29 WFP Internal Audit communication summarizing Internal Audit report findings from 2008-2011, provided May 2012

30 2011 WFPWFP and Water: A review of water management activities supported by WFP (internal document)

technical and other resources from government, from other partners, and from WFP itself.

2. Reasons for the Evaluations

27. In spite of the evidence presented above there are still significant gaps in knowledge. There remains little consolidated evidence about the quality and durability of the assets created through WFP FFA programmes, the effects on landscape change, food security, sustained income gains and benefits to the poor from physical assets created through these programmes. There are few studies that provide a historic perspective that focuses on sustained effectiveness of assets and their medium term impacts. This kind of analysis could create a very different picture of impacts than studies that take place in the short term. There are no WFP-specific reviews that take the approach of comparing intervention areas with non-intervention areas for FFA projects in WFP³¹. In addition, more information is needed in understanding the role of food assistance (including the amounts, timing issues, duration, etc.) on livelihoods or how FFA contributes within the overall community context.
28. A recent review of all WFP evaluations conducted in the past 5 years found that environmental impacts and sustainability has not received sufficient attention in WFP's planning, monitoring or evaluations³². The SOFA report called for further analysis of the relative merits of food-based and cash-based initiatives, and how FFA affects households facing severe labor constraints.³³ There have also been requests for evaluation to codify and capture the lessons learned from well-established programmes such as the MERET programme in Ethiopia.

3. Subject of the Evaluations

3.1. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

29. OE commissioned an evaluability assessment by an independent organization the Overseas Development Institute (ODI) during the spring of 2012. The evaluability assessment included an extensive review of internal WFP documents, telephone interviews with Country Offices, interviews with key WFP informants, a workshop in Rome, and a pilot visit to the Nepal Country Office including visits to FFA project sites. The evaluability assessment concluded overall that the evaluation

31 The Country Office of Ethiopia is undertaking a comparative evaluation at the present time and OE is keeping informed of both the methodology used and the findings in order to build on their experiences and to learn lessons from the results for this series where possible.

32 CIDA Review of the World Food Programme's Humanitarian and Development Effectiveness 2006-2011 Canadian International Development Agency 2012

33 FAO *State of the Food and Agriculture 2006 Food aid for Food security?*

was feasible. More details on the methodological issues are presented in Section 5 below. The selection of countries is described in this section.

30. Initially 13 WFP country offices were pre-selected by OE based on number of beneficiaries, number of years of FFA programming, and range of areas of intervention. Countries were further validated by communications with Country Offices, Regional Bureau and Headquarters staff and key headquarters staff for suitability for evaluation.
31. The evaluability assessment included an in-depth analysis of the 13 pre-selected countries to identify those to be included in the evaluation series. The analysis included telephone interviews with Country Offices and key HQ staff, and document review based on the following criteria:
 - Significant history of FFA upon which to build an analysis of medium term impacts
 - FFA activities based on clear objectives for sustainable asset creation and livelihoods improvement
 - Expected data availability (i.e. previous evaluations, baselines, good monitoring data)
 - Potential uses or benefits of the evaluation for future programming or policy
32. The evaluability assessment also addressed contextual factors that could interfere with the evaluation (i.e. political unrest, security problems, staff transfers) as well as timing issues (i.e. seasonality or project review/ renewal). Country level interest in the impact evaluation was also assessed.
33. Based on this analysis, *Nepal, Guatemala and Bangladesh* were selected for Phase 1. Phase 2 will include two additional countries, *Uganda and Senegal*. Taken together, these countries represent a range of WFP regions, and considerable environmental and asset diversity, which will enable an analysis of how different assets impact in different environments. The countries all have mature and long running FFA programmes, as required for evaluation of medium term impacts. The countries have also employed innovative approaches such as complementary interventions in the micro-finance, complementary income generation training or agricultural extension services and multiple year employment in FFA activities.
34. An overview of key information about FFA activities for the selected Phase 2 countries is summarized in the table below. Additional country-level detail will be compiled in country level summaries that will be reviewed by the Country Offices, finalized and made available prior to the inception missions.

Table 1. Country Selection with Objectively Verifiable Criteria

				Project with FFW component		Project Name	Dates	FFW Participants Actual (annual average 000)			Areas of intervention/activity			
RB	Country	Established FFA/DRR programme	Ongoing FFA/DRR programme	Project Type	Project #			Average	C/V	FFT	Agriculture	Water	Forestry	Infrastructure
ODN	Uganda	Y	Y	PRRO	10121.0	Targeted Food Assistance for Relief and Recovery of Refugees Displaced People and Vulnerable Groups in Uganda	2002-2005	15.5		X	X	X	X	X
				PRRO	10121.1	Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Vulnerable Groups in Uganda	2005-2008	59.8		X	X	X	X	X
				PRRO	10121.2	Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups	2008-2009	26.7		X	X	X		X
				CP	10426.0	Country Programme - Uganda (2006-2010)	2006-2010	4.5		X	X	X	X	X
				CP	108070	Country Programme Uganda (2009-2014)	2009-2014	56.9	X		X	X	X	X
ODD	Senegal	Y	Y	CP	10088.0	Country Programme - Senegal (2002-2006)	2002-2006	52.7		X ¹	X		X	
				CP	10451.0	Country Programme - Senegal (2007-2011)	2007-2011	16.8			X	X	X	X
				CP	200249	Country Programme - Senegal (2012-2016)	2012-2016	NA		X	NA			
				PRRO	10188.0	Food Assistance to Populations Affected by the Conflict in the Ziguinchor Region	2003-2004	25.1		X	X		X	
				PRRO	10188.1	Post-Conflict Relief and Rehabilitation in the Casamance	2005-2007	72.1		X	X			
				PRRO	106120	Post-Conflict Rehabilitation in the Casamance Naturelle	2008-2011	147.2	X	X	X			
				PRRO	200138	Assistance to conflict-affected people and other communities affected by production deficit in Casamance Naturelle	2012-2013	57.8	X	X	NA			

Notes: ¹ In 2005 only.

3.2. Objectives

35. Like all WFP evaluations conducted by OE, this evaluation series will serve accountability and learning purposes. The series objectives are to:
- Evaluate the outcomes and impact achieved so far (intended or unintended) by FFA on livelihood resilience;
 - Identify changes needed to enable fulfilment of the potential impact of FFA on livelihoods resilience;
 - Provide information about how FFA activities can be better aligned with new policies and guidance.
36. The impact evaluation series will cover past operations where WFP's FFA activities aimed at maintaining or recovering livelihoods in fragile natural environments and building resilience for disaster risk reduction. Since this approach is being promoted in WFP's 2011 FFA Guidance Manual, and relates also to its recent policy on Disaster Risk Reduction³⁴, the evaluations will inform WFP stakeholders as to how WFP's FFA activities can be aligned to that guidance and policy direction. Although these are new directions in WFP's formal policy framework, the evaluations will take place in countries where a livelihood and resilience building approach had been adopted well ahead of formal policy and guidance approval.

3.3. Scope of the Evaluations

37. The evaluations will assess the medium term impact (impacts seen after 5-7 years) of past WFP operations where Food for Assets activities aimed to maintain or recover livelihoods and build livelihood resilience. In these evaluations *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)."³⁵ The evaluations will focus on creation or recovery of natural resource assets (soil, water, agricultural and forests) but also recognize the contributions of infrastructure and access assets to livelihoods resilience.
38. FFA activities addressing primarily WFP's Strategic Objective (SO) 2 and SO 3 will be evaluated, with emphasis on the following sub-components:

SO2-2.2 *"support and enhance resiliency of communities to shocks through safety-nets or asset-creation including adaptation to climate change"* (focussing on asset rehabilitation and/or reclamation, and which may combine mitigation, preparedness and/or prevention, including bringing the communities to a higher level of quality of asset than prior to shock).

