



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

TERMS OF REFERENCE

WFP GENDER POLICY: A POLICY EVALUATION

MARCH 2013

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1. Background

1.1. Introduction

1. Policy evaluations focus on a WFP policy and the activities in place for its implementation. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred. These terms of reference (TOR) are for the evaluation of the WFP policy on “Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges” (hereafter referred to as the “gender policy”), which came into effect in October 2009. The scope of the evaluation also includes the WFP 2010-2013 Corporate Action Plan (CAP), which operationalizes the policy. The evaluation covers the 2008 – 2012 period.
2. The evaluation will take place throughout 2013 and will be presented to the WFP Executive Board in February 2014. It will be managed by the WFP Office of Evaluation (OEV) and conducted by a team of external specialists hired through a company to be selected through a competitive process.
3. These TOR were prepared by the OEV Evaluation Manager based on a document review (see annex one) and initial consultations with stakeholders (see annex two). They aim to provide key information to stakeholders about the proposed evaluation and to specify the expectations from it. They have been finalised based on comments received on a draft version and on the final agreement with the selected company. The evaluation team shall conduct the evaluation in conformity with the final TOR and under overall guidance from OEV.

1.2. Context

4. **Global efforts for gender equality.** The international development community considers gender equality and women’s empowerment (see glossary of terms in annex 3) as development objectives in their own right (MDG 3), as well as critical channels for the achievement of the other MDGs and development outcomes (ECOSOC, 2010).
5. Gender equality has been a major focus of international and UN attention over the last few decades, which translated in a number of landmark agreements¹. The majority of multilateral and bilateral donors have policies to promote equality through gender mainstreaming in the design and delivery of development assistance to partner countries. A UN System-Wide Policy was also endorsed in 2006 as a means of furthering the goal of gender equality and women’s empowerment within the policies and programmes of the UN system. It commits member organisations to strong leadership to strengthen, in relation to gender equality: accountability and results-based management; oversight through monitoring, evaluation and reporting; human and financial resources; staff capacity and competency in gender mainstreaming; as well as coherence/coordination and knowledge management at global, regional and national levels (CEB, 2006).
6. A 2011 synthesis of 26 evaluations of gender policies concluded that: leadership had not consistently supported the implementation of gender mainstreaming policy, resulting in widespread “policy evaporation”; the absence of accountability and incentive systems related to gender mainstreaming may have limited the achievement of gender equality results; financial and human resources have been insufficient for effective mainstreaming; procedures and practices (e.g. gender action plans, toolkits, manuals, trainings, etc) have been inconsistently pursued and declined in used overtime; and that results reporting and learning have been seriously challenged by inconsistent approaches to monitoring and evaluation of gender mainstreaming (AfDB 2011).

¹ These include the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the twenty-third special session of the General Assembly and related internationally agreed development goals.

7. Results in improving gender equality and empowering women have been mixed and uneven with dramatic and fast-paced progress in some areas but limited evolution in others (ECOSOC, 2010; WB, 2012). Acknowledging the serious challenges still faced, multilateral attention has been renewed as illustrated by the establishment in July 2010 of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to strengthen the UN ability to support the achievement of gender equality and the empowerment of women worldwide.

8. The resolution adopted at the 2010 Millennium Development Goals (MDGs) Summit also reiterated calls for action to ensure gender parity in education and health, economic opportunities, and decision-making at all levels through gender mainstreaming in the formulation and implementation of development policies. Similarly, the 2012 WDR calls for corrective policies focussing on persisting gender gaps noting that economic development is not enough to shrink all gender disparities (WB, 2012).

9. **WFP.** Since 1996, WFP has had three gender policies: the 1996-2001, “Commitments to Women” policy (CWs); the 2003-2007 “Enhanced Commitments to Women” policy (ECW); and the 2009 gender policy, which is the subject of this evaluation. The CW and ECW policies laid out how women’s roles and contribution related to food security and WFP’s food assistance mission. They considered women’s traditional roles regarding food production, preparation, and household distribution and sought to improve women’s control over food-related decision-making. They focussed on targeted actions for women, gender mainstreaming in programming activities and gender equality in staffing.

10. The evaluation of WFP’s 2003-2007 ECW policy² concluded that the policy had three major strengths: its approach to women’s basic and strategic needs, its relevance to WFP’s existing modalities, and pragmatic measures incorporated into programmes. Overall, WFP was perceived as having gone beyond rhetoric to focus on specific targeted measures resulting in heightened visibility and recognition of the needs and contribution of women.

11. Yet, the focus on women had eclipsed gender and contributed to a lack of understanding of gender analyses and local gender specific issues. Gaps between the stated policy and the actual practice at operational level were noted and attributed to weaknesses of opportunities in the enabling environment including a lack of financial resources and limited capacity. The evaluation stated it was time – ‘to reinvigorate’ and ‘to build capacities’ within WFP to place a consistent and systematic emphasis on mainstreaming gender equality in the delivery of all WFP programs and to enable context-led approaches at country level.

12. While WFP has a strong reputation for work on gender equality issues given the success of its ECW policy, a recent assessment (CIDA, 2011) has noted a loss of momentum and institutional commitment in recent years.

2. Reasons for the Evaluation

2.1. Rationale

13. WFP’s policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of approval by WFP’s Executive Board (EB). Approved in 2009, the gender policy is now in its fifth year. From that perspective OEV’s decision to include it in its 2013 Annual Programme of Work is timely. It was also welcomed both internally and externally given:

² The evaluation report (full and summary) and the management response to the evaluation are available on <http://www.wfp.org/content/end-term-evaluation-wfps-gender-policy-2003-2007-enhanced-commitments-women-ensure-food-security>

- i) The arrival of a new WFP Executive Director in mid-2012, who has reaffirmed WFP's commitment to gender and, as part of the "Fit for Purpose" organisational change management process, is in the process of modifying the gender architecture to reflect this renewed attention.
- ii) The current UN efforts to strengthen the accountability framework related to the 2006 CEB policy and to complement the UN Country Teams (UNCT) performance indicators on joint country-level processes and arrangements introduced in 2008, with: 1) a United Nations System-Wide Action Plan (UNSWAP) to measure and report on institutional performance process indicators (at individual agency and system-wide levels) introduced in 2012; and 2) a mechanism to account for gender development results at country and normative levels, currently under consideration (UN Women, 2012).

2.2. Scope and Objectives

14. **Scope.** The evaluation will cover the 2009 WFP gender policy and the corporate action plan including all activities and processes related to their development, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is 2008 – 2012, which will capture the time from the development of the policy until now.

15. **Objectives.** This evaluation serves the dual objectives of accountability and learning:

- **Accountability** – The evaluation will assess and report on the quality and results of the 2009 Gender Policy, of its associated corporate action plan and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime
- **Learning** – The evaluation will determine the reasons why certain changes occurred or not to draw lessons, derive good practices and pointers for internal and external learning. It will provide evidenced-based findings to assist in decision-making around the implementation and eventual revision of the action plan or policy at a time of renewed attention to gender corporately. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. Lessons will also be incorporated into OEV's lesson sharing system.

3. Subject of the Evaluation

3.1. WFP's 2009 gender policy

16. The WFP policy on "Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition challenges"³ was approved by the WFP Executive Board in 2009. Unlike the preceding two gender policies it builds upon, this policy is not time bound.

17. The policy sets out the framework for the continued mainstreaming of gender into WFP's policies, operational processes and programmes at all levels. It broadens the focus from commitments to women to gender, including issues, challenges and responsibilities of women and men⁴. It aims to contribute to improving the effectiveness and sustainability of WFP's food assistance and to promoting gender-sensitive food and nutrition policies and programmes of host countries and partners. Specifically, its objectives are to:

- i. Strengthen the institutional environment for gender mainstreaming;
- ii. Increase knowledge and skills among WFP staff for addressing gender in policies and programmes;

³ The 2009 WFP Gender Policy is available on <http://www.wfp.org/content/wfp-gender-policy>

⁴ The expression "women and men" is used as a shortcut for women, men, girls and boys of different age groups.

- iii. Improve gender mainstreaming in WFP programmes and activities; and
- iv. Increase the capacity in partner countries to incorporate a gender perspective into their policies and programmes.

18. The policy outlines institutional support measures for mainstreaming gender in WFP, including: capacity development of staff as well as advocacy and support for similar efforts for government and cooperating partners; accountability measures and systems; partnerships; advocacy and research; mainstreaming a gender perspective in operations at all stages of the programme cycle.

19. The policy also defines programming priorities. These consist of targeted actions, as in the ECW policy, and new priorities for addressing gender gaps and emerging challenges.

- In line with the ECW policy, WFP will continue to: provide food assistance for pregnant and lactating women, children under 5 and adolescent girls; make women the food entitlement holders and ensure that they are not put at risk of abuse or violence as a result; facilitate the participation of women in food distribution committees; and use take home rations to reduce the gender gap in education.
- The policy defines “new” programming priorities for integrating a gender-sensitive perspective (rather than simply targeting women as per “old” practice) with specific actions to be implemented and monitored with partners in selected countries. These “new” priorities to enhance the gender-focus include: protection, HIV/AIDS, Mother and Child Health and nutrition programmes; school feeding; Food for Work, Food for Training; Cash and voucher transfers; and the Purchase for Progress (P4P) initiative.

3.2. Overview of WFP Activities for Policy Implementation

20. A **Corporate Action Plan (CAP)**⁵ operationalizes the gender policy, translating it into actions with indicators and targets, assigned responsibilities and resource requirements. Initially planned for 2010 – 2011, the CAP was extended until 2013 owing in a large part to funding constraints. Of the USD 7 million required to support the measures envisioned in the CAP, only 40% had been received by the end of 2011. Since then the total of extra-budgetary contributions received mostly from Australia, Canada, Germany and the US has reached USD 5 million⁶. See figure one and two as well as annex 4 for information on overall funding, funding sources, breakdown of funding by priority components and timing of funds receipt).

Figure 1

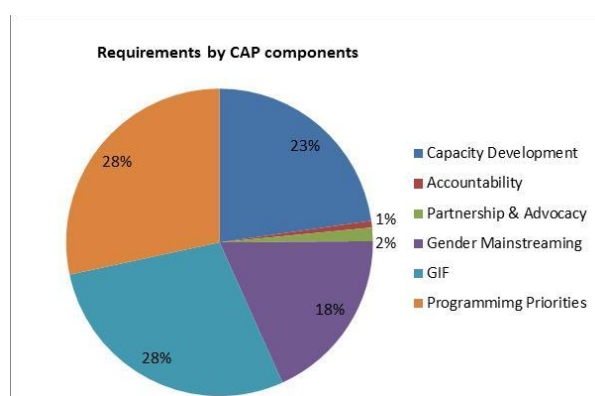
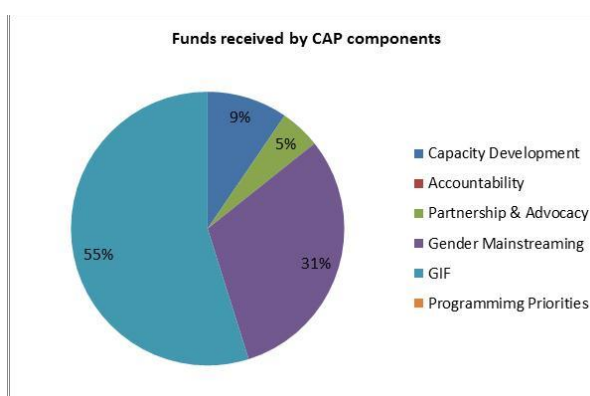


Figure 2



⁵ The WFP Corporate Action Plan (2010 – 2013) is available on: <http://www.wfp.org/content/wfp-gender-policy-corporate-action-plan-2010-2011>

⁶ These are the institutional funds have sometimes been complemented with CO funds to conduct gender-related work. However, these have not been tracked as such.

