



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

[FINAL] TERMS OF REFERENCE [2008 CASH AND VOUCHER POLICY EVALUATION]

TABLE OF CONTENTS

1. Background	2
1.1. Introduction	2
1.2. Context.....	2
2. Reasons for the Evaluation	4
2.1. Rationale.....	4
2.2. Objectives	4
2.3. Stakeholders and Users of the Evaluation.....	4
3. Subject of the Evaluation	5
3.1. WFP's Cash and Voucher Policy.....	5
3.2. Overview of WFP Activities for Policy Implementation.....	7
3.3. Scope of the Evaluation	9
4. Evaluation Questions, Approach and Methodology	9
4.1 Overview of Evaluation Approach	9
4.2 Evaluability Assessment	9
4.3 Evaluation Questions	10
4.4 Methodology	12
4.5 Quality Assurance	13
5. Organization of the Evaluation	13
5.1. Phases and Deliverables	13
5.2. Evaluation skills and expertise required	14
5.3. Roles and Responsibilities	14
5.4. Communication.....	15
5.5. Budget.....	15
Annexes	16
Annex A: Internal Reference Group	16
Annex B: Detailed Evaluation Timeline	16
Annex C: Evaluation Communication Plan	16
Annex D: Mapping of C&V analytic work (2008-2013).....	16
Annex C: Evaluation Communication Plan.....	19
Annex D: Mapping of C&V analytic work (2008-2013).....	20
Annex E: Mapping of C&V interventions	24
Bibliography	30

1. Background

1.1. Introduction

1. Policy Evaluations focus on a WFP policy and the operations and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.
2. The TOR were prepared by the WFP Office of Evaluation (OEV) evaluation manager, Mr. Ross Smith, based on a document review and discussions with key internal stakeholders.
3. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfill. The TOR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents an overview of WFP's policy and the operations to implement it, and defines the scope of the evaluation; Section 4 spells out the evaluation questions, approach and methodology; Section 5 indicates how the evaluation will be organized.
4. The annexes provide additional information on background documentation and secondary data that will be a core component of the evaluation. In addition, details on the evaluation timeline and internal reference group are provided.

1.2. Context

5. There is a large recent literature on the role of cash and vouchers as important food security and humanitarian interventions (for overview see Ravallion 2003, Samson, Niekerk et al. 2006, Grosh, del Ninno et al. 2008, Holmes 2009, Jaspars and Maxwell 2009, Harvey and Bailey 2011). This draws partially on the role of cash transfers or vouchers as integral to social protection or safety net systems in national social policies. It also draws on the recognition that market-based interventions can effectively address food access and utilization issues when market systems and structures are functioning. There is a significant body of normative work on the relevance and efficiency of cash and vouchers in addressing food insecurity (see Dreze and Sen 1989, Besley and Kanbur 1990, Barr 1992, Ravallion 1997).
6. WFP has been implementing cash and voucher interventions for over a decade in a variety of contexts and scales. This parallels the growing use of cash and voucher transfers for humanitarian and development purposes across all governments, UN agencies, and NGOs. Key drivers of this shift is the recognition that food insecurity can be caused by political and market failures as much as by supply failures and that the choice of food assistance modality is dependent on a variety of market, livelihood, and socio-cultural, economic and political factors in each context (Devereux 2008, Lentz, Barrett et al. 2013, Maxwell, Stobaugh et al. 2013, Maxwell, Parker et al. 2013). WFP's 2008 Cash and Voucher policy (WFP 2008) was formulated as a corporate commitment to these different modalities of food assistance, and was built on a significant body of normative work and international implementation experience (see Gentilini 2007 for an overview).
7. In the period 2006-2008, one-third of the 115 WFP food security and market assessments recommended cash or voucher instruments for food assistance programming. Partially in response to the recognition of the role of and demand for cash or voucher programming, a 2007 WFP Directive (WFP 2007) established

interim procedures for developing and approving cash or voucher pilot projects. This interim guidance initiated the increased requirements (beyond in-kind food assistance project design) for assessment and analysis, monitoring and evaluation, and approvals of cash or voucher projects.