SO3-3.2 *"support the reestablishment of livelihoods and food and nutrition security of communities and household affected by shocks"* (focussing on

34 WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience WFP/EB.2/2011/4-A 21 October 2011

35 Based on definitions used by ALNAP, OECD/DAC and INTRAC.

productive and social asset restoration and which combine mitigation and prevention).

39. WFP's FFA Manual identifies two intermediate objectives - improving access and resilience. Access is improved through construction of feeder roads or other access infrastructure. Resilience is strengthened in impoverished and depleted environments by reducing erosion, reducing floods, increasing soil moisture, developing systems to harvest and manage water and increasing vegetation cover (including agricultural production). These evaluations will focus on assessing impacts on improved resilience and therefore concentrate on natural resource assets³⁶. Main areas of analysis will include:

- Condition of assets constructed
- Biophysical changes (agriculture production and forest cover, soil stability, flooding, water availability and use of water) resulting from these assets
- Impacts on the food security, assets, empowerment and livelihoods of households and individuals
- Distribution of impacts to different members of the community, including different wealth and social groups and women and girls
- Household and community resilience to subsequent shocks
- Critical factors for maximizing impact, including among others targeting, food and non-food pipeline, overall context, decision making processes, institutional arrangements, and partnerships and alliances

40. The evaluations will focus on activities carried out during the time period 2005-2009. This time period will ensure that the evaluations capture 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. The actual time frame covered by each country level evaluation could vary between 2002 and 2011 depending on the nature and evolution of the operations in each particular country, an overview of which is shown in Table 2 and the availability of data. A final determination as to the time period and projects covered will be made in the Inception Report for each individual country.

41. Both cash and food modalities will be included. Since the greatest contributions to livelihoods and resilience are expected to result from longer term sustained interventions, and in order to minimize errors resulting from too much diversity of project delivery and intervention approach, the evaluations will assess work done within Country Programmes (CPs) and PRROs³⁷. Emergency projects (EMOPs) will not be covered by the evaluations because their short term and crisis management nature would not be expected to have had the same livelihood aims or effects as longer terms projects.

36 WFP Food for Assets Manual 2011

37 It is recognized that WFP also has Development Projects that may include FFA, but there are none of these projects in the countries covered by this TOR.

Table 2. FFA Project Overview Selected Countries 2002-2011³⁸

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Senegal		CP 10088.0								
		PRRO 10188.0				CP 10451.0				
				PRRO 10188.1						
							PRRO 106120			
Uganda	PRRO 10121.0									
				PRRO 10121.1						
							PRRO 10121.2			
					CP 10426.0					
								CP 108070		

3.4. Stakeholders and Users of the Evaluations

42. The following preliminary analysis of stakeholders will be further developed for specific country circumstances during the inception phase of each country level evaluation and finalised in the Inception Report:

- Local communities and participant/beneficiaries of an FFA intervention
- Implementing / operational partners
- Government authorities at different levels within the country and from relevant technical bodies
- Country staff of WFP offices and sub-offices
- Regional WFP programme and evaluation staff
- Technical units in WFP Headquarters concerned with FFA, primarily Programme Design and Policy
- UN agencies, especially Food and Agricultural Organization (FAO), International Fund for Agricultural Development (IFAD), International Labour Organization (ILO), and World Bank
- Key donor agencies
- Non-governmental organizations (e.g. Oxfam, GIZ)
- Sector coordination mechanisms – national or inter-agency

4. Evaluation Questions

43. The following three main evaluation questions and related sub-questions will be addressed by the evaluations:

³⁸ Excluding Emergency Operations which are not included in the evaluations

Q1. What positive or negative impacts have FFA activities had on individuals within participating households and communities?

- Q1.1 To what extent are the assets created still functioning to the standards and for the purposes expected?
- Q1.2 What bio-physical outcomes (i.e. erosion, water availability, flooding, and vegetation cover, production from agriculture or forestry) have been associated with the assets developed?
- Q1.3 What effects have these outcomes had on land productivity?
- Q1.4 What effects have the bio-physical outcomes had on the food security, resilience, empowerment and livelihoods of participating households and communities?
- Q1.5 How were impacts distributed among different wealth categories, and between men and women?
- Q1.6 What effects did FFA outcomes and participation in FFA programmes have on women and girls including distribution of resources, power and workload and empowerment and status?
- Q1.7 To what extent did FFA activities or the assets that were built through FFA affect the resilience of households or communities in terms of diversifying livelihoods and withstanding subsequent shocks?
- Q1.8 To what extent did the FFA interventions have an impact on other, non-participant households and communities (spill over effects)?
- Q1.9 What were the main costs related with the asset development, including opportunity costs and maintenance costs? Was the asset appropriately designed and sited in order to minimize maintenance costs? Is maintenance undertaken as needed to maintain effectiveness of the asset? What maintenance is being done by whom and what are the costs in both financial and time?;

Q2. What factors were critical in affecting outcomes and impact?

Categories of possible factors include:

- Q2.1 Planning processes: technical appropriateness and quality, modality, programme category, targeting, participation of women in priority setting, community leadership; appropriateness of assets for disasters faced by beneficiaries.
- Q2.2 Contextual factors: socio-economic, political, security, seasonal migration, property-rights, market-related, coherence with government and local priorities and plans, presence/absence of complementary activities/institutions, range and frequency of disasters and shocks affecting communities.
- Q2.3 Implementation issues: food assistance issues including amount of food assistance, duration, timing sharing, and provision of appropriate non-food items.
- Q2.4 Capacity and support: provision of adequate technical support from WFP or partners, contribution of food for training, training in livelihoods and resilience related topics.

The most relevant factors will be identified in each country specific Inception Report.

Q.3 How could the FFA activities be improved to address findings emerging from the analysis in Key Questions 1 and 2?

5. Evaluation Approach and Methodology

5.1 Overview of Evaluation Approach

44. The evaluations will assess the intended and unintended outcomes and impact to date on the bio-physical environment, individuals, households and communities. The evaluations will also address how impact was achieved, including the role of contextual factors, the role of implementation factors and the alignment with the local context. Findings will then be placed within a forward-looking framework, which will reflect WFP's new FFA Programme Guidance Manual and DRR policy. In this way the evaluations will enhance the learning value to WFP for new programming.
45. FFA activities are expected to have a wide range of impacts on women and girls. For example, women and girls carry the main responsibilities for the homestead including collection of firewood and water. In depleted environments, collecting firewood and water require significant amounts of time, and increasingly greater travel distances, often in insecure environments. Thus, impacts are expected in terms of reducing hardship and time, as well as security incidents, and an increase in productive activities as a result. In some situations, pregnant or lactating women could be involved in heavy manual labor through FFA activities. This could compromise their health or nutritional status and could have negative effects on infants and young children. Situations will vary from country to country and village to village, but the evaluations will conduct a thorough analysis of expected and actual positive or negative impacts on women and girls³⁹.

5.2 Theory of Change

46. One of the challenges to plausibly linking activities to outcomes is the diversity of assets created in different countries, and the lack of a common classification scheme. To address this issue, OE developed a common categorization and applied it to the range of assets in each country. This does not resolve the problem of the diversity of types of assets within each category, which varies between the two selected countries as shown in Table 3, and more so in Annex 5.