21. The Gender Innovations Fund (GIF), to which USD 2.6 million i.e. over half of the funds went, aims to encourage innovation in WFP operations in addressing hunger with a gender perspective and to promote partnerships at country level especially with governments, local NGOs and communities for interventions which contribute to positive gender relations and the empowerment of women for achieving food and nutrition security (see annex 5 on the GIF). Table one below highlights all stated CAP priorities in relation to the policy objectives and the reported achievements to date.

Table one – Overview of the CAP			
Policy objectives	CAP priorities	% funds received against plan (*)	Reported achievements (**)
INSTITUTIONAL MEASURES			
Capacity development	Increasing knowledge and capacity among staff to carry out gender analysis and incorporate a gender perspective into policies, programmes and projects.	29%	<ul style="list-style-type: none"> . Some HQ staff trained on the use of the Inter Action gender audit tool. . Some HQ and field staff trained on the IASC gender marker.
Accountability	Establishing an accountability framework to ensure adequate gender mainstreaming, supported by corporate tracking and reporting mechanisms.	0%	<ul style="list-style-type: none"> . Efforts are ongoing to develop corporate gender indicators that reflect the shift from food aid to food assistance. . Two output-level indicators introduced in 2012 Standard Project Reporting for operations. (***)
Partnerships, advocacy and research	Promoting and strengthening partnerships at all levels for implementation of the policy and advocating for gender equality and the empowerment of women in the context of food and nutrition security.	234%	<ul style="list-style-type: none"> . Joint gender action plan between the Rome Based Agencies (RBAs) . Establishment of a joint programme between UN Women and the RBAs for “Accelerating Progress Toward the Economic Empowerment of Rural Women”. . Participation and hosting of a number of events, including for advocacy, with gender partners, including RBAs, UN Women and the World Bank. . Three year research into action programme with IDS focusing on gender-related field innovations, results and impact.
Mainstreaming gender perspective		117%	<ul style="list-style-type: none"> . Transformation of the gender focal system into a WFP gender advocacy network. . Launch of a gender website. . Reviewing project documents using the Gender Marker.
		134%	<ul style="list-style-type: none"> . Gender Innovations Fund has financed 41 projects in 35 countries.
PROGRAMMING PRIORITIES			
Targeted actions for women	Continuing the implementation of targeted actions for women and girls, with country offices establishing targets based on gender analysis, and aiming for equitable participation, taking the local context into account.	N/A	Nothing reported. These activities are nonetheless ongoing at CO level.
New programming	Piloting the new programming priorities in WFP partner	0%	<p>(***)</p> <ul style="list-style-type: none"> . Significant attention to gender in the P4P initiative including a research project, a global gender strategy with 5 focus countries for gender and a thorough M&E system with gender indicators. . Important initiatives on protection which integrate gender concerns including the issuance of a

priorities	countries, in collaboration with partners, and measuring results, outcomes and impacts.		protection policy, the SAFE (Safe Access to Firewood and alternative Energy) initiative, protection trainings, case studies on gender-based violence as well as studies on protection and gender issues in the context of cash and vouchers. . Guidance on including gender consideration through a seasonal analysis in the context of FFA/FFT.
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(*) Funds received as of December 2012 as a percentage of funds requested in the Gender Action Plan (October 2009) by CAP priorities. Figures provided by the Gender Policy Service.

(**) As reported in the April 2012 EB update on Implementation of the WFP Gender Policy Action Plan.

(***) Not funded from the CAP nor reported in the April 2012 EB update. Information from initial stakeholders' consultations.

3.3. Stakeholders and Users of the Evaluation

22. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. At inception stage, the evaluation team will conduct a thorough stakeholder analysis and present it in the inception report.

23. The Women, Children and Gender Policy Service, and the Policy Division which housed it until now carry the main responsibility for designing the policy, coordinating its implementation and providing guidance to headquarters, regional bureaux and country offices in respect. In early 2013, the responsibility of the gender service will move to the Office of the Chief Operation Office. These groups will play a major role in the evaluation process in terms of helping to focus the evaluation, providing access to records and information, serving as key informants.

24. Given that the policy calls for gender mainstreaming, which implies that gender should be an integral part of the design, implementation, monitoring and evaluation of policies and programmes at all levels, and given that senior leadership and resources availability are often perceived as critical to its success, the Office of the Executive Director and the WFP governing body (EB), most HQ divisions and all regional bureaux are expected to contribute to the implementation of the institutional measures contained and implied by the policy and will be asked to play a role in the evaluation process, serving as key informants notably.

25. Of paramount importance are country offices which are responsible for the operational measures of the policy and country-level results in terms of gender equality and the empowerment of women. Several country case studies will be conducted which will rely on active support from a number of country offices.

26. Selected representatives from relevant HQ Divisions, Regional Bureaux and country offices will be asked to participate on the evaluation Internal Reference Group. They will participate in interviews, focus groups, briefings and debriefing throughout the evaluation, will be consulted in an advisory role on each key evaluation output and will be asked to communicate to their units about the evaluation (see also section 7.3).

27. Externally, four groups are likely to be most concerned by the evaluation and use the evaluation findings. They will be considered key informants and consulted accordingly. These are:

28. Other UN agencies including notably FAO and IFAD with which WFP has a joint gender action plan in the area of advocacy, capacity development, research and coordination as well as joint field-level programme to empower rural women. UN Women, as a partner in this joint programme and given that its mandate includes holding the UN system accountable for its gender equality commitments, is another important stakeholder as is UNFPA in light of its memorandum of understanding with WFP.

29. WFP donors, notably those with a keen interest in gender issues such as CIDA and Nordic donors, those funding the CAP, including Australia, Germany as well as USAID, which has also supported the development of outcomes indicators for gender.

30. Partner government in host countries given that the gender policy aims to help them design gender-sensitive food and nutrition policies and that WFP beneficiaries are their constituents. Similarly, regional or intergovernmental fora (e.g. NEPAD, SADC) might have a stake in the evaluation.

31. Women and men beneficiaries have a strong interest in WFP providing the best services it can to alleviate food insecurity related suffering and are ultimately the best judge as to whether or not the WFP policy of promoting gender equality and women's empowerment is efficient and effective. Beneficiaries' perspectives will be sought during field visits as a central building block to address the evaluation questions.

32. **Users.** Of these stakeholders, the main internal users of the evaluation are expected to be the Gender Service and Executive Management in considering and implementing the evaluation conclusions and recommendations as well as the divisions responsible for mainstreaming gender in their area of work as a result of the possible reshaping of the organisational response to gender. The Executive Board including members representing donors of gender work at WFP will use the findings of the evaluation to inform governance decision on the subject. Finally, UN agencies, including those cited in paragraph 28, are also expected to use the evaluation findings to inform their partnership decisions with WFP and in the case of UN Women for accountability purposes.

4. Evaluation Questions

33. The evaluation will address the following three questions:

34. **Question 1: Quality.** What is the quality of the policy and to what extent was it geared towards attaining the best results from the outset? Areas for analysis will include, the extent to which the policy:

- Conforms to the 2006 CEB policy and with agreed international norms and match similar policies of comparator organisations.
- Reflects good practice and remain relevant in the face of evolving gender related concepts and approaches as well as internal changes.
- Takes account of the findings and recommendations of the 2003-2007 WFP gender policy evaluation;
- Is coherent with other relevant corporate policies or frameworks;
- Sets out clear objectives and functional and organizational arrangements to ensure that gender equality and women empowerment are promoted.

35. **Question 2: Results.** The evaluation will collect information and data on expected and unexpected results that can plausibly be associated with the policy and mechanisms to implement it including the corporate action plan. The analysis will cover all corporate levels and both institutional measures (process) and, to the extent this can be assessed, development results. Specific areas of analysis are likely to focus on the extent to which:

- Gender has been mainstreamed throughout the organisation, including how far:
 - Institutional measures were taken and have been effective to support an enabling environment for the promotion of gender equality.
 - Practice (at both normative and operational levels) has been consistent with the expectations from the policy.

- WFP achieves results relating to gender equality and women's empowerment in its own programmes in the countries it works including through partnerships.
- WFP's food and nutrition programmes are likely to be more effective and sustainable as a result (to the extent this can be assessed).

36. **Question 3: Factors.** Why and how has the Policy produced the results that have been observed? The evaluation should generate insights into the main factors that caused the observed changes and affect how results are achieved and the interplay between them. In doing so, the evaluation should attempt to benchmark against good practice to identifying commonalities and differences in order to derive good practices and pointers for learning. The inquiry is likely to focus on:

- Process of policy and action plan development.
- Communication and dissemination of the policy including field outreach.
- Institutional enabling environment, including:
 - Leadership and governance.
 - Institutional policy framework.
 - Processes, procedures, systems and tools in place to implement the policy.
 - Accountability and incentive structures likely to influence behaviour.
 - Commitment to gender balance in staffing to the extent that progress on gender equality policies is often linked to progress on gender equity in staffing.
- Financial and human resources.
- Monitoring, evaluation, results reporting and learning.
- External operating environment and factors.

5. Evaluation Approach

5.1. Evaluability Assessment

37. The below provides a preliminary evaluability assessment⁷. At inception stage, the evaluation team will deepen this analysis and critically assess data availability and quality to inform its choice of evaluation methods.

38. In answering question one, the team will be able to rely on documents defining the WFP gender policy and the CAP; the evaluation report of the ECW policy; similar policies from multilateral and bilateral agencies; and a vast body of literature on gender related concepts and approaches to mainstreaming. The team will also be given access to other relevant WFP policies and frameworks.

39. Answering question two will be more challenging owing in part to:

- The fact that the policy does not explicit the theory of change that supports it and that the expected results tend to focus on process/institutional measures rather than on the intended resulting effects in terms of gender equality/women's empowerment. The CAP includes programming outcomes and outputs (with indicators, targets and resource requirements). Yet, these have not been consistently monitored nor reported upon and the 2012 EB update on the CAP had an activity rather than results focus.
- At corporate level, WFP's Strategic and Management results frameworks do not contain goals or outcomes related to gender equality or women empowerment and gender has been

⁷ Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion, which depends on the clear understanding of the situation before assistance was provided, a clear statement of intended outcomes and impacts, clearly defined appropriate indicators, and target dates by which expected outcomes and impacts should occur.

given a low profile in Annual Performance Reports. Similarly, attention to gender in evaluation reports has been limited and uneven. Yet, a 2012 CIDA meta-evaluation of 52 WFP evaluations conducted between 2006 and 2011 does draw some conclusions on WFP's effectiveness in relation to gender equality based on evaluation insights. One exception should be noted in relation to the P4P initiative piloted in 20 countries, which has a strong results focus relating to gender equality and tracks related indicators.