8. The 2008 Cash and Voucher policy built upon the institutional and operational framework in the 2007 Directive, providing a formal framework for the use of cash and vouchers in WFP and situating these modalities within the WFP Strategic Plan. The policy outlined a number of broad opportunities, challenges and comparative advantages for WFP's use of cash and vouchers and several programming, capacity building and partnership implications.

9. The WFP 2008-2013 Strategic Plan (WFP 2008) provided the framework for WFP's shift from food aid to food assistance. This included the embrace of the different modalities of food assistance, as well as the need to build upon demand from beneficiaries, ensuring food assistance is appropriate to context. There was also increased recognition of the need for capacity building and partnerships to support coherence in delivery and national government policies and priorities.

10. Cash and vouchers, as modalities of food assistance, contributed in varying degrees to all five Strategic Objectives of the 2008-2013 Strategic Plan. The supporting Strategic Results Framework¹ provided the corporate outcomes, outputs and indicators to which all WFP interventions must align. This results framework also mainstreams the expected outcomes for cash and vouchers, wherein they contribute to the planned results under each of the Strategic Objectives. Thus cash and vouchers are viewed as modalities or inputs within the broader corporate set of outputs, outcomes and objectives formalized by the 2008-2013 Strategic Plan and Results Framework.

11. The 2014-2017 Strategic Plan (WFP 2013) and associated 2014-2017 Strategic Results Framework continues the approach of mainstreaming cash and vouchers as food assistance modalities. These documents provide more specificity on the role of cash and vouchers than the 2008-2013 Strategic Plan, aligning the use of cash and vouchers with two of the three transfer categories: i) general and targeted distributions; and ii) asset and human capital creation.

12. In 2013, a WFP external audit (WFP 2013) on the use of cash and vouchers assessed internal procedures for selection of cash or voucher modalities and the controls in place to ensure management of the interventions. The report notes progress on some aspects of corporate guidance and procedures, while gaps remained in corporate oversight and technical solutions for management of these transfer types. The report makes eleven recommendations, all of which were accepted by WFP management with agreement to take specific actions (WFP 2013).

13. Cash and voucher food assistance modalities are thus well established in WFP, both within its humanitarian and development mandates aligned to international good practices for food assistance and within its policy frameworks guiding its operations. The 2008 policy provides the basis for this evaluation and the findings and recommendations of the evaluation will be used to update and renew the policy.

¹ The Strategic Results Framework (SRF) was revised periodically during the 2008-2013 period.

2. Reasons for the Evaluation

2.1. Rationale

14. This policy evaluation responds to the mandatory policy evaluation requirements embedded in the WFP Policy Formulation EB.A/2011/5-B document which states that any WFP policy will be evaluated within 4-6 years of its approval. The WFP Executive Board has also expressed a strong interest in this evaluation during the annual evaluation consultations.

15. The Cash and Voucher policy evaluation is a high priority for the Office of Evaluation work plan of 2014, confirmed relevant and appropriately timed. The evaluation will provide evidenced-based information on the quality and implementation status of the 2008 policy and provide inputs to WFP's planned updates or revisions to the policy.²

2.2. Objectives

16. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- Assess and report on the quality and results of the 2008 Cash and Voucher policy and associated operations and activities to implement the policy (accountability); and
- Determine the reasons why certain changes did or did not occur in order to develop lessons that will help in revisions or updates to the policy and in its implementation (learning).

2.3. Stakeholders and Users of the Evaluation

17. A preliminary list of key internal and external stakeholders is provided in Table 1. It is expected that the evaluation team will conduct a more thorough stakeholder analysis during the inception stage of the evaluation.