Table 3. Types of Assets Created

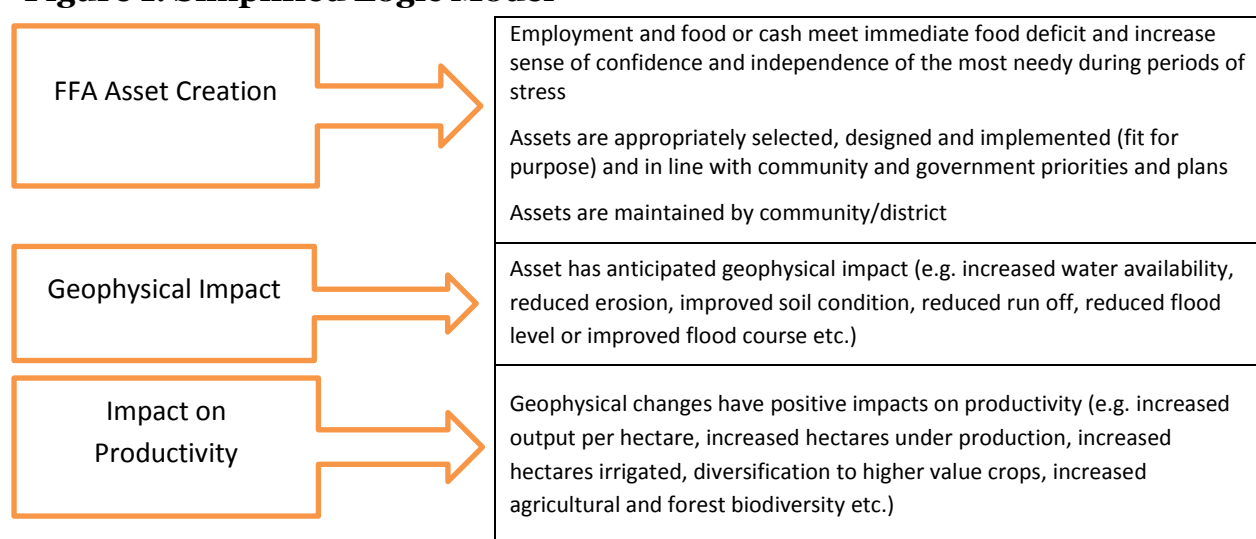
Category	Number of Different Types of Assets per Category (Preliminary reported*)	
	Uganda	Senegal
Agriculture & land management	19	5
Forestry/Agroforestry	6	2
Water Management	7	0
Infrastructure	7	0
Access infrastructure	5	0
Energy efficiency	1	0
Flood protection	1	1
Waste management/sanitation	0	0
Training	0	0

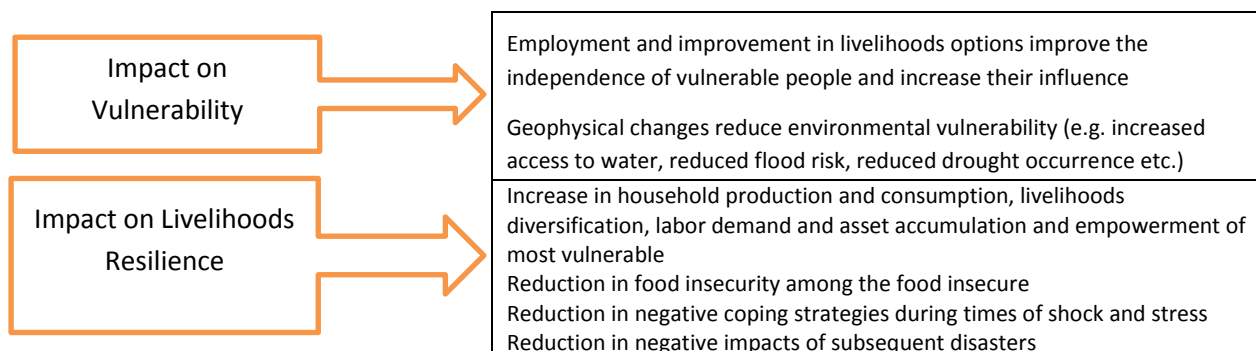
* Preliminary reported figures based on datasets received by OE from the COs on November 2012. Figures will be updated when the final dataset will be made available to OE.

39 Adapted from "Integrating Human Rights and Gender Equality in Evaluation Towards UNEG Guidance." UN Evaluation Group Guidance Document UNEG/G(2011)2

47. In order to manage this range of diversity, limits were established on the assets that would be the focus of the analysis. The evaluability assessment recommended a focus on natural resource assets including agriculture improvement and land management, forestry and agroforestry, water management and flood protection. These types of assets are important to livelihood resilience because they potentially provide ecosystem and community level benefits such as reduction of land degradation, soil and water conservation, recharging of ground water, reducing or protecting against flooding and increasing on-farm and overall ecosystem biodiversity. Land and environmental degradation can significantly increase disaster risk with negative livelihood impacts, even on lands with a relatively high productive capacity. In the circumstances in which WFP often works, fragile environments have limited production potential and are even more prone to rapid degradation when subjected to shocks or stress. Interventions that address food security in these environments enable immediate food security needs to be met but are thought to be effective options for improving the productive capacity of the lands itself, and thus increasing livelihood options and resilience⁴⁰.
48. Assets related to infrastructure, energy efficiency, waste management/sanitation will not be directly analysed. Training is not considered to be an asset *per se*, rather is a contributing factor to effective construction or maintenance of assets, is thought to improve the ability to find future employment or increase knowledge related to livelihoods resilience, such as training in disaster preparedness and management.
49. A draft theory of change that presents a linkage between inputs, activities, outputs, outcomes and impact and the assumptions that underlie expected achievement of impact was developed by OE through a collaborative process with HQ stakeholders. The draft was examined and refined during the evaluability assessment. The theory of change is included as Annex 2. A simplified logic model developed is shown in Figure 1 below. These will be further verified and adapted as necessary during the inception phases.

Figure 1. Simplified Logic Model





50. Although assets are given different names in different countries, the table in Annex 5 shows assets that were built in each country, and how different naming conventions relate to each other across the two countries to be evaluated (the table uses the country's own naming conventions). More complete and detailed information about the types of assets created in each country will be included in the country specific summaries in addition to these ToR, and that will be provided at the onset of the inception phases.

5.3. Approach to Demonstrating Plausible Impact

52. Impact evaluation is widely recognised to be methodologically challenging. The higher up the results chain, the more difficult it becomes to 'attribute' a causal relationship between an intervention and a particular effect, especially in the fast-changing and complex situations in which WFP operates. Furthermore, WFP works in data-poor and difficult, evolving circumstances and its intervention is usually just one contributing factor amongst many that will affect outcomes.

53. Ethical considerations are also a factor because few if any of WFP's interventions were designed with a deliberate control group against which progress could be assessed over time, since humanitarian principles preclude withholding support from those in need.⁴¹ In spite of the benefits that designing interventions with control groups might deliver in terms of eventual impact evaluation, the "humanitarian imperative" of providing support to those in need is usually seen as overriding.

54. However, with a dedicated approach, backed by sufficient resources, it is possible to gather credible evidence of how an intervention has contributed to lasting and/or significant change (positive and/or negative). In the most complex cases, evidence of a 'plausible association' provides a firm information base for decisions about the future. A theory of change can help in establishing plausibility as it presents the framework against which results can be evaluated, including assumptions that must be met in order for results to be achieved. The 'plausible association' exists between the interventions and the outcomes and impact when:

- there is a logical connection between the 'problem' and the activities, outputs and outcomes
- the intervention has been implemented in a way consistent with this logic

⁴¹ Statement of Humanitarian Principles of the World Food Programme WFP/EB.A/2004/5-C 14 May 2004

- evidence from different stakeholders shows that the outcomes have been achieved and that there is a strong likelihood of continued positive long-term impacts
 - assessment of factors external to the programme conclude that those interventions were the main contributing factor to the observed changes and few if any, other major factors account for the changes.
55. Comparative data will be sought in control areas in order to provide a comparison of “with and without”. In addition, the evaluations will seek, to the extent possible, to compare “before and after” data for the recipients of the assistance depending on the extent to which baseline data exists and can be used. A strict “difference in difference” methodology will not be possible because WFP’s programmes are likely to have evolved over time, the intervention is likely to be one contributing factor amongst a variety of influences behind a particular effect and baseline data may not exist or may not be suitable for comparison purposes in these evaluations.
56. To achieve the necessary depth of assessment under these conditions, impact evaluations are conducted as “series” – meaning: several evaluations of the same type of activity are conducted following the same methodology – to allow analysis across several countries and learning at a higher level.
57. The methodology will demonstrate impartiality and lack of bias by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a range of both quantitative and qualitative methods. Survey sampling will be representative and randomised. Data will be disaggregated by sex and by age group.
58. 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 FFA Guidance Manual. Technical manuals have also been developed in several countries (Guatemala, Nepal, Senegal) which identify standards against which assets in those countries should be designed, constructed and maintained⁴². 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.