- At operation/CO level, COs continue to report through the Standard Project Reports on some of the ECW indicators focusing on targeted measures to women and to provide gender disaggregated data. New output indicators congruent with the shift to gender will be reported on for the first time in the reports on 2012 operations. Outcome indicators are not reported upon except in relation to the GIF for which a terminal report indicating the results achieved in line with the CAP outcomes is expected (quality is uneven though).

40. Answering question three will be facilitated by the fact that in the last two decades, gender policies and mainstreaming processes have been the subject of more than 25 thematic and country evaluations by multilateral and bilateral agencies. In addition, the 2006 NORAD synthesis of eight organisational evaluations; the 2010 IFAD benchmarking review of seven agencies; and the 2011 AfDB synthesis of 26 evaluations present a comparative assessment of findings across organisations and an overview of the main challenges and good practices at an organisational level. Also, CIDA conducted in 2011 a Gender Equality Institutional Assessment (process), which addresses some of the elements expected to be covered in this question.

41. Finally significant staff rotation or departure notably within the Gender Service and the Policy Division might also pose a challenge to the evaluation.

5.2. Methodology

42. **Approach.** The evaluation team will be expected to pursue the most rigorous approach possible in order to maximise the quality, credibility and utility of the evaluation and address the evaluation questions in a way that serves the dual objectives of accountability and learning. The approach will be global in reach and likely consist in:

- i) A review of gender policy documents at UN System-Wide level, of comparator organisations and of the evolution of gender concepts and approaches.
- ii) A benchmarking review drawn from recent syntheses of gender policy evaluations (e.g. NORAD, IFAD, AfDB).
- iii) An assessment of key WFP policy and strategy documents.
- iv) A review of selected corporate business processes that have implications for WFP's performance in promoting gender equality and women's empowerment internally and with partners.
- v) An assessment of a selection of WFP operational documents (including project documents, reports and evaluations drawing notably from the 2012 CIDA meta-evaluation), and country case studies.

43. **Methodology.** The evaluation methodology will: i) rely on mixed methods; ii) demonstrate impartiality and lack of biases; iii) use internationally agreed evaluation criteria (DAC and ALNAP); and iv) be consistent with addressing the evaluation questions given the evaluability challenges and the allotted budget and time.

44. The below are indicative methods for the evaluation team's consideration. The methodology will be further developed by the team during the inception phase and presented in the inception report (see paragraph 55). In addition to reviews of documents, interviews and focus group discussions with WFP staff and partners at headquarter, country and regional levels; and debriefings with key stakeholders, the evaluation methodology is also expected to include:

45. **Case studies.** These will combine four desk-studies and four country visits to collect the perspectives of in-country partners and will focus largely on answering question 2 on results and 3 on factors. Annex 6 provides detailed information on the selection of country case studies including a description of the criteria illustrating the intensity of gender-specific activities at country level and the extent to which “regular” programming is likely to be gender-sensitive; related indicators; and scores. It also maps the 76 COs where WFP is present against these indicators and ranks the COs by score (high, medium, low) and region. A shortlist of 20 countries for country visits is also presented, which represent the highest three ranking countries by region (3 ranked as high; 13 as medium and 2 as low).

46. Following a verification by phone of the final list of countries for desk and country visits will be decided agreed upon jointly by OEV and the evaluation team using additional sampling criteria around learning and diversity including for example, criteria linked to geographical and contextual breadth; the nature of WFP operations; country income, HDI and GII status; and the nature of the gender architecture in the country.

47. To maximise the evaluation resources and highlight pointers for learning, the 4 countries to be visited by the evaluation team will be purposefully selected amongst the highest scoring countries so as to maximise the learning from where results have occurred, which can be traced back to the evaluation. This bias will be made explicit in reporting.

48. This will be counter-balanced by the other evaluation methods, including the benchmarking exercise, the review of corporate business processes, the survey and by the desk reviews (including up to five phone interviews per countries), which will focus on countries with a lower level of gender initiatives.

49. **Benchmarking** will be used to locate WFP’s efforts within those of the wider humanitarian and development partnership on gender, focusing on the identification of commonalities and differences and the extraction of learning and good practice. This exercise will recognise that WFP has its own unique mandate and ways of working, so it will not be a direct comparison *per se*.

50. **A survey and a self-assessment** will be applied to generate data on WFP’s own understanding of its institutional efforts for Gender Equality and Empowerment of Women. It will be conducted broadly across WFP including with COS and within key divisions whose work is influenced or affected by WFP’s Gender Policy.

51. **A review of data sets on corporate business processes and systems.** These will deepen the corporate level analysis and be reflected in briefing notes for internal dissemination.

5.3. Quality Assurance

52. OEV’s evaluation quality assurance system (EQAS), based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP), defines the quality standards expected from this evaluation. EQAS also sets out processes with in-built steps for quality assurance and templates for evaluation products and the review thereof. EQAS will be systematically applied to this evaluation.

53. The first level QA of evaluation reports will be conducted by the OEV evaluation manager. Additionally, the OEV Evaluation Group for strategic evaluations⁸ will provide peer input. The second level QA will be conducted by the OEV Director who will also approve the inception and evaluation reports. Since the evaluation team is expected to be hired through a company, the latter will be conduct quality control of major outputs prior to submission to OEV and will dedicate specific resources to this end. To further enhance the quality and credibility of this evaluation, reference group members (see section 7.3) will also comment on the evaluation reports.

⁸ The OE Evaluation Group for strategic evaluation is made up of the OE Evaluation Managers responsible for corporate-level evaluations.

54. These QA processes aim to ensure that the evaluation products meet OEV's quality standards and do not interfere with the views and independence of the evaluation team. The evaluation team is ultimately responsible for the quality of the evaluation products and should ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. If the expected standards are not met, the evaluation team will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

6. Phases and deliverables

6.1. Phases

Table two – Evaluation phases ⁹		
Phases	Activities	Deliverables & Dates
Inception phase May – June 2013	Main activities: <ul style="list-style-type: none"> - Desk review of key documents. - Inception briefing in HQ with OEV, internal stakeholders and reference groups. - Drafting, 1st level QA, revision and approval of the inception report (IR). - Organisation of the evaluation phase. 	IR draft: 17 June 2013 IR final: 1 July 2013
Evaluation phase July – August 2013	Main activities: <ul style="list-style-type: none"> - Interviews with key internal (HQ and RB levels) and external stakeholders; review of business processes and systems (including the production of briefing notes); survey; self-assessment, desk studies. Country visits: <ul style="list-style-type: none"> - 4 countries - including: preliminary data review, an initial introduction meeting, consultation at capital and field level, visit to project sites and a debriefing. - The evaluation team will split to cover different countries. 	One aide memoire per country visit: September.
Reporting phase September – November 2013	Main activities: <ul style="list-style-type: none"> - Aggregation and analysis of findings. - Additional stakeholders' consultation, as required. - General debriefing session / workshop at HQ with i) OEV, ii) reference groups and iii) main stakeholders, including from RB and CO; and iv) other interested staff. - Drafting, 1st and 2nd level QA, revision and approval of the evaluation report (ER). 	General aide memoire: October 2013 ER draft: 14 October 2013 ER final: 26 November 2013
Dissemination phase Nov 2013 – February 2014 (Activities in this phase are the responsibility of WFP and not of the evaluation team).	Main activities: <ul style="list-style-type: none"> - Drafting of summary evaluation report (SER) by EM and validation by the evaluation team. - Editing/translation of the SER - Preparation of the management response to the evaluation. - Drafting of evaluation brief by EM. - The OEV Director presents the SER and management response to the WFP Executive Board at its February 2014 session. 	Summary Evaluation Report (SER) Management Response Evaluation brief

⁹ Annex 7 presents a detailed list of activities, tentative start and end dates per activity as well as deadlines for deliverables.

6.2. Deliverables

55. The evaluation team will be responsible for the following deliverables, which will be produced in English following the EQAS templates:

- **Inception report (IR)** - This report focuses on methodological and planning aspects. In particular, it will present the evaluation methodology articulated around: i) a theory of change and framework for effectiveness about the gender policy to define the levels at which the policy will be assessed; ii) a thorough evaluability assessment and stakeholders' analysis; iii) an evaluation matrix; and iv) the sampling technique and data collection tools.
- **Aide memoires** – These will highlight the main observations from country studies (desk reviews and visits) and will support debriefings at the end of each country case study. A general aide memoire on key findings and recommendations is also expected upon completion of the field visits and once data has been analysed to support the evaluation debriefing workshop.
- **Briefing notes** - As appropriate and defined in the IR.
- **Evaluation report (ER)** – The evaluation report will present the findings, conclusions and recommendations of the evaluation. Findings should be evidence-based and relevant to the evaluation objectives. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the policy for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be limited in number, global in reach, actionable and targeted to the relevant users.

56. To further disseminate the evaluation findings, the Evaluation Manager will draft: 1) a **Summary evaluation report (SER)**, which summarises the ER's findings, key messages, conclusions and recommendations; and 2) a two page **evaluation brief**. The SER will be validated by the evaluation team and will form the basis of the **management response** to the evaluation

57. The Evaluation Report, the Summary Evaluation Report, the Management Response and the evaluation brief will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal. The evaluation report (full and summary) will be presented by OEVS Director to the WFP Executive Board in February 2014 alongside the management response to the evaluation.

7. Organization of the Evaluation

7.1. Evaluation Team

58. To safeguard its independence, the evaluation will be conducted by a team of external consultants hired through a company. The company and the evaluation team members will not have been significantly involved in the design, implementation or M&E of the gender policy nor have other conflicts of interest or bias on the subject. The evaluators will act impartially and respect the code of conduct of the profession.

59. The team is expected to include three to four internationally recruited core members, including the team leader. The evaluation team should include women and men of mixed cultural backgrounds. Core team members should be complemented by national expertise for country cases, and may draw upon specialised technical expertise and editorial or research assistance as necessary. The team members should be able to communicate clearly both verbally and in writing in English. Knowledge of Spanish or French would be an advantage.

60. The team will be multi-disciplinary and include members who together include an appropriate balance of practical knowledge and expertise in: gender mainstreaming; food security and

livelihoods (including food assistance and nutrition); protection; organisational change, capacity development and partnership.

61. **The Team leader** requires strong evaluation, leadership and communication skills, technical expertise in one of the technical areas listed above, and a strong understanding of gender mainstreaming. Previous experience in leading or participating in corporate level evaluations of gender mainstreaming initiatives would be an advantage.