Table 1: Preliminary list of key stakeholder groups

Internal stakeholder groups	External stakeholder groups
WFP senior management, including Regional Bureaux WFP Policy, Programme and Innovation (PPI) division, including the Cash for Change (CfC) unit Other WFP headquarter units involved in cash and voucher implementation and reporting including gender, protection, performance management, logistics, procurement, IT. WFP Country Offices WFP Executive Board	WFP cooperating partners National government partners WFP donors Other UN agencies in countries where WFP has a presence Inter-agency cluster members, e.g. food security cluster or logistics cluster, involved in emergency response Relevant private sector partners involved in implementation, e.g. financial institutions, service providers, market traders, etc. Research and training organizations in the

² It is not yet confirmed whether a policy update or a policy revision will be developed. The previous policy update was presented to the WFP Executive Board in 2011 and provided detail on the implementation of the policy.

	humanitarian sector
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18. An internal reference group (IRG) will be substantially involved throughout the evaluation process. Composed of representatives from internal stakeholder groups, the reference group will provide input at key stages throughout the evaluation process. The IRG membership (see Annex A) is drawn from the Cash for Change (CfC) stakeholder group, and selected members of WFP management.

3. Subject of the Evaluation

3.1. WFP's Cash and Voucher Policy

19. The 2008 Cash and Voucher policy provides the framework for implementation of cash and voucher modalities. It has been complemented by:

- A Finance and Legal Division financial procedure 'Accounting Procedures on the Use of Cash Transfers to Beneficiaries in WFP Operations' (July 2008 – FP2008/005) - revised in November 2009 (FP2009/009) and since superseded in Sept. 2013 by the Joint Directive OS/2013/003 below;
- The recent Operations Services and Resource Management & Accountability Departments Joint Directive on Operations and Finance Procedures for the use of Cash and Voucher Transfers to Beneficiaries (Sept 2013 – OS2013/003 RM2013/005).
- The 2011 Operations Department Directive on Cash And Voucher Programming (December 2011 – OD2011/004) which outlines the Cash and Voucher Business Model;
- The December 2009 Cash and Voucher Manual, issued in 2010;
- on-going (2013/14) revisions to the Cash and Voucher Manual

20. The 2008 policy outlines key expected results, opportunities, and a framework for policy implementation.

21. The expected results include increased empowerment and decision-making ability of beneficiaries, enhancing their ability to manage risks and improve nutritional status, reduced cost to beneficiaries (in terms of transaction costs), and increased market activities and market engagement. It also prescribes greater coherence and alignment of WFP interventions with national policies and priorities for food security and nutrition, education, social protection and poverty reduction.

22. Within these overall results, several opportunities for WFP are outlined in the policy. Complementarity between food, voucher and cash interventions within a given context would mean greater responsiveness to seasonal or market conditions or beneficiary³ preference. Leveraging WFP's existing capacity for assessments and targeting methodologies is highlighted. The potential for faster response times, improved cost-efficiency, greater relevance for urban food insecurity, and integration into national social protection programmes are also noted as opportunities.

³ The term 'beneficiary' refers to women, men, boys and girls receiving WFP food assistance and where relevant should be distinguished by sex and age.

23. The policy framework notes several key factors that guide C&V project design and implementation (see Table 2).

Table 2: Cash & Voucher – implementation factors

Implementation factor	Description
Programme objectives	No specific objectives for C&V interventions; the food security/nutrition objectives of the intervention take precedence.
Markets	Understanding the capacity, potential and limitations of markets is of utmost importance in selecting the appropriate response
Implementation capacity	Adequate and accessible financial partner institutions, and appropriate monitoring, reporting, and control systems are essential.
Cost efficiency	C&V are generally more cost-effective than in-kind food assistance when markets are functioning and implementation capacity is adequate; cost comparisons should be on a full-cost basis.
Beneficiary preference	Participatory approaches are essential to programme design and beneficiary preference should be considered in the choice of transfer modality.
Gender	Gender considerations need be included in C&V programming; they can be important tools for gender mainstreaming in WFP.

24. The policy notes that WFP's comparative advantages, as an operational agency, include its field presence and network and experience working with partners across a wide range of contexts. The analytic capacity of WFP is also noted as an important feature of policy implementation. Limitations noted include the relatively short-term nature of most C&V projects that WFP has implemented and their tendency toward 'high capacity' contexts. The policy also notes WFP's limited technical capacity for some of the required analysis, financial and institutional mechanisms required, and operational standards and guidance needed.