5.4. Evaluation Methodology

59. The preliminary evaluation matrix, included as Annex 3 builds from the theory of change and links methodology with key questions and sources. The evaluation matrix will be further elaborated during the Inception Phase with more detail including how the evaluations will address qualitative and quantitative data analysis and triangulation. A methodology to be applied was initially developed

⁴² Manual de consulta de normas técnicas para la implementación de actividades del tipo alimentos por trabajo Y alimentos por capacitación WFP Guatemala in collaboration with FAO 2010; and Small Rural Infrastructures: Technical guidelines for project management and design WFP Nepal in collaboration with Scott Wilson Nepal 2011.

by Overseas Development Institute during the evaluability assessment and then further refined during the first country evaluation in Guatemala. It includes the following four main components:

- Quantitative survey of impacts at the household and community level
 - Qualitative assessment of impacts at the household and community level
 - Technical appraisal of assets and associated biophysical changes
 - Social and institutional analysis of networks and linkages
60. 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.
61. 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. Qualitative methods will include semi-structured interviews, focus group discussion, and observation. Participatory methods will be used with those beneficiaries and partners most closely involved in implementation.
62. The methodology guide prepared for the Guatemala evaluation is provided as Annex 6 in a joint document to these ToR. Minor adaptations that may be needed for the evaluations of each individual country will be identified during the Inception Phase of each country level evaluation, with the objective being to apply as standardized a methodology as possible in all 5 countries to be evaluated within the series.

5.5. Sampling

63. Availability of basic descriptive data by project for each country is shown in the following table. Most of the projects through which FFA activities took place over the period of interest have data available for sampling purposes (type of asset, region, village, year, number of beneficiaries, metric tons, amount of asset created (i.e. hectares improved, trees planted, number of ponds constructed). Data cleaning and refining of the data's organization is currently on-going and relevant data and tables will be included in the country summaries being drafted and that will be reviewed by the country offices. The availability of data will affect the projects and periods of time selected for evaluation, and a final determination will be made during the inception phase for each country.
64. In order to conduct a deeper analysis within the time and financial resources available for these evaluations, and because these assets are most closely associated with resilience, the evaluations will focus on natural resource-related assets. However, both access infrastructure (mostly feeder roads) and natural resources assets were constructed in most communities in the countries to be evaluated. Therefore, the sample might be drawn from the more representative cases of communities which received both access infrastructure and resilience assets. The assessment of impacts on the households and communities will necessarily include the overall impacts of participation in FFA activities for the full range of assets developed in that community, including infrastructure and

access assets. However the technical assessment of asset condition will focus on the natural resource assets.

65. A stratified sample of communities will be selected based on the overall list of assets developed. A sample of communities will be selected, stratified by type of asset created and ecogeographic and socioeconomic condition of the community. In order to construct the counter-factual (i.e. what would have happened without the intervention) each treatment area will be paired with a purposively selected control area that shares similar ecogeographic and socioeconomic characteristics and conforming to the same criteria adopted to select the treatment areas, but without similar asset development.
66. A rapid assessment of the asset condition, household surveys, focus groups and social and institutional analysis will be conducted in both treatment and control communities. The sampling strategy will be described in detail in the inception report for each country, ensuring as much consistency as possible with other countries evaluated in the series.

5.6. Quality Assurance

67. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised criteria. EQAS will be systematically applied during the course of the evaluations and relevant EQAS guidance documents provided to the evaluation teams.
68. The evaluation manager will conduct the first level quality assurance, while the OE Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures that standards are met and applied appropriately. The focus is on a transparent data collection and analysis process from which robust conclusions and recommendations are drawn.
69. The country evaluation team leaders will be required to ensure the quality of data (validity, consistency and accuracy), analysis and reporting. An overall Programme Coordinator will be included in the overall human resources provided by the contracted organization to ensure consistency and harmonisation of the overall process between country teams. The consulting company hired to conduct the evaluation will carry out its own quality assurance as agreed with OE in the Long Term Agreement.
70. To enhance the quality and credibility of the evaluations, an external review panel will provide further quality assurance to the process and will comment on the draft inception and evaluation reports. To enhance efficiency and ensure consistency across individual country level evaluations, one panel will be assembled for all five evaluations in the series.

6. Organization of the Evaluation

6.1. Phases and Deliverables

71. The series of impact evaluations on FFA will be carried out in 5 countries in two phases: 3 countries in Phase 1 in 2012-13; and 2 countries in Phase 2 in 2013. Two consultancy companies will be hired to conduct the individual country level evaluations within the series, one of which will conduct three country level evaluations and the other will conduct two country level evaluations. The evaluation companies will also provide coordination across the countries and quality control. This TOR covers Phase 2 countries, and has been slightly modified from the TOR developed for Phase 1 countries. Upon completion of all 5 country evaluations, OE will commission a synthesis that pulls together cross-cutting findings and conclusions drawn from all of the evaluations in the series. This synthesis will be presented as a separate report to the Executive Board.
72. Each of the 2 countries to be evaluated will have its own evaluation team, inception visit and report, evaluation phase, analysis and report. An overall Programme Coordinator (who is core staff of the consulting company and who is also one of the evaluation team leaders) will provide overall guidance, ensure harmonization and lesson learning across the three evaluations. To help ensure harmonization between all five evaluations of the series, and as to maximise lessons learning from Phase 1, a joint team leader briefing will be held at an appropriate time following the field work in the first country, likely to be February or March 2013.
73. The timing of the major phases of the evaluation process for the 2 evaluations is displayed in the following table and further detailed in Annex 4. The precise timing of the country-specific evaluations will be finalized in the inception report for each evaluation. However, the deadlines for the evaluation reports and the date of presentation to the Executive Board are fixed.

Table 4. Evaluation Timeline

Inception Mission (1 week Country Visit)	Circa week of:
Uganda	Feb 11 – 17 th 2013
Senegal	April 22 – 28 th 2013
Evaluation Mission (3 week Country Visit)	Between
Uganda	March 18 – 14 April 2013
Senegal	May 27 th – June 23 rd 2013
Final Report Completion Deadline (including all comments and revisions)	
Uganda	August 15 th 2013

Senegal	October 31st 2013
Presentation to EB	
Uganda & Senegal	February 2014

6.2. Inception Phase

74. The purpose of the inception phase is to build upon the TOR to develop a detailed plan for the evaluation, and will include a more detailed analysis of country level issues and how they will be addressed in the evaluation. The country visit undertaken during the inception phase is an opportunity to discuss the TOR with WFP staff, partners and stakeholders, including beneficiaries if this can be done within the time and resources limitations and incorporate their views where possible in the detailed plan for the evaluation. Country offices will provide detailed information and data to the evaluation team upon which detailed plans can be developed.
75. Prior to the inception visit, the evaluation team will have become thoroughly familiar with the WFP country level project plans and reports for associated projects, the Food Assistance for Assets Manual, past evaluations of relevance, WFP data (at headquarter or country office) and other secondary data likely to be available. Country level planning will specify the period of analysis based on the actual history of WFP's FFA activities in each country, although the aim will remain to analyse the medium term impacts of work conducted between 2005-2007.⁴³

The methodology guide attached as Annex 6 was developed during the first country evaluation in the series. It will be revised to a limited extent to address these issues and to ensure it is fully consistent with the TOR.