62. His/her primary responsibilities will be: i) setting out the methodology and approach; ii) guiding and managing the team during the inception and evaluation phase; iii) consolidating team members' inputs to the evaluation products; iv) representing the evaluation team in meetings with stakeholders; and v) delivering the inception report and evaluation report in line with EQAS.

63. **The team members** will bring together a complementary combination of technical expertise and should have experience in the methodologies needed for the evaluation. Team members will: i) contribute to the design of the evaluation methodology in their area of expertise; ii) undertake a document review prior to fieldwork, iii) conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, as necessary to collect information; iv) participate in team meetings, including with stakeholders; v) prepare inputs in their technical area for the evaluation products; and vi) contribute to the preparation of the evaluation products.

64. The estimated number of days per function is expected to be in the range of 80-100 for the team leader; 60 for the evaluators; 40 for research assistance; and 100 for national consultancies in the different countries.

7.2. Evaluation Management

65. This evaluation is managed by Claire Conan (OEV Evaluation Officer) with Helen Wedgwood (OEV Director) providing strategic orientation and direction at critical junctures, Cinzia Cruciani (OEV research assistant) conducting background research, and the OEV evaluation group on strategic evaluation providing peer guidance. None of those involved have worked on issues associated with the evaluation subject in the past. The evaluation manager is responsible to:

- **Design and set up the evaluation.** Preparing the evaluation TOR in consultation with core stakeholders; selecting and contracting the evaluation team/company; establishing the reference groups; and managing the evaluation budget.
- **Support the evaluation team.** Advising on all aspects of the evaluation and guiding the team and ensuring that the evaluation team is enabled to conduct its work by providing relevant documentation, organising the inception visit to HQ and supervising arrangements for field missions and debriefings.
- **Ensure adherence to EQAS.** Ensuring that EQAS is systematically applied to this evaluation; conducting the first level quality assurance of evaluation products; and facilitating the review by peers and stakeholders as well as the second level QA.
- **Communication.** Acting as the main interlocutor between the evaluation team, represented by the team leader, and the WFP counterparts and reference groups; ensuring consultation with stakeholders on each of the key outputs; and setting up a detailed communication plan for the evaluation.
- **Dissemination:** Drafting the SER and the evaluation brief; feed the evaluation results into WFP's and partners' lessons learning mechanisms; seeking opportunities to present the results at internal and external workshops or conferences as appropriate.

66. Upon completion of the evaluation, the evaluation team members and the evaluation manager will be requested to complete an online survey to assess mutual perceptions of the evaluation management and conduct.

7.3. Reference groups

67. There will be two reference groups associated with this evaluation. Their role will be to provide input into all key aspects of the evaluation process, to review the main evaluation deliverables for their coverage and analysis of key issues and for coherence with the larger body of experience related to gender mainstreaming. In all cases, their role will be advisory.

- i) an internal reference group composed of a cross-section of WFP stakeholders from relevant business areas at different WFP levels; and
- ii) an external reference group composed of technical expertise and experience with gender mainstreaming in international development and/or humanitarian assistance.

7.4. WFP stakeholders

68. WFP stakeholders at country, regional and headquarters levels are expected to be available to discuss the policy, its performance and results; to provide relevant documentation; to facilitate the evaluation team's contacts with partners; to take part in initiatives from the evaluation team in line with methodology (e.g. reply to a survey, if required); and comment on the evaluation reports. A detailed consultation schedule will be prepared at inception stage and stakeholders will be informed accordingly.

69. The Results Management and Performance Division (RMP) will be responsible for coordinating the Management Response to the evaluation and concerned stakeholders will be required to provide input.

70. The COs selected for case studies will also be responsible to set up certain meetings; assist in the identification of sites to visit; provide administrative support; facilitate logistics of the fieldwork; and to identify a translator, if required. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders where their presence could bias responses.

7.5. Communication

71. A communication plan for this evaluation will be drawn up during the inception phase. It will be articulated around:

72. **Briefs.** To facilitate communication about the evaluation process, briefs will be prepared by the evaluation manager on the TOR and Inception report. These will be shared with relevant stakeholders prior to interviews or visits.

73. **Briefings / debriefings:** As shown in table 2, a number these will take place throughout the evaluation, notably at inception stage; at the end of each country visit; and to elicit feedback on preliminary findings and conclusions emerging from data analysis. They will be held primarily between the evaluation team and the main internal stakeholders represented by internal reference group members. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. The OEI evaluation manager will attend all such briefings.

74. A consultation workshop may be held with both field staff and headquarter staff to discuss findings and contribute towards developing recommendations. The feasibility of the workshop depends on the availability of matching funding from one or more WFP units likely to be responsible for follow up. A decision should be taken about this workshop, its timing and matching funding commitments secured during the inception phase.

75. Because of the strategic nature of the evaluation, briefings will be organized for WFP Senior Management, including at a minimum around the TOR and the evaluation report ahead of the development of the management response.

76. **Dissemination of the findings:** As presented in section 6.2, a summary evaluation report and an evaluation brief will be prepared by the evaluation manager to enhance the dissemination of findings. The evaluation report, the Summary Evaluation Report, the Management Response and the evaluation brief will be public and posted on the WFP External Website (wfp.org/evaluation).

77. The evaluation report (full and summary) will be presented by OEV's Director to the WFP Executive Board in February 2014 alongside the management response to the evaluation.

78. Since the evaluation is intended to contribute to organizational learning and development, the evaluation manager in consultation with the evaluation team leader will consider the feasibility of organizing seminars as a part of the evaluation process (or participating in meetings or workshops organized by others).

79. Due consideration will also be given to disseminating the findings with external stakeholders notably those highlighted as potential users of the evaluation.

7.6. Budget

80. The evaluation will be funded by the 2013 Office of Evaluation budget (PSA) completed by funds from multilateral sources and will cover: consultancy fees; international travels; *per diem*; debriefing workshop; and remuneration of an expert panel estimated at 500,000 USD.

81. **The payment schedule** will be as follows: 10% upon signature of the contract; 20% upon approval of the inception report; 40 % upon reception of satisfactory first draft; 30 % upon approval of the final draft by the OEV Director. Payments will be made within 30 days of reception of invoices.

Please send queries to Claire Conan, Evaluation Manager, at:
claire.conan@wfp.org (+39 06 6 513 34 80).

Annexes

Annex 1: Bibliography

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ALINE (2011). WFP Global Gender Strategy for the Purchase for Progress Initiative.

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WFP (2008 b). Summary report of the end of term evaluation of WFP's Gender Policy (2003-2007): Enhanced Commitments to Women to Ensure Food Security. (WFP/EB.2/2008/6-B).

WFP (2008 c). Management response to the summary report of the end of term evaluation of WFP's Gender Policy (2003-2007): Enhanced Commitments to Women to Ensure Food Security. WFP, September 2008. (WFP/EB.2/2008/6-B/Add.1).

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Annex 2: List of persons met

Name	Title	Unit
Atif Gawaher	Sr. Donor Relations Officer	Government Donor Relations Division (ERD)
Badejo Adeyinka	Programme Officer	School Feeding - Programme Design Service (ODXP)
Bamberger Michael	Independent consultant	
Bonsignorio Michela	Policy Officer	Humanitarian and Transition Service (PSH)
Brown Ella	Consultant	Washington Office
Brunetti Eleonora	Office Assistant	Gender Service (PSG)
Burrows Sally	Senior Evaluation Officer and Deputy Head	Office of Evaluation (OEV)
Centeno Carlos	Consultant	Livelihood and Recovery Unit - Programme Design Service (ODXP)
Choularton Richard	Senior Policy Officer	Climate Change and Disaster Risk Reduction Coordination Unit (PSC)
Clifton Deborah	Senior Consultant	Gender Service (PSG) – GenCap advisor
Colbert Patricia	GenCap Advisor to the Food Security Cluster	Food Security Cluster
Conte Annalisa	Chief	Cash for Change Service (ODXC)
Dos Santos Paola	Programme Advisor	Programme Division (ODX)
Grudem Sheila	Chief	Humanitarian and Transition Service (PSH)
Howard Shannon	Programme Officer	Office of the Executive Director (OED)
Jallow Isatou	Chief	Gender Service (PSG)
Kvist Peter	Donor Relations Officer	Government Donor Relations Division (ERD)
Legros Caroline	Donor Relations Officer	Government Donor Relations Division (ERD)
Lovon Castro Margarita	Food Security Analyst	Food Security Analysis Service (ODXF)
Luma Joyce	Chief	Food Security Analysis Service (ODXF)
Oppusungu Kartini	Programme Adviser	Performance and Accountability Management Division (RMP)
Phiri Tasuzgika	Consultant	Policy, Planning and Strategy Division (PS)
Prout John	Sr. Programme Adviser	Cash for Change Service (ODXC)
ScalPELLI Domenico	Deputy Director	Government Donor Relations Division (ERD)
Some Batamaka	Gender advisor	Purchase for Progress Coordination Unit (P4P)
Stuart Ricky	Independent consultant	
Tajima Maiko	Programme Officer	Programme Design Service (ODXP)
Thoulouzan Julie	Programme Adviser	Programme Review & Support Branch (ODXPS)
Tsang Victor	Consultant	Gender Service (PSG)
Ward Marianne	Chief	Operational Reporting and Analysis Branch (ODXR)
Wedgwood Helen	Director	Office of Evaluation (OEV)
Wennerberg Charlotte	Consultant	Gender Service (PSG)

Annex 3: Glossary of terms

The empowerment of women: concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. The process of empowerment is as important as the goal. Empowerment comes from within

[...] Inputs to promote the empowerment of women should facilitate women's articulation of their needs and priorities and a more active role in promoting these interests and needs. Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change [...] (OSAGI2)

WFP Gender Policy: Corporate Action Plan (2010-2011)

Gender refers to the social attributes and opportunities associated with being male or female, the relationships between women and men and girls and boys, and the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. (*United Nations Office of the Special Adviser on Gender Issues and Advancement of Women – OSAGI1*)

WFP Gender Policy: Corporate Action Plan (2010-2011)

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration [...]

Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development (OSAGI1)

WFP Gender Policy: Corporate Action Plan (2010-2011)

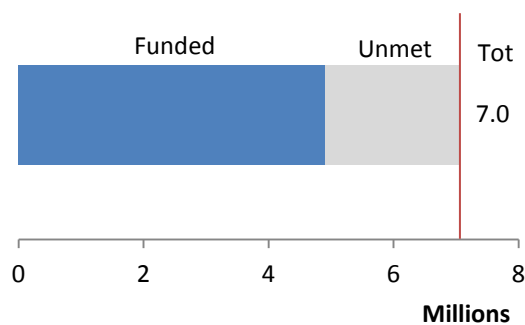
Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action [...] in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of

[...] policies and programmes [...] so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. (Report of the Economic and Social Council A/52/3/Rev.1)

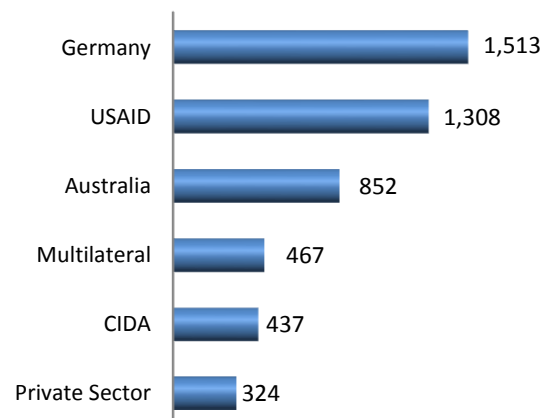
WFP Gender Policy: Corporate Action Plan (2010-2011)

Annex 4: Funding of the Corporate Action Plan

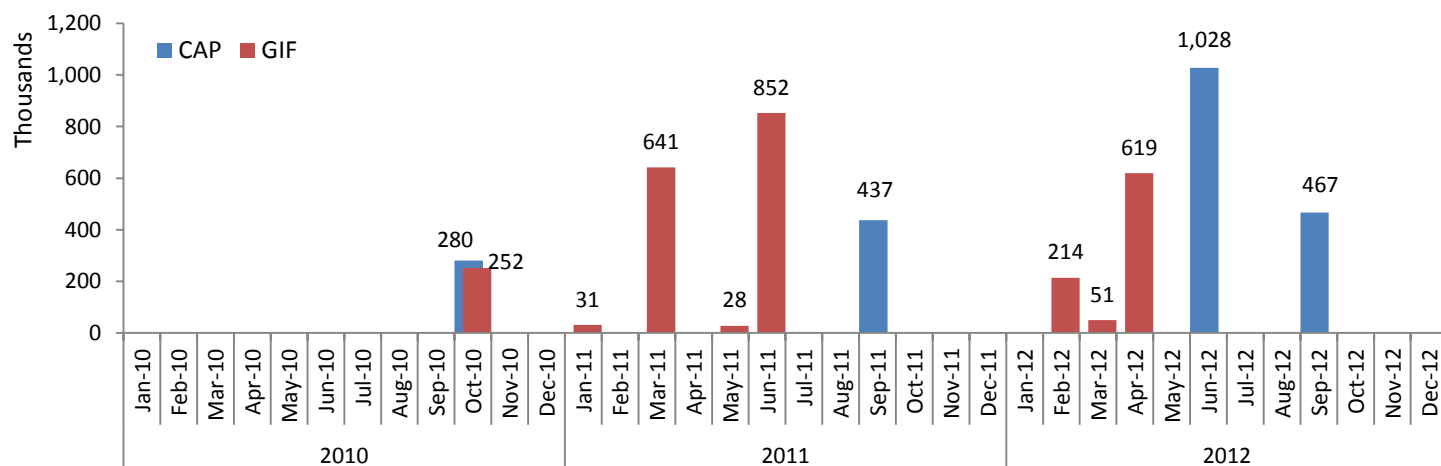
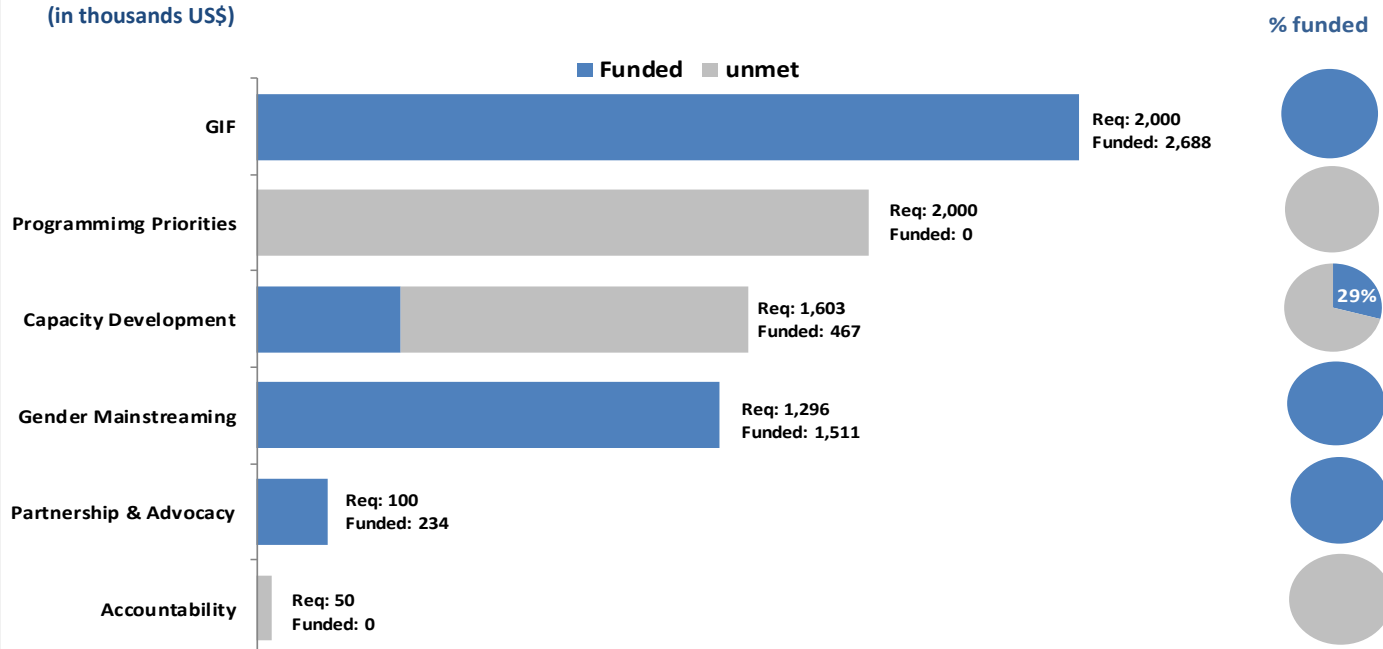
CAP Financial Resources



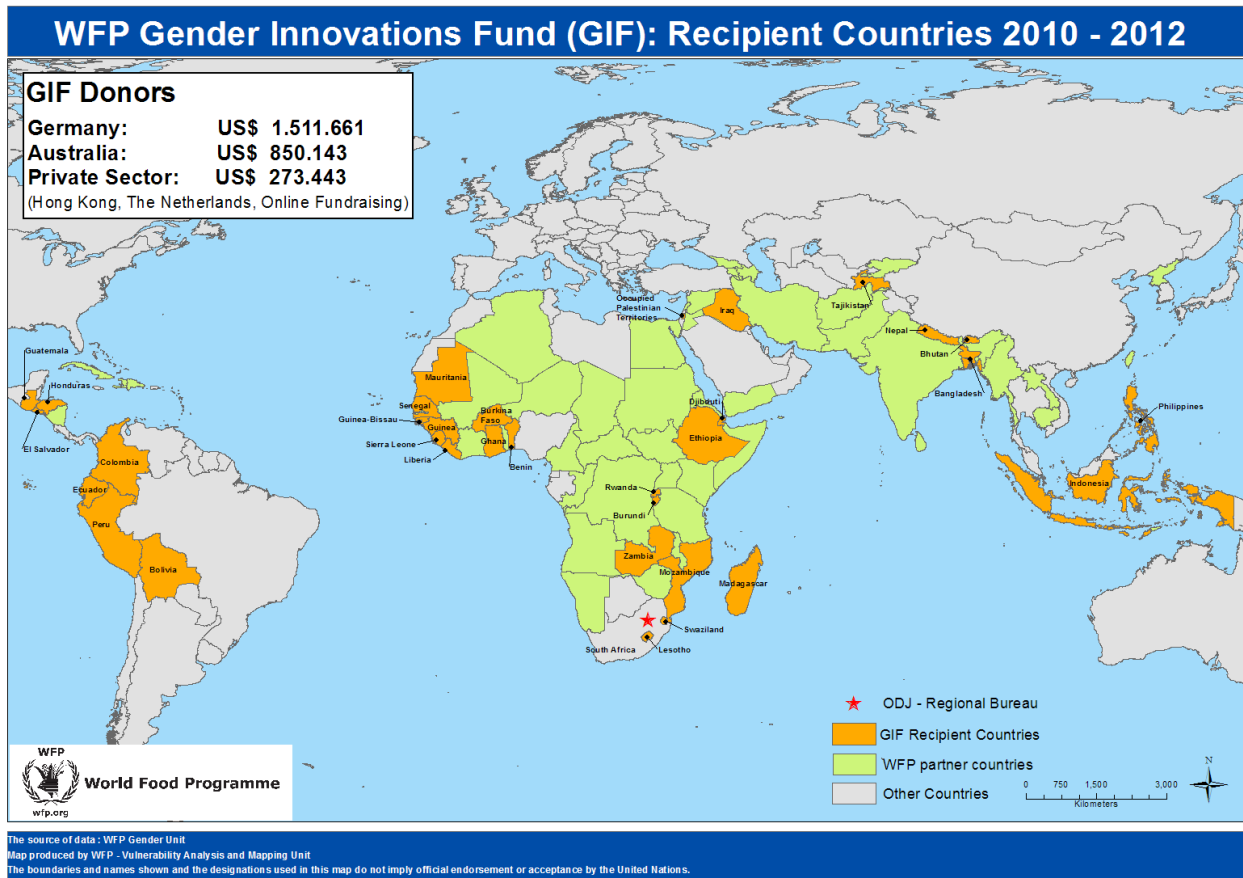
CAP Donor Contributions 2010-2012
(in thousands US\$)



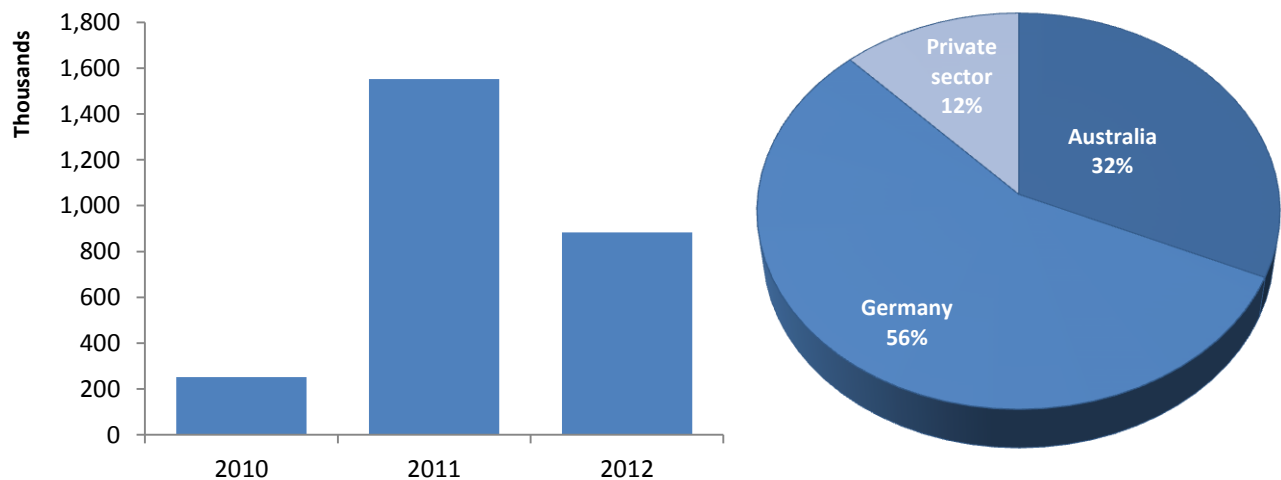
Gender CAP Financial Resources by Component
(in thousands US\$)