25. The policy highlights key institutional actions necessary for implementation of the policy.

- Programming design improvements include: i) the development of operational guidance materials, ii) linkage of assessments, programming and evaluations, iii) developing decision-making tools to identify the appropriate context-specific transfer (or combination), iv) revising all relevant corporate guidance to mainstream the cash and voucher modalities.
- Capacity strengthening required includes: i) needs assessment in transition and development contexts, ii) market analysis capacities, iii) appropriate financial management processes and tools, iv) partner assessment procedures, and v) staff skills and expertise.
- Partnership implications include: i) the necessity of aligning with national governments vis-a-vis social protection policies and priorities, ii) development

new forms of partnership with financial institutions and retailers, iii) working with NGOs with capacity for cash or voucher programming, and iv) exploration of new opportunities within the UN, World Bank, and donor agencies.

26. The 2011 Directive has been a key point of reference for implementation during the evaluation period; it provides direction on a number of programmatic, financial, and reporting issues. The Directive identifies required content in WFP project documents, implying a range of assessments and analyses that must be done, and operational approval processes, including the need for evaluation of all first-time C&V interventions.

3.2. Overview of WFP Activities for Policy Implementation

27. WFP has implemented several measures to institutionally manage cash and voucher programming to provide management, training, and guidance. The Cash for Change (CfC) unit, established in November 2010, is the corporate unit guiding cash and voucher interventions for WFP operations. The CfC unit has been operational since 2010 with estimated funding of \$5 million USD over the 2010-2014 period.

28. The CfC unit has been composed of approximately 10 professional staff with capacity building and field support as the two major functions. Capacity building includes training of WFP staff, developing corporate guidance and standards, and developing and testing tools for C&V management. A corporate training of over 200 programme management staff was done in 2012 and a second round of training is planned in 2014. The field support function includes day-to-day operational support for Country Offices, including support for assessments, intervention design, etc. The CfC unit capacity is complemented by C&V focal points in many of the Regional Bureaux and Country Offices.

29. Guidance provided by WFP for implementation of cash and voucher interventions has evolved over the 2008-2013 period, with the 2009 Cash and Voucher manual updated in 2013 to reflect lessons learned over the period and the new cash and voucher business processes introduced in 2012.

30. The cash and voucher business model includes ten main processes, from needs assessment and decision-making, to distribution planning and monitoring. The processes are embedded within the existing responsibilities of the different WFP core functions of programming, logistics, finance, ICT, and procurement. In 2012, the CfC unit implemented a series of trainings on this business model for selected WFP staff in all regions.