6.3 Independent Evaluation Component

77. The evaluations will be managed and delivered as individual country level evaluations by two contracted evaluation companies that will conduct 2 or 3 evaluations each within the whole series. The contracts with these companies will include an overall Programme Coordinator, in addition to evaluation teams. In order to ensure necessary depth of engagement by the Programme Coordinator, the coordinator will act as Team Leader for one of the country evaluations. The Programme Coordinator will be responsible for overall delivery of outputs, and will ensure consistency from one country evaluation to the next and draw lessons from one country evaluation to the next in a continuous quality control and improvement process.

⁴³ Country level evaluations will be done on a rolling basis, and thus each subsequent country evaluation must build upon the experiences and the inception reports of the previous countries.

78. The two country-specific evaluations covered by the present ToR will each have its own team leader and evaluation team. Team Leaders should be a senior evaluator with at least 10 years of experience in evaluation including substantial experience in impact evaluation, with demonstrated expertise in managing large, multidisciplinary and mixed quantitative and qualitative method evaluations, complemented with good understanding of FFA programmes and additional significant experience in other development and management positions.
79. The team will include other national and international members with a complementary combination of related technical expertise in economic analysis, statistics, FFA, livelihoods in the national context, and natural resources (including agriculture) improvement/management, and analysis of geophysical change. Gender analysis expertise is essential. The team must include strong capacity for both quantitative and qualitative analysis, including demonstrated knowledge of qualitative and quantitative data and statistical analysis. Consulting companies or organizations from the countries being evaluated will be needed for the asset assessment and household surveys. Appropriate research assistance and editorial support for reporting should be included.
80. No member of the team will have had any past engagement with any aspect of the work being evaluated, or any other conflict of interest. Conflict of interest statements will be required from each team member and included as annexes to the Inception Report.

6.4. Roles and Responsibilities

81. *OE* appointed Jamie Watts, Senior Evaluation Officer as overall manager for the IE-FFA series evaluations and Elise Benoit, Evaluation Officer as the specific manager of each the two Phase 2 country evaluations. She has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting for the evaluations; preparing and managing the budget; managing the external review panel; managing and participating in team briefings and inception missions; assisting in the preparation of the field missions; coordinating debriefing activities; coordinating communications with the internal reference group; conducting the first level quality assurance of the evaluation products in close coordination with the overall manager for the series, and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation teams and WFP counterparts to ensure a smooth implementation process. She will also ensure close coordination with the Sr. Evaluation Officer for the series, to ensure harmonisation between country evaluations. She will be assisted by a research analyst and administrative support, as well as the Sr. Evaluation Officer for the series who will provide guidance and technical back-stopping.
82. *WFP Country Offices* play a critically important role in (i) providing access to information and data that is necessary to prepare and conduct the evaluation; (ii) being available to the evaluation team to discuss all aspects of the programme that the evaluation team considers relevant; (iii) facilitating the evaluation team's contacts with stakeholders; and (iv) arranging in-country meetings and field visits, and providing logistical support during the fieldwork.
83. *WFP stakeholders at CO, RB and HQ* levels will provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its

performance and results; facilitate the evaluation team's contacts with stakeholders in countries being evaluated; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule and support needs will be included in the Inception Report.

84. *Internal Reference Group (IRG)*: The evaluation manager will set up an internal reference group composed of WFP stakeholders (from the three Country Offices, Climate Change and Disaster Risk Reduction Policy Unit and Programme Design Service, the Vulnerability Analysis and Mapping Unit and the 2 Regional Bureaux). The purpose of the reference group is to provide early feedback on key evaluation products (e.g. the TOR, Inception Report and Evaluation Report) and to facilitate communication with WFP staff. Members of may also play roles as key informants during the evaluation process. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.
85. *Expert Panel*: Three experts will be engaged to provide support to the evaluation process in the specialised areas of nutrition (particularly impacts on women), social network analysis and contribution analysis, which will complement the profile of the evaluation team. The experts will review the inception reports and the evaluation reports for adequacy in terms of the coverage of the subject area, the experts will provide an indepth review of the evaluation matrix and the specific survey tools and data collection plans to ensure that the relevant information is being collected, and provide additional support as needed to analysis.

6.5. Coordination Activities

86. The following coordination activities will be carried out to ensure a harmonized approach across all the series country evaluations⁴⁴

Coordination within OE

87. The Office of Evaluation has established a team of staff to manage the FFA IE series of evaluations. This team includes an overall senior manager of the series, who is also the manager of the three Phase 1 country evaluations, a manager of the Phase 2 country evaluations and a research assistant providing part time support. This team will work closely throughout the conduct of the entire series of evaluations for example, jointly drafting the TORs and the theory of change, jointly reviewing some of the key reports, jointly participating in some inception missions, and developing a common tracking system.

Oversight of methodology, process and implementation

88. Prior to the Phase 2 country inception missions, an orientation workshop of the evaluation team leaders for Phase 2 countries will be organized under the auspices of OE, with the Phase 1 Programme Coordinator of the contracted firm, as to present the approach and methodology and maximize consistency of

⁴⁴ A coordination mechanism has been developed for the series and care will be taken by OE to ensure that the final 2 countries in the series are consistent and coherent with each other and with the 3 previous countries. The process will include a handover and orientation phase between the first 3 countries and the final 2 countries.

understanding and approach from one evaluation to the next. This will include sharing experiences from discussions with OE and from any previously conducted evaluation within the series. The country specific evaluation team leaders will then replicate this orientation workshop with each of the teams for each of the countries.

89. Overall coordination includes a review the methodology proposed in each evaluation inception report and a verification that any adaptations made to it are required to fit the country context. The aim is to remain as consistent as possible in the application of the methodology in the different countries, so as to enhance rigor of the evaluation and better ensure that lessons can be drawn from across the three countries evaluated.

Process and lessons learned workshop (held at an appropriate time in the overall process of the 5 country evaluations)

90. The workshop participants will optimally include the Phase 1 Programme Coordinator, the evaluation team leaders, and the OE Evaluation Managers and possibly the external experts (depending on budget available) will be held at an appropriate time early 2013 to ensure transfer of knowledge and consistency between the two phases and between the country-level evaluations. The objective will be share experiences relating to evaluation methodology, process and lessons learned in order to ensure that lessons emerging are fed directly into the ongoing analysis and also into the subsequent missions in order to ensure maximum consistency and coherence across all five country evaluations. The workshop will be documented in a short and concise note for the record. Once the overall plans for all five countries have been developed, an appropriate time for the workshop will be determined.

Lesson Learned Report

91. At the end of the Phase 1 evaluations, a short lesson learned report will be prepared by the Programme Coordinator in consultation with the evaluation teams. This will be presented to OE and used to inform evaluations to be carried out in Phase 2 and subsequent impact evaluation series. This will be discussed in the team leader workshop described above.

6.6 Communication

92. The Evaluation Manager will ensure consultation with stakeholders on each of the key outputs of the evaluations. In all cases the stakeholders' role is advisory.
93. Briefings and de-briefings will include participants from country, regional and headquarters level. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A communication plan for the findings and evaluation report will be fine-tuned for each country during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.
94. During the inception phase, decisions will be taken on (a) the value of holding a national workshop to discuss the evaluation report recommendations; and (b) the extent to which the main findings, conclusions and recommendations should be translated into local languages and how they will be communicated. Field work

with communities and individuals participating in FFA activities will be conducted in the appropriate local languages.

95. At the end of the five-country series, OE will prepare a synthesis report for presentation to WFP's Governing Body. An end of series workshop will take place at the end of all five country evaluations to discuss strategic WFP wide implications for evaluation findings and recommendations.