Annex 5: The Gender Innovation Fund



Gender Innovation Fund Contributions (2010-2012)



List of completed and on-going projects

Donor	Status	Year	CO	Project	USD approved
German	Ended	2010	Guinea Bissau	Local food production for the school canteens	24,977
German	Ended	2010	Swaziland	Technical assistance to incorporate gender and HIV into vulnerability assessments	18,000
German	Ended	2010	Zambia	Innovative food security monitoring approach of Cash & Voucher programs focusing on gender	116,400
German	Ended	2010	Ecuador	Gender mainstreaming in the strategy of nutrition for the Ministry of Public Health in Ecuador	44,520
German	Ended	2010	El Salvador	Pilot project women led small scale enterprises to supply readymade school meals	50,000
German	Ended	2011	Philippines	Empowering women for improved management of food assistance programmes and livelihood strengthening	148,186
German	Ended	2011	Indonesia	Mainstreaming gender in the provincial Five Year Food and Nutrition Security Action Plan (2011-2015)	73,700
German	Ended	2011	Tajikistan	Innovative food security and nutrition monitoring system for targeting of Mother and Child Health Programs and Food For Work Activities	21,500
German	Ended	2011	Mauritania	Assistance to enhance women's role in promoting nutritional and food security	121,405
German	Ended	2011	Ghana	Scholarships for deprived girls from food-insecure communities	64,780
German	Ended	2011	Guinea	Reinforcement of marginalised women and children financial self-sufficiency in post conflicts in forest Guinea	72,120
German	Ended	2011	Colombia	Empowering indigenous women of Wayuu communities for food and nutritional security of their families and communities	89,088
German	Ended	2011	Peru	Ensuring food security for Peruvian children through a communication campaign regarding the Right to Receive Child Alimony	51,373
Australian	Progress	2011	Bangladesh	Enhanced knowledge and communication of WFP and its partners on gender sensitive aspects and outcomes of food security, nutrition and safety net programs in Bangladesh	74,946
Australian	Progress	2011	Nepal	Development of interactive digital learning materials to promote gender equality in agriculture, food security, and nutrition	75,000
Australian	Progress	2011	Iraq	Building Capacity of the Iraqi Ministry of Health Staff to Address Nutrition with a Gender Perspective for Mother and Child Health and Nutrition in Primary Health Centers	76,600
Australian	Progress	2011	OPT	Promotion of women's networks for improved nutrition and gender empowerment	45,000
Australian	Progress	2011	Benin	Linking the Construction of Fuel Efficient Stoves and Girls' Education through School Canteens	55,103
Australian	Progress	2011	Burkina Faso	Gender Awareness for and with Cash for work beneficiaries	53,331
Australian	Progress	2011	Senegal	Empowering women through income generating activities based on gardening with profit for school canteens	28,480
Australian	Progress	2011	Sierra Leone	Training Women and adolescent girls in Agro Processing for improved Food and Nutrition Sec	39,140
Australian	Progress	2011	RB	Preventing and mitigating Gender Based Violence in the framework of WFP Food Assistance activities in Southern Africa	49,800
Australian	Progress	2011	Lesotho	Using the Positive Deviance Approach to Change Men's Perceptions and Raise their Awareness of Health and Nutritional Issues Affecting Children in Lesotho	34,150
Australian	Progress	2011	Madagascar	Linking WFP's School Meals Programme with Income Generating Activities for Women to promote food security and foster community ownership.	43,968
Australian	Progress	2011	Swaziland	Linking female graduates of Food by Prescription to community based livelihood projects and income generation activities.	30,000
Australian	Progress	2011	Burundi	Supporting the Batwa community's livelihood improvement through gender awareness raising and skills diversification promotion	50,000
Australian	Progress	2011	Djibouti	Increasing women's uptake of <i>prevention of mother-to-child transmission</i> of HIV (PMTCT) services in Djibouti through complementary food and nutrition assistance.	33,776
Australian	Progress	2011	Bolivia	Involving boys and men in food and nutrition related responsibilities within food insecure and recurrently emergency-affected households	57,259
Australian	Progress	2011	Guatemala	Promotion of gender equality among adolescent indigenous girls and boys of bilingual primary schools (Spanish and local language) for improved food and nutrition security	51,875
Australian	Progress	2011	Honduras	Food Security and Nutritional Monitoring System at Community Level with Gender Perspective	51,715
Private Sector	Progress	2011	Bhutan	Empowering Bhutanese women through income generating activities.	27,837
German	Ended	2011	Peru	Ensuring food security for Peruvian children through a communication campaign regarding the Right to Receive Child Alimony	51,373
Private Sector	Progress	2012	Ethiopia	Livelihood support for rural women	245,606
German	Progress	2012	Ghana	Profiling of small holder farmers in Ghana with special emphasis on women	110,550
German	Progress	2012	Ghana	Enhancing women's empowerment through dry season gardening to enhance dietary diversity in Northern Ghana	82,650
German	Progress	2012	Guinea	Livelihood support to women affected by obstetric fistula	67,477
German	Progress	2012	Liberia	Empowering women farmers through participation in P4P and other agricultural markets.	60,000
German	Progress	2012	Mozambique	Skills training to improve the capacity of women to greater capitalise on FFW assets.	46,937
German	Progress	2012	Zambia	Gender based Community Participatory Risk Analysis	97,996
German	Progress	2012	Rwanda	Addressing gender barriers in fighting hunger and malnutrition in Rwanda	100,000
German	Progress	2012	El Salvador	Food, nutrition and hygiene educational strategy and course for child care providers	50,000

Source: WFP Gender Unit

Annex 6: Selection of country case studies

Country case studies (desk and country visits) will be a central feature of the evaluation and will be instrumental in answering the evaluation questions, notably those related to country-level results. They will also provide an insight into the consistency between policy and practice and into the support provided for implementation of the Gender Policy and CAP.

Selection criteria. As part of the preparation phase for this evaluation, OEV defined criteria that would best capture the extent of gender-related activities and gender-sensitivity of programmes and applied these to data available for the 76 country offices where WFP is present. Some criteria were derived from the objectives of the policy and CAP, while others were formulated based on consultation with stakeholders. Overall, the criteria, which are presented in table one illustrate 1) The intensity of gender-specific activities/attention at country level and 2) the extent to which “regular” programming is likely to be gender-sensitive.

Table 1: Description of criteria

1 - GENDER –SPECIFIC ACTIVITIES/INITIATIVES

Gender Innovation Fund (GIF)	The GIF has been created to support country offices to develop innovative context-based gender projects that promote gender equality and contribute to the outcomes of the Policy and CAP.
P4P	P4P has developed a Gender Strategy that outlines how P4P can contribute to facilitating opportunities for women to access agricultural markets. The P4P gender objectives are: i) increase the understanding of the importance of gender relations based on equity; ii) increase and create opportunities for women to participate in groups and in decision-making process; iii) increase the ability of rural women to access, manage and control resources and services.
SAFE	SAFE initiatives aimed at addressing the serious challenges linked with access to cooking fuel for the most vulnerable people
Joint Programme UN Women/FAO/IFAD/WFP	The UNWOMEN/FAO/IFAD/WFP Joint Programme on “Accelerating progress towards the economic empowerment of rural women” is a 5 year programme aimed at economically empowers rural women through a more comprehensive UN system response. The programme design is articulated around four outcomes areas: (i) Improved food security and nutrition; (ii) Increased income opportunities; (iii) Enhanced leadership and participation; and (iv) More gender responsive policy environment.

2 – INDICATORS OF GENDER-SENSITIVE PROGRAMMING

Gender Marker	The Gender Marker is an IASC tool to assess the gender sensitivity in programming. A 0-2 rating reflecting the extent of gender analysis in project documents has been given by the Gender Services to all ongoing WFP projects.
School Feeding THRs	School Feeding Take Home Rations are used as incentives to improve access to education and reducing the gender gap in primary and secondary education.
FFW	Through FFW & FFT, WFP supports sustainable livelihoods while ensuring that women and men participate and benefit equally from the assets created and from the skills training received.
FFT	

Scoring. A system of indicators and scores to measure each of the criteria was developed. The rating of some criteria is on a “yes” or “no” basis, while others have a rating scale. A higher score has been given to activities and initiatives, which are the most indicative of gender attention such as GIF and P4P. See table 2.

Selection. After applying criteria 1 to 9 and summing scores, countries were ranked as high, medium and low. The median value of the countries’ score was used as reference point to build a range of intervals and split the list of countries into 3 groups. Overall, 5 countries were rated as high, 31 as medium and 40 as low.

To maximise the evaluation resources and highlight pointers for learning, OEV will purposefully select four countries to be visited amongst the highest scoring countries where results could plausibly be observed. Countries faring lower will be captured through desk studies (including phone interviews).

A shortlist of 20 countries has been prepared by OEV (see table 4). The validity of the selection will be further verified through phone interviews with a selection of shortlisted countries. The final country selection will be reviewed to ensure adequate coverage of different regions, types and sizes of WFP operations and to balance evaluation coverage across all of OEV’s ongoing and planned evaluations. The selection will be done jointly with the evaluation team during the inception phase.

Table 2: Criteria rating scales and indicators.