6.7 Budget

96. A total of \$440,000 US has been allocated for the two country evaluations from OE's Programme Support and Administrative budget. A detailed budget will be included in the Inception Report for each country.
97. OE will reserve a total of \$60,000 that will be used to cover the costs of the team leader workshop, as described above, OE staff travel and other eventualities. This budget will also be available to cover expenses that the country offices may need to incur to support the evaluation, such as data cleaning, drivers, translation, or other expenses.

7. List of Annexes

Annex 1: Glossary of terms

Annex 2: Theory of Change

Annex 3. Preliminary Evaluation Matrix(latest version from the Inception Report in Guatemala)

Annex 4. Overall Plan for Phase 2 Evaluations

Annex 5. Assets and Asset Categories for Selected Countries

Annex 6. Preliminary Methodology Guide (latest version from IR in GUA – provided as a separate joint document)

Annex 1. Glossary of terms

Asset: Anything considered valuable or useful, such as a skill, a quality, or a person. In the Sustainable Livelihoods Framework, the following six categories of assets are defined:

- human: health and nutrition status, physical capacity, skills, level of education, etc.;
- social: household, gender, kinship and other networks; community groups; values and attitudes; etc.;
- financial: income; credit and loans; savings; liquid assets; etc.;
- physical: productive items such as tools and equipment, stores, housing, livestock, and infrastructure;
- natural: land, water, forests, etc.;
- political: power relationships, access to – and influence over – local and higher-level government processes.

(Comprehensive Food Security & Vulnerability Analysis Guidelines. 2009)

Community: People who live in a local administrative unit, such as in a municipality; or are associated ethnically such as in a tribe; or belong to a local rural or urban ecosystem, such as people of a neighborhood; or individuals with a common framework of interests. A community is not a homogeneous entity, and there are relationships of power within it. The members of a community have different needs, priorities and roles. Some communities are divided into clusters of sub-communities or large groups – therefore, some community assets may serve predominantly one part of the community and less of the other (for example, a school will only benefit those households with school-age children).

(WFP FFA Manual, 2010)

Coping strategies: Activities to which people resort to obtain food, income, and/or services when their normal means of livelihood have been disrupted. *(Comprehensive Food Security & Vulnerability Analysis Guidelines. 2009)*

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources. *(UNISDR Terminology on Disaster Risk Reduction. 2009)*

Disaster Mitigation: Measures taken in a disaster-prone area to reduce the likelihood of disasters and the impacts of those that occur, including measures to reduce potential losses that could result from natural and other hazards to which the area is prone. Mitigation comprises vulnerability reduction, preparedness and remedial measures. *(Disaster Mitigation Guidelines for WFP Assistance 2002)*

Disaster Preparedness: Awareness of the likely effects of a natural, social or technological phenomenon and the readiness and ability to organize a timely, appropriate and effective response. For WFP the focus of preparedness is on the capacity and readiness of local populations to meet food needs in the wake of a disaster. *(Disaster Mitigation Guidelines for WFP Assistance 2002).*

Disaster risk: The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period.

(UNISDR Terminology on Disaster Risk Reduction. 2009)

Disaster risk management: The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and

improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.

(UNISDR Terminology on Disaster Risk Reduction. 2009)

Disaster risk reduction: The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

(UNISDR Terminology on Disaster Risk Reduction. 2009)

Early warning system: The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss.

(UNISDR Terminology on Disaster Risk Reduction. 2009)

Exposure: People, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

(UNISDR Terminology on Disaster Risk Reduction. 2009)

Facility / Infrastructure Assets: These are assets that support and strengthen a community to recover from and rebuild livelihoods after a critical shock. Examples of such assets could be the building of a school that may have been destroyed during a conflict, the establishment of a health centre in the area of return for IDP's, or the rebuilding of a dam or main irrigation canal destroyed by flooding. When determining which assets to develop and measure for the project, it must be ensured that these have a direct relevance and positive impact on prevailing livelihoods.

(WFP FFA Manual, 2010)

Food Assistance for Assets (FFA): is a use of food assistance (via one or more modalities) to establish or rehabilitate a livelihood asset (whether physical, natural and/or human). *(WFP FFA Manual, 2010).*

Household: A socio-economic unit consisting of individuals who live together. As multiple households can live in the same dwelling, a simple way of thinking of households is as 'a group of individuals that share/eat from the same pot' (i.e. share economic resources). Households vary greatly in structure and membership from one culture and society to another; a household's structure and composition should always be examined as part of initial information gathering. *(WFP FFA Manual, 2010)*

Livelihoods – The capabilities, assets (both material and social), and activities required for a means of living linked to survival and future well-being. . *(Comprehensive Food Security & Vulnerability Analysis Guidelines. 2009)*

Livelihood strategies – The means by which households use resources, household assets, and skills to obtain the income necessary for welfare goals such as enjoying food security, living a healthy life, having sufficient shelter, and educating their children. *(Comprehensive Food Security & Vulnerability Analysis Guidelines. 2009)*

Mitigation: The lessening or limitation of the adverse impacts of hazards and related disasters. *(UNISDR Terminology on Disaster Risk Reduction. 2009)*

Natural hazard: Natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. *(UNISDR Terminology on Disaster Risk Reduction. 2009)*

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions. (*UNISDR Terminology on Disaster Risk Reduction, 2009*)

Resilience – The ability of a system, community, or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation of its essential basic structures and functions. (*WFP Policy on Disaster Risk Reduction and Management, 2011*)

‘Resiliency Based’ Household Assets: These are assets that support and strengthen a households’ ability to prepare for and resist shocks, and which mitigate the negative impacts of these shocks when they occur. ‘Resiliency-based’ household assets need to be considered as a package to maximise positive impact at the outcome level. Examples of this would be private woodlots and fuel efficient stoves, fruit trees and beekeeping equipment, agricultural tools and improved seed storage systems, etc. When determining which assets to develop and measure for the project, it must be ensured that these have a direct relevance and positive impact on prevailing livelihoods. (*WFP FFA Manual, 2010*)

‘Resiliency-based’ Community Assets: These are assets that support and strengthen a community to prepare for and resist shocks, and which mitigate the negative impacts of these shocks on households when they occur. Examples of such assets could be an all-weather feeder road that ensures that the community is not cut-off during high winter snowfalls, or a dyke that protects a river bank from flooding. (*WFP FFA Manual, 2010*)

Resilience, Community: The capacity to: i) absorb stress or destructive forces through resistance or adaptation; ii) manage or maintain certain basic functions and structures during disastrous events, and; iii) recover or “bounce back” after an event. (*WFP Policy on Disaster Risk Reduction, 2009*)

Risk: Combination of people’s exposure (vulnerability) to a hazard/shock with their means to reduce the negative consequences of the event. Reducing disaster risk both lessens human vulnerability (prevents impact) and strengthens resilience. (*WFP Policy on Disaster Risk Reduction, 2009*)

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. (*UNISDR Terminology on Disaster Risk Reduction, 2009*)

Vulnerability, Disaster: The predisposition of a society or household to suffer food insecurity or loss when exposed to natural, sociological or technological hazards and inability to cope with resulting damage; the potential inability of a household or community to meet their minimum food requirements in the event of a disaster. (*Disaster Mitigation Guidelines for WFP Assistance 2002*)

Vulnerability to food insecurity – Conditions that increase the susceptibility of a household to the impact on food security in case of a shock. Vulnerability is a function of how a household’s livelihood would be affected by a specific hazard and how it would manage to cope with this impact. (*Comprehensive Food Security & Vulnerability Analysis Guidelines 2009*)