	#	Criterion	Definition	Indicators	Scale	Score
Gender Specific Initiatives	1	GIF Country	Countries that support initiatives and innovation in mainstreaming gender in WFP supported programmes through the Gender Innovation Fund	The higher the number of GIF projects per country, the higher rating	0 - No GIF countries or GIF projects awaiting funds/not yet started 1 - One GIF project (ended or in progress) 2 - Two GIF project (ended or in progress) 3 - Three GIF project (ended or in progress)	Min 0 Max 3
	2	P4P	P4P countries are required and expected to implement the P4P Global Gender Strategy	Countries that have taken more steps towards implementation of the strategy receive higher rating	0 - No P4P in the country 0.5 - P4P Pilot country (<i>not included in the below groups</i>) 1 - P4P countries that have taken steps towards implementation of the strategy 1.5 - P4P focus countries for gender mainstreaming experimentation	Min 0 Max 1.5
	3	SAFE	Countries with SAFE initiatives aimed at addressing the serious challenges linked with access to cooking fuel for the most vulnerable people	SAFE countries receive higher rating	0 - No SAFE country 1 - SAFE country	Min 0 Max 1
	4	UNWOMEN/FAO/IFAD/WFP Joint Programme	Countries where the 5-year UN joint programme is implemented receive higher priority	Joint Programme countries receive higher rating	0 - No JP country 1 – JP country	Min 0 Max 1
Gender Sensitivity at Operational Level	6	Gender Marker	TOT gender marker score of a country divided by the number of its projects with marker			
	7		Countries that have a VAM assessment with a Gender Marker 2	Countries having a VAM assessment with GM2 receive higher rating	0 - No VAM assessment/no VAM assessment with GM2 0.5 - One VAM assessment with GM2	Min 0 Max 0.5
	8	School Feeding THRs	Countries that receive School Feeding Take Home Rations receive higher priority	Countries with SF THRs in 2011 receive higher rating	No = 0 THR Yes = 0.5 THR	Min 0 Max 0.5
	9	FFW	Countries that have the higher percentage of women participating in FFW in 2010 and 2011	Countries that have percentages of women participating in FFW above the Tot average in 2010-11 receive higher rating	0 - no FFW or below the average 0.5 - FFW above the average	Min 0 Max 0.5
	10	FFT	Countries that have the higher percentage of women participating in FFT in 2010 and 2011	Countries that have percentages of women participating in FFT above the Tot average in 2010-11 receive higher rating	0 - No FFT or below the average 0.5 - FFT above the average	Min 0 Max 0.5

Table 3: Overview of countries for selection

Rank	Country	RB	Gender Performance	Gender Specific Initiatives				Gender Sensitivity at Operational Level				
				GIF	P4P	SAFE	UN JP	Gender Marker	VAM GM2	THR	FFA	FFT
1	Ethiopia	ODN	High	√	√	√	√	√		√		
2	Ghana	ODD	High	√	√			√		√		√
3	El Salvador	ODP	High	√	√			√			√	
3	Kenya	ODN	High		√	√		√	√	√	√	
4	Guatemala	ODP	Medium	√	√		√	√				
4	Sierra Leone	ODD	Medium	√	√			√	√			√
5	Burkina Faso	ODD	High	√	√			√		√	√	
5	Malawi	ODJ	Medium	√***	√			√		√	√	
6	Mozambique	ODJ	Medium	√	√			√			√	
7	Liberia	ODD	Medium	√	√		√	√		√		
7	Dem. Rep. Congo	ODN	Medium		√	√*		√				√
7	Honduras	ODP	Medium	√	√			√			√	
7	Rwanda	ODN	Medium	√	√		√	√				
7	Zambia	ODJ	Medium	√	√			√			√	
8	Guinea	ODD	Medium	√				√		√	√	√
9	Bangladesh	ODB	Medium	√				√			√	√
9	Swaziland	ODJ	Medium	√				√			√	
9	Nepal	ODB	Medium	√			√	√		√	√	
10	Afghanistan	ODB	Medium		√			√	√	√		√
10	Djibouti	ODN	Medium	√				√		√		√
10	Chad	ODD	Medium			√*		√		√	√	
10	Niger	ODD	Medium				√	√		√	√	√
10	Uganda	ODN	Medium		√	√		√			√	
11	Ecuador	ODP	Medium	√				√	√			√
12	Burundi	ODN	Medium	√				√			√	
13	Bhutan	ODB	Medium	√				√				
13	Guinea-Bissau	ODD	Medium	√				√		√	√	
13	Egypt	ODC	Medium					√	√	√		
13	Madagascar	ODJ	Medium	√				√	√		√	
13	Senegal	ODD	Medium	√				√			√	√
14	Mali	ODD	Medium		√			√		√		√
14	Sri Lanka	ODB	Medium			√		√			√	
14	Tanzania	ODN	Medium		√			√			√	
15	Syria	ODC	Medium					√		√		√
16	Colombia	ODP	Medium	√				√				√
16	Lesotho	ODJ	Medium	√				√				√
16	Haiti	ODP	Medium			√		√		√		

16	Kyrgyzstan	ODC	Medium				v	v	v			
16	Laos	ODB	Medium		v			v		v		v
16	S.Tome,Principe	ODD	Medium					v			v	
16	Somalia	ODN	Medium					v		v	v	
17	Yemen	ODC	Low					v	v	v		
18	Mauritania	ODD	Low	v				v			v	
19	Indonesia	ODB	Low	v				v				
19	Philippines	ODB	Low	v				v				
19	Benin	ODD	Low	v				v				
19	Bolivia	ODP	Low	v				v				
19	Cameroon	ODD	Low					v		v		v
19	Gambia	ODD	Low					v	v		v	
19	Nicaragua	ODP	Low		v			v			v	
19	Sudan	ODC**	Low			v					v	v
19	Tajikistan	ODC	Low	v				v				
19	PERU	ODP	Low	v				v				
20	Cambodia	ODB	Low					v	v	v		
20	Cen.African Rep	ODD	Low					v			v	
20	Palestine	ODC	Low	v				v				
20	DPR Korea	ODB	Low					v			v	
20	East Timor	ODB	Low					v			v	
20	India	ODB	Low					v			v	
20	Myanmar	ODB	Low					v		v		
20	Namibia	ODJ	Low					v	v			
20	Pakistan	ODB	Low					v		v		
20	South Sudan	ODN	Low		v	v						
20	Zimbabwe	ODJ	Low	v***							v	
21	Iraq	ODC	Low	v				v				
21	Togo	ODD	Low					v				
21	Congo (Brazzav)	ODN	Low					v			v	
22	Cote d'Ivoire	ODD	Low					v				
22	Cuba	ODP	Low					v				
23	Algeria	ODC	Low						v			
23	Armenia	ODC	Low					v				
23	Iran	ODC	Low							v		
23	Libya	ODC	Low						v			
23	Tunisia	ODC	Low					v				
24	Georgia	ODC	Low									
24	Dominican Republic	ODP	Low									

*SAFE projects not yet started.

** From February 2013, Sudan will be moved under ODC

*** funding was channelled through a Regional ODJ GIF contribution.

Table 4: Overview of countries for selection by Regional Bureau

Rank	Country	RB	Gender Performance
9	Bangladesh	ODB	Medium
9	Nepal	ODB	Medium
10	Afghanistan	ODB	Medium
13	Bhutan	ODB	Medium
14	Sri Lanka	ODB	Medium
16	Laos	ODB	Medium
19	Indonesia	ODB	Low
19	Philippines	ODB	Low
20	Cambodia	ODB	Low
20	DPR Korea	ODB	Low
20	East Timor	ODB	Low
20	India	ODB	Low
20	Myanmar	ODB	Low
20	Pakistan	ODB	Low
13	Egypt	ODC	Medium
15	Syria	ODC	Medium
16	Kyrgyzstan	ODC	Medium
17	Yemen	ODC	Low
19	Sudan	ODC	Low
19	Tajikistan	ODC	Low
20	Palestine	ODC	Low
21	Iraq	ODC	Low
23	Algeria	ODC	Low
23	Armenia	ODC	Low
23	Iran	ODC	Low
23	Libya	ODC	Low
23	Tunisia	ODC	Low
24	Georgia	ODC	Low
2	Ghana	ODD	High
4	Sierra Leone	ODD	Medium
5	Burkina Faso	ODD	Medium
7	Liberia	ODD	Medium
8	Guinea	ODD	Medium
10	Chad (2)	ODD	Medium
10	Niger	ODD	Medium
13	Guinea-Bissau	ODD	Medium
13	Senegal	ODD	Medium
14	Mali	ODD	Medium
16	S.Tome,Principe	ODD	Medium
18	Mauritania	ODD	Low
19	Benin	ODD	Low
19	Cameroon	ODD	Low
19	Gambia	ODD	Low
20	Cent.African Rep	ODD	Low
21	Togo	ODD	Low
22	Cote d'Ivoire	ODD	Low
5	Malawi (1)	ODJ	Medium
6	Mozambique	ODJ	Medium
7	Zambia	ODJ	Medium
9	Swaziland	ODJ	Medium
13	Madagascar	ODJ	Medium
16	Lesotho	ODJ	Medium
20	Namibia	ODJ	Low
20	Zimbabwe (1)	ODJ	Low
1	Ethiopia	ODN	High
3	Kenya	ODN	High
7	Dem. Rep. Congo (2)	ODN	Medium
7	Rwanda	ODN	Medium
10	Djibouti	ODN	Medium
10	Uganda	ODN	Medium
12	Burundi	ODN	Medium
14	Tanzania	ODN	Medium
16	Somalia	ODN	Medium
20	South Sudan	ODN	Low
21	Congo (Brazzav)	ODN	Low
3	El Salvador	ODP	High
4	Guatemala	ODP	Medium
7	Honduras	ODP	Medium
11	Ecuador	ODP	Medium
16	Colombia	ODP	Medium
16	Haiti	ODP	Medium
19	Bolivia	ODP	Low
19	Nicaragua	ODP	Low
19	PERU	ODP	Low
22	Cuba	ODP	Low
24	Dominican Republic	ODP	Low

Table 4: List of countries shortlisted for case studies (country visits)

Rank	Country	RB	Score	Gender Performance	Gender Specific Initiatives				Gender Sensitivity at Operational Level					Gender Inequality Index 2011		# OE Eval (last 2y & ongoing)	Ongoing operations 2013																				
					GIF	P4P	SAFE	UN JP	Gender Marker	VAM GM2	THR (2011)	FFA (2010-11)	FFT (2010-11)	Rank	Value		Project #	Programme Category	Start Date	End Date	Project Title	Project Beneficiaries (Pers)	Project Needs (US\$) Planned	Ref/ displ	GFD	SUF	MCH /SUF	SF	THR	FFA	FFT	HIV/ TB	Micronut suppl	C/V			
9	Bangladesh	ODB	4	Medium	✓				✓			✓	✓	112	0.550	3	200142	PRRO	01/01/11	30/06/13	Assistance	31,000	13,350,688	X	X	X	X	X									
	Bangladesh																200243	DEV	01/01/12	31/12/16	Country Proj	4,825,000	348,234,732			X	X	X		X	X						
9	Nepal	ODB	4	Medium	✓			✓	✓		✓		✓	113	0.558	1	200136	PRRO	01/01/11	31/12/13	Food Assist	70,000	25,685,299	X	X	X	X					X					
	Nepal																200152	PRRO	01/01/11	30/06/13	Assistance	1,229,775	195,236,908							X			X		X		
	Nepal																200319	DEV	01/01/13	31/12/17	Country Proj	487,909	215,328,450				X	X		X							
10	Afghanistan	ODB	3.5	Medium	✓				✓	✓	✓	✓		141	0.707	1	200063	PRRO	01/04/10	31/12/13	Relief Food	7,061,857	1,055,643,331	X	X	X	X	X	X	X	X	X	X		X		
13	Egypt	ODC	3	Medium					✓	✓	✓			n/a	n/a	1	104500	DEV	01/01/07	30/06/13	Country Proj	666,347	86,490,549					X	X	X	X						
	Egypt																200238	DEV	01/07/13	31/12/17	Country Programme - Egypt(2013-2017) TO BE APP/CANCELLED???																
15	Syria	ODC	2.7	Medium					✓		✓		✓	86	0.474	0	200339	EMOP	01/10/11	31/12/13	Emergency I	1,500,000	525,864,772	X	X	X											
	Syria																200433	Regional Ef	01/07/12	30/06/13	Food Assist	(3)	(3)	X													
16	Kyrgyzstan	ODC	2.5	Medium				✓	✓	✓				66	0.370	1	200036	PRRO	01/07/11	30/06/13	Support to I	515,000	30,833,363		X					X							
	Kyrgyzstan																200176	DEV	01/01/13	30/06/14	Optimising	25,000	4,035,912				X										
17	Yemen	ODC	2.4	Low					✓	✓	✓			146	0.769	1	104350	DEV	01/01/07	30/06/13	Country Proj	1,708,853	87,660,078		X	X		X				X					
	Yemen																200305	PRRO	01/01/13	31/12/14	Relief food	131,000	8,020,198	X	X		X										
	Yemen																200451	EMOP	01/01/13	31/12/13	Emergency I	4,915,500	242,110,673	X	X	X	X										
2	Ghana	ODD	6.5	High	✓	✓			✓		✓		✓	122	0.598	0	200247	DEV	01/01/12	31/12/16	Country Proj	878,725	44,864,368		X	X	X	X	X	X	X	X	X				
4	Sierra Leone	ODD	5	Medium	✓	✓			✓	✓			✓	137	0.662	1	200336	DEV	01/01/13	31/12/14	Country Proj	690,750	39,480,920		X	X	X	X	X	X		X					
5	Burkina Faso	ODD	4.8	Medium	✓	✓			✓		✓	✓		121	0.596	0	200054	PRRO	01/01/10	31/03/13	Preventing I	6,247,646	78,085,508		X	X			X								
	Burkina Faso																200163	DEV	01/01/11	31/12/15	Country Proj	888,000	52,474,683		X		X	X	X	X		X					
	Burkina Faso																200509	PRRO	01/04/13	31/12/14	PRRO Burkir	1,422,000	49,936,842		X	X				X	X						
	Burkina Faso																200438	Regional Ef	01/06/2012	31/12/2013 to		90,000	(4)	X	X	X	X	X									
5	Malawi	ODJ	4.8	Medium	✓ (1)	✓			✓		✓	✓		120	0.594	1	105860	PRRO	01/01/08	31/03/13	Assistance	1,610,785	182,452,232		X	X	X		X		X		X				
	Malawi																200087	PRRO	01/01/10	31/03/13	Assistance	38,200	8,055,145	X	X				X								
	Malawi																200287	DEV	01/03/12	31/12/16	Country Proj	1,926,356	109,893,112		X	X	X		X								
6	Mozambique	ODJ	4.7	Medium	✓	✓			✓			✓		125	0.602	0	200286	DEV	01/03/12	31/12/15	Country Proj	1,281,729	103,890,939		X	X	X					X					
	Mozambique																200355	PRRO	01/03/12	31/12/14	Assistance	253,000	30,143,190	X	X				X								
7	Zambia	ODJ	4.5	Medium	✓	✓			✓			✓		131	0.627	2	200070	PRRO	01/01/10	31/12/13	Food Assist	21,900	7,906,443	X	X	X	X										
	Zambia																200157	DEV	01/05/11	31/12/15	Country Proj	1,524,000	46,306,238		X	X						X					
1	Ethiopia	ODN	6.8	High	✓	✓	✓	✓	✓		✓	✓		n/a	n/a	2	200253	DEV	01/01/12	31/12/15	Country Proj	1,978,500	357,236,426		X	x	X	x	X		X						
	Ethiopia																200290	PRRO	01/01/12	31/12/13	Responding	5,935,800	1,048,241,574		X	X	X			x							
	Ethiopia																200365	PRRO	01/04/12	31/03/15	Food Assist	496,400	304,278,985	X	X	X	X										
3	Kenya	ODN	5.5	High		✓	✓		✓	✓	✓	✓		130	0.627	4	106680	DEV	01/01/09	31/12/13	Country Proj	887,500	123,897,186				X						X				
	Kenya																200174	PRRO	01/10/11	30/09/14	Food Assist	616,000	433,795,280	X	X	X	X	X	X	X	X	X	X				
	Kenya																200294	PRRO	01/05/12	30/04/15	Protecting é	2,306,500	479,057,737		X	X	X		X								
7	Dem. Rep. Congo	ODN	4.5	Medium		✓	✓(2)		✓				✓	142	0.710	0	200167	PRRO	01/01/11	30/06/13	Targeted Fc	4,814,745	463,265,643	X	X	X	X	X	X	X	X	X		X			
	Dem. Rep. Congo																200480	EMOP	01/09/12	30/06/13	Emergency	1,184,256	80,939,264	X	X	X	X	X	X								
7	Rwanda	ODN	4.5	Medium	✓	✓		✓	✓					82	0.453	2	106770	DEV	01/01/08	30/06/13	Food Assist	500,000	71,037,745				X										
	Rwanda																200343	PRRO	01/01/12	30/06/14	Food and S	116,000	47,173,022	X	X	X	X	X				X					
3	El Salvador	ODP	5.5	High	✓	✓			✓			✓		93	0.487	1+REG	200043	Regional Pf	01/01/11	31/12/13	Assistance	263,640	(5)	X	X				X	X							
	El Salvador																200141	Regional Di	01/01/11	31/12/13	School Feeding	-	(6)														
4	Guatemala	ODP	5	Medium	✓	✓		✓	✓					109	0.542	2+REG	200031	DEV	01/01/10	31/12/14	Country Proj	292,000	19,701,296		X	X			X	X							
	Guatemala																200043	Regional Pf	01/01/11	31/12/13	Assistance	310,505	(7)	X	X			X									
	Guatemala																200141	Regional Di	01/01/11	31/12/13	School Fees	-	(8)														
7	Honduras	ODP	4.5	Medium	✓	✓			✓			✓		105	0.511	1	200240	DEV	01/01/12	31/12/16	Country Proj	830,315	25,811,641		X	X	X		X		X		X				
	Honduras																200043	Regional Pf	01/01/11	31/12/13	Assistance	188,380	(9)	X	X			X									
	Honduras																200141	Regional Di	01/01/11	31/12/13	School Fees	-	(10)														

Notes: Sources: Programme of Work 2013, Project documents, Resource situations, SPRs.

(1) Funding was channelled through a Regional ODJ GIF contribution. (2) SAFE Project not yet started. (3) Total Beneficiaries: 725,000; total Budget: 200,849,270. The figures are regional figures and are not disaggregated by country. (4) Total Budget: 148,028,063. The figures are regional figures and are not disaggregated by country. (5, 7, 9) Total Budget: 40,806,715. The figures are regional figures and are not disaggregated by country. (6, 8, 10) Total Budget: 3,929,650. The figures are regional figures and are not disaggregated by country.

Acronyms: DEV: Development Project; EMOP: Emergency Operation; PRRO: Protracted Relief and Recovery Operation; ref/displ: refugees/displacement; GFD: General food Distribution; SUF: Supplementary Feeding;

MCH/SUF: Mother Child Health/Supplementary Feeding; SF: School Feeding; THR: Take Home Ratio; FFW: Food for Work; FFT: Food for Training; HIV/TB: HIV/AIDS and TB beneficiaries; C/V: Cash & Voucher

Annex 7: Full timeline

Activities	Deliverables	Start date	End date	Duration	Who is responsible
Inception phase		13 May 2013	05 July 2013		
Document review		13 May 2013	19 May 2013	7	Eval team
HQ briefing		13/05/2013 (tentativ	15/05/2013 (tentativ	3	Eval team
Inception Report drafting		27 May 2013	17 June 2013	22	Eval team
	IR Draft		17 June 2013		Eval team
Inception Report QA		18 June 2013	24 June 2013	7	EM + Ref gps
Inception Report Revision		25 June 2013	01 July 2013	7	Eval team
	IR Revised		01 July 2013		Eval team
Evaluation phase		01 July 2013	30 August 2013		
Self-Assessment/Evaluation survey/Desk country case studies/ HQ interviews/ business processes reviews/benchmarking		01 July 2013	26 August 2013	57	Eval team
Country visit 1		08 July 2013	15 July 2013	8	Eval Team
	Aide memoire C 1		16 September 2013		Eval Team
Country visit 2		22 July 2013	29 July 2013	8	Eval Team
	Aide memoire C 2		16 September 2013		Eval Team
Country visit 3		22 July 2013	29 July 2013	8	Eval Team
	Aide memoire C 3		16 September 2013		Eval Team
Country visit 4		22 July 2013	29 July 2013	8	Eval Team
	Aide memoire C 4		16 September 2013		Eval Team
Reporting phase		02 September 2013	25 November 2013		
Evaluation report drafting		02 September 2013	14 October 2013	43	Eval team
Draft zero ER					
	ER Draft 0		14 October 2013		Eval team
1st level QA review D0/ Ref groups		14 October 2013	21 October 2013	8	EM
Revision (1) D0		21 October 2013	27 October 2013	7	Eval team
	ER Draft 1		27 October 2013		Eval team
Draft one ER					
Stakeholders comments on D1		28 October 2013	04 November 2013	8	Stakeholders
Revision D1		05 November 2013	08 November 2013	4	Eval team
	ER Draft D2		08 November 2013		Eval team
Approval of D2		11 November 2013	14 November 2013	4	OE Dir
Executive Managements Comments on SER		15 November 2013	22 November 2013	8	EM
Revision of SER		23 November 2013	26 November 2013	4	EM
Debriefing workshop	Aide memoire	21/10/2013 (tent.)	22/10/2013 (tent.)		Eval team

Acronyms

AfDB	African Development Bank
ALINe	Agricultural Learning and Impacts Network
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CAP	WFP Corporate Action Plan on gender
CEB	Chief Executives Board for Coordination
CIDA	Canadian International Development Agency
CO	WFP Country Office
CW	Commitments to Women
Do, 1	Draft o, Draft 1
DAC	Development Assistance Committee
EB	WFP Executive Board
ECOSOC	UN Economic and Social Council
ECW	Enhanced Commitments to Women
EQAS	OE's Evaluation Quality Assurance System
EM	Evaluation manager
ER	Evaluation Report
FAO	Food and Agriculture Organization
IASC	Inter-Agency Standing Committee
IDS	Institute of Development Studies
IFAD	International Fund for Agricultural Development
GIF	Gender Innovation Fund
HQ	WFP Headquarters
IR	Inception Report
OEV	WFP Office of Evaluation
QA	Quality Assurance
MDG	Millennium Development Goals
NGOs	Non-governmental organizations
NORAD	Norwegian Agency for Development Cooperation
P4P	WFP Purchase for Progress Initiative
RBA	Rome Based Agencies
RMP	WFP Results Management and Performance Division
SAFE	Safe Access to Firewood and Alternative Energy
SER	Summary Evaluation Report
TBD	To be Determined
THR	Take Home Rations
TOR	Terms of reference
UNEG	United Nations Evaluation Group
UNCT	UN Country Team
UNSWAP	United Nations System Wide Action Plan
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
USD	US Dollar
WFP	World Food Programme