Annex 2. Theory of Change

Inputs / Resources	Assumptions	Outputs / Activities	Assumptions	Short-term	Assumptions	Medium-term	Long-term
Risk & livelihoods analysis	<p>Correct identification of key constraints to food security and sustainable livelihoods</p> <p>Accurate analysis of role of natural resources in food security</p> <p>Identification of additional factors determining food insecurity among the most vulnerable – including social and institutional issues</p>	<p>Analysis carried out in collaboration with appropriate national and local expertise</p> <p>Analysis and planning engaged vulnerable members of the communities</p> <p>Documentation of analysis</p>	<p>Individuals, communities and local government are receptive and participating in risk analysis stages</p>				
FFA Activities	<p>Appropriate assets identified for construction/reconstruction</p> <p>Strategic selection of intervention sites in order to have anticipated livelihoods and geo-physical impacts</p> <p>Integration with local and national planning processes and sector priorities</p> <p>Scale of interventions appropriate to enable impact</p> <p>Asset design and quality of construction adequate</p> <p>Asset results in anticipated geophysical changes and increased productivity</p>	<p>Identification of potential strategic interventions by intervention type and context</p> <p>Selection of assets in collaboration with community and local planning staff</p> <p>Asset specification, design and construction</p>	<p>Communities are receptive and participating at design and implementation stages</p> <p>Predicable food/cash delivery schedules</p> <p>Capable & knowledgeable sustained local institutions and/or NGO present at field level</p>	<p>Assets are created which benefit the poor</p>		<p>Increase in land productivity</p>	<p>Reduced environmental vulnerability</p> <p>Reduced overall impact of disasters</p>
Inputs: Food and Non Food– tools, infrastructure material	<p>Adequate and appropriate material resources provided</p> <p>Sufficient resources available for capital inputs</p> <p>Timely provision of materials</p> <p>Food/cash delivered as planned and scheduled appropriately</p>	<p>Adequate and timely food/cash inputs made available</p> <p>Complementary non-food inputs provided on time and in the right combination to enable construction</p>	<p>No food or non-food pipeline breaks or delays</p> <p>Appropriate ration provided</p>	<p>Creation of assets has anticipated short term geophysical impact on water, soil, flood pattern, biodiversity, etc</p>	<p>Distribution of direct and indirect impact of assets and asset development (training, food or cash) benefit the poor</p>	<p>Household Asset Score improved (diversification of livelihoods, increase in labor demand)</p>	<p>Reduced food insecurity and improved livelihoods</p>
Technical assistance	<p>Relevant technical assistance available at appropriate level and required time to ensure quality asset construction</p>	<p>Technical assistance provided as required</p>	<p>Technical assistance is of high quality</p>	<p>impacts positively on food production activities among target population</p>		<p>Community Asset Scores improved</p>	<p>SO 2.2 - Support & enhance resilience of communities to shocks through safety-nets or asset creation</p>
Training and capacity development	<p>Ensure adequate technical skills for implementation and management available at appropriate level</p>	<p>Technical skills development programme implemented</p> <p>User committee trained in community mobilisation, participation and asset management</p>	<p>Capacities of authorities, partners and communities are built and increase over time (post-shock)</p>	<p>Poor and vulnerable avoid negative coping strategies when faced with shocks and stress</p>	<p>Asset continues to be fit for purpose in the medium term</p>	<p>Food consumption score</p>	<p>SO 3.2 – Support the reestablishment of livelihoods and food & nutrition security on communities and households affected by shock</p>
Complementary WFP interventions	<p>Interventions such as income generation, micro-finance, marketing, agricultural extension etc. also provided to enhance impact of assets created on food security</p>	<p>Implementation of innovative complementary interventions</p>		<p>Creation of assets reduces immediate vulnerability to shocks and stress</p>	<p>Asset continues to confer benefits over time</p>	<p>Overall health status improved (MUAC)</p>	
Complementary interventions by other agencies	<p>WFP intervention integrated with activities of other agencies to ensure synergies and avoid duplication and competition. Complementary emergency and non-emergency interventions provided (therapeutic feeding, WASH, etc.)</p>	<p>Strategic integration of WFP assets with inputs from other agents</p>				<p>Improved food security, access and type of food</p>	
Local government/community ownership and maintenance	<p>Asset ownership agreed and responsibility for maintenance established, with budgets and plans for maintenance agreed and adhered to, to ensure ongoing asset functioning in the medium term</p> <p>User committee formed and working effectively over time, including giving voice to vulnerable members of the community</p>	<p>User committee functional</p> <p>Asset maintenance programme implemented</p>	<p>Sustained community and local authorities commitment for asset maintenance</p> <p>Assets appropriately sited and constructed to avoid excessive maintenance costs</p>				

Annex 3. Preliminary Evaluation Matrix

Key Question	Sub-Question	Indicator	Methodology
	1.1 To what extent are the assets created still functioning to the standards and for the purposes expected?	Comparison of asset condition to expected technical standards; use of the asset as compared to its expected use	Component 1: Technical appraisal, site visits
Q.1 What positive or negative impacts have FFA activities had on individuals within participating households and communities?	1.2 What bio-physical outcomes (i.e. erosion, water availability, flooding, and vegetation cover, production from agriculture or forestry) have been associated with the assets developed?	Effective life expectancy/functionality of the asset created Specific indicator of bio-physical outcome to be defined by the technical expert and dependent on the assets	Component 1: Technical appraisal, site visits Component 3: Focus group discussions
	1.3 What effects have these outcomes had on land productivity?	To be defined by the technical expert and dependent on the assets, e.g. afforestation, SWC on crop land, water availability and so on	Component 1: Technical appraisal, site visits Component 3: Focus group discussions
	1.4 What effects have the bio-physical outcomes had on the food security and livelihoods of participating households and communities?	Condition of housing and number and quality of other assets, income/consumption, coping with shocks/vulnerability, livelihood diversification strategies/activities, food security (access to food and right type of food, etc.), food consumption score, mid-upper arm circumference productivity, HH and community asset score or equivalent	Component 2: HH survey/secondary data
	1.5 How were impacts distributed among different wealth categories, and between men and women?	Number, quality of assets, income/consumption, empowerment and power relations, workload, disaggregated by socio-economic status and gender,	Component 2: HH survey Component 3: Focus group discussions Component 4: SNA
	1.6 What effects did FFA outcomes and participation in FFA programmes have on women and girls including distribution of resources, workload and empowerment?	Change in resource distribution to women, effects of workload on women, change in level of empowerment	Component 2: HH survey Component 3: Focus group discussions
	1.7 To what extent did FFA activities or the assets that were built through FFA affect the resilience of households or communities in terms of diversifying livelihoods and withstanding subsequent shocks?	Community and Household asset score or equivalent Level of effects of subsequent shock	Component 2: Community survey/secondary data Component 3: Focus group discussions; document review
	1.8 To what extent did the benefits of FFA interventions had an impact on other, non-participant communities (spill over effects)?	Number, type and location of assets reported to have been transferred outside of treatment areas Changes in condition of non-participants within the same community	Component 4: SNA
	1.9 What were the main costs related with asset development including opportunity costs and maintenance costs?	Asset maintained to adequate level to ensure functionality Actual maintenance costs compared with expected cost Cost of maintenance (monetary and time undertaken) born by which members of community or government	Component 1: Technical appraisal; site visits Component 2: HH survey/secondary data Component 3: Focus group discussions

Q2. What factors were critical in affecting outcomes and impact?	Q2.1 Planning processes: technical appropriateness and quality, modality, programme category, targeting, participation of women in priority setting, community leadership	Comparison of asset quality, output/outcome results and process findings between different types of project categories Community perceptions Rating of conformance of asset construction to technical guidelines/international good practice Targeting, selection and construction documentation	Component 1: Technical appraisal, site visits Component 2: HH survey/secondary data Component 3: Focus group discussions; document review
	Q2.2 Contextual factors: socio-economic, political, security, property-rights, market-related, coherence with government and local priorities and plans; presence/absence of complementary activities/institutions,	Degree of coherence with plans and priorities Analysis of market and other factors and their likely effect on FFA in the country context Type and location of complementary activities and institutions	Component 2: HH survey/secondary data Component 3: Focus groups/Document review Component 4: SNA
	Q2.3 Implementation issues: food assistance issues including amount of food assistance, duration, timing sharing, provision of appropriate non-food items	Ration size compared to recommended Timing of delivery compared to seasonal calendars Reported degree of sharing of food Duration in weeks, months or years by overall project and by participant within the project Reports of adequacy of non-food items	Component 2: HH survey/secondary data Component 3: Focus groups/ Document review
	Q2.4 Capacity and support: provision of adequate technical support from WFP or partners, contribution of food for training.	Opinions of communities and other stakeholders Analysis of asset quality for obvious technical problems Training records and community and partner opinions regarding training	Component 2: HH survey/secondary data Component 3: Focus groups/ Document review
Q3. How could the FFA activities be improved to address findings emerging from analysis in Key Questions 1 and 2?		Consistency with national and local development plans, possibly FFA national capacity index or equivalent Documentary evidence of other activities and coherence Perceptions of partners	Component 2: HH survey/secondary data Component 3: Focus group discussions; document review Component 4: SNA

Annex 4. Overall Plan for Phase 2 Evaluations

	IE-FFA / UGA– Phases, Deliverables and Timeline	Key Dates
Phase 1 - Preparation		<i>2-3 months</i> 31 December 2012
	Desk review, first draft of TOR and quality assurance	
	Circulation of TOR and review	
	Identification and recruitment of eval team	
	Final TOR	
Phase 2 - Inception		<i>1.5 month</i>
	Review documents	7-25 January 2013
	Briefing core team at WFP HQ	[4-6 Feb]
	Inception mission to Uganda (Kampala) – Sr. EM, EM & TL	11 - 15th Feb
	Draft inception report including methodology	22 nd February
	Submit draft o inception report to OE	
	OE quality assurance and feedback	
	Revise inception report	
	Submit revised inception report to OE	8 th March
	OE shares inception report with stakeholders for information	
Phase 3 - Evaluation Mission		<i>3-4 weeks</i>
	Briefing (if relevant)	
	Field work	18th March – 12th April
	In-country Debriefing	[12 th April]
	Aide memoire	
Phase 4 - Reporting		<i>4.5 months</i>
	Evaluation report – analysis and drafting	
	Submit Draft “o” evaluation report to OE EM	24th May
	OE quality feedback	
	Revise evaluation report	
	Submit Draft o.x ER to OE EM	14th June
	Clearance of Draft 1 by OE Director	21 June
	OE share Draft 1 ER to stakeholders for comments & consolidates comments	24 June – 5 July
	Revise ER & submit Draft 2 + SER to OE EM	19 July
	OE quality feedback	
	Revise ER & submit Draft 2.x + SER to OE Director	2 nd August
	OE clears Draft 3 + SER	15 th August
	OE circulates the Summary ER to WFP’s Executive Staff & consolidates comments	26 th August – 6 th Sept
	Revise Draft 3 ER & submit FR/SER to OE Director	13th Sept 2013
Phase 5 Executive Board and follow-up		<i>3 months</i>
	Editing / translation of summary report	Secretariat: November 2013 (15 th TBC) EB: February 2014 (19-23 th TBC)
	Preparation of Management response	
	Preparation of evaluation brief and dissemination of reports	
	Presentation of evaluation summary report to the EB	
	Presentation of management response to the EB	

	IE-FFA / SEN– Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	<i>2-3 months</i> 31 December 2012
	Desk review, first draft of TOR and quality assurance	
	Circulation of TOR and review	
	Identification and recruitment of eval team	
	Final TOR	
	Phase 2 - Inception	<i>1.5 month</i>
	Review documents	1-19 April 2013
	Briefing core team at WFP HQ	[4-6 Feb 2013]
	Inception mission to Senegal (Dakar) – RA, EM & TL	22 - 26th April
	Draft inception report including methodology	26 th April
	Submit draft o inception report to OE	
	OE quality assurance and feedback	
	Revise inception report	
	Submit revised inception report to OE	13th May
	OE shares inception report with stakeholders for information	
	Phase 3 - Evaluation Mission	<i>3-4 weeks</i>
	Briefing (if relevant)	
	Field work	27th May – 21st June
	In-country Debriefing	[21 st June]
	Aide memoire	
	Phase 4 - Reporting	<i>4.5 months</i>
	Evaluation report – analysis and drafting	
	Submit Draft “o” evaluation report to OE EM	12th August
	OE quality feedback	
	Revise evaluation report	
	Submit Draft o.x ER to OE EM	26th August
	Clearance of Draft 1 by OE Director	6 th Sept
	OE share Draft 1 ER to stakeholders for comments & consolidates comments	9 th – 20 th Sept
	Revise ER & submit Draft 2 + SER to OE EM	27st Sept
	OE quality feedback	
	Revise ER & submit Draft 2.x + SER to OE Director	4 th Oct
	OE clears Draft 3 + SER	11 th Oct
	OE circulates the Summary ER to WFP’s Executive Staff & consolidates comments	14 th – 25 th Oct
	Revise Draft 3 ER & submit FR/SER to OE Director	1st Nov 2013
	Phase 5 Executive Board and follow-up	<i>3 months</i>
	Editing / translation of summary report	Secretariat: November 2013 (15 th TBC)
	Preparation of Management response	EB: February 2014 (19-23 th TBC)
	Preparation of evaluation brief and dissemination of reports	
	Presentation of evaluation summary report to the EB	
	Presentation of management response to the EB	

Annex 5. Assets and Asset Categories for Selected Countries*

Uganda	Senegal
Category: Agriculture & land management	
Grain stores constructed	Rehabilitation of lowland
Farm land opened	Anti-salt dykes
Stores	Polyvalent gardens
School garden	Construction of anti-erosion
Seed multiplication garden	Rice dykes
Valley tanks	
Cassava	
number of hectares of cassava multiplication	
number of rice cultivated	
number of demonstration gardens established	
hectares of land cleared	
hectares of land created	
Soil erosion prevention	
Dairy Production	
Fodder banks	
Staple cereals	
Orchard	
legumes	
Oil seeds	
Category: Forestry/Agroforestry	
Trees planted	Maintenance Mangrove
School woodlots	Tree planting
woodlot	
seedlings planted	
seedlings raised	
hectares of forest planted and established	
Category: Water Management	
Water ponds	
Fish pond	
Dams constructed	
fish hatcheries constructed	
Surface dam	
Subsurface dam	
Micro Irrigation	
Category: Infrastructures	
Classrooms constructed or rehabilitated	
Teachers houses	
School kitchen	
Latrines	
Shelter Unit	
Health posts	
Kitchen	
Category: Access infrastructures	
Essential farm to market road repaired	
Roads constructed	
Access roads	
kilometres of feeder roads built FFA/and maintained	
Roads and Culverts	
Category: Energy Efficiency	
Energy Saving stoves	
Category: Flood protection	
Earth dams and flood protection dikes constructed	Dykes

* Preliminary reported figures based on datasets received by OE from the COs on November 2012. Figures will be updated when the final dataset will be made available to OE.

Acronym

CFA	Cash for Assets
CO	Country Office
CP	Country Programmes
DRR	Disaster Risk Reduction
EMOP	Emergency Operations
EQAS	evaluation quality assurance system
FAO	Food and Agricultural Organization
FAO	Food and Agriculture Organization of the United Nations
FFA	Food for Assets
FFT	Food for Training
FFW	Food for Work
IFAD	International Fund for Agricultural Development
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IRG	Internal Reference Group
ODI	Overseas Development Institute
OE	Office of Evaluation
PRRO	Protracted Relief and Recovery Operation
R4	WFP 4 Risks Rural Resilience Initiative
RB	Regional Bureau
SLF	sustainable livelihood framework
SO	WFP's Strategic Objective
SOFA	FAO State of the World's Food and Agriculture