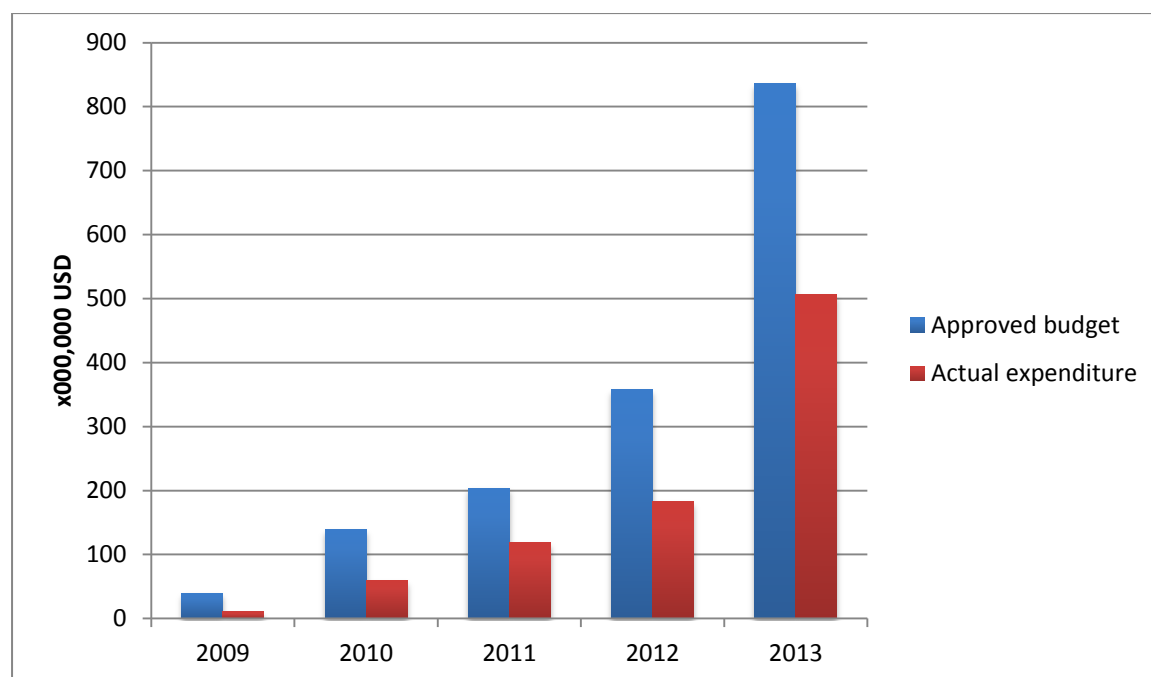
31. Cash and voucher interventions have been used in all types of WFP operations, covering the emergency to development spectrum: emergency operations (EMOP), protracted relief and rehabilitation operations (PRROs), development operations (DEV), and multi-sector country programmes (CP).

32. WFP's cash and voucher interventions are organized according to four programming models: cash account, immediate cash, paper voucher, electronic voucher. The four models imply different infrastructure and operational requirements, different types of assessment, and are applicable in different contexts. In addition, the WFP corporate requirements to manage the transfers differs by programming model. In 2013, WFP launched SCOpe (System for Cash Operations) a corporate IT solution to manage cash and voucher transfers. SCOpe is a tool to manage all aspects of the transfer process, from intervention design, registration and

enrollment, and disbursement. Prior to this, a variety of temporary solutions were in place for transfer management, dependent on the needs and capacities of the specific intervention.

33. The approved value of cash and voucher operations has significantly increased since 2009, reaching US\$ 837 million and representing 16% of the organisation's work plan in 2013. Activities were implemented in 52 countries (88 projects) in 2013 (see Figure 1). Additional detail on these activities is available in Annex E.

Figure 1: Cash and Vouchers within WFP's Programme of Work 2009- 2013



34. Since 2008, WFP has also been assessing the results of its cash and voucher work, C&V evaluation guidance has also been developed by the CfC unit, and a series of assessments on gender and protection in C&V interventions conducted. A mapping of over 40 existing evaluations, studies, lessons learned, and reviews (see Annex D for overview) has been done in preparation for this evaluation. Most of these exercises are self-identified as evaluations or reviews and were done in response to the corporate requirement (see 2011 Directive) for an evaluation of each pilot project.

35. In 2013, an external performance audit⁴ on WFP's use of cash and vouchers was conducted. The main objective of this exercise was to assess the effectiveness of the systems of selection and use of C&V modalities, the controls in place, and the potential issues mitigating scalability. The audit produced 11 recommendations covering a range of institutional issues, with recommendations targeted to headquarters, Regional Bureaux, and the Country Offices. The WFP management

⁴ <http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062619.pdf>

response⁵ to the audit specified a number of new or on-going activities, primarily focused on guidance and technical support to Country Offices.

36. In 2014, the WFP Office of Internal Audit will conduct two exercises focused on C&V. The first, an advisory exercise, will be done to identify key management risks for C&V activities and controls in place to mitigate those risks. The areas of focus are information and communication, monitoring, control activities, risk assessment, and the internal environment. The second exercise, a C&V audit and testing exercise, will be more formal, focused on the WFP internal control framework for C&V implementation, and will focus on all aspects of C&V programming. It is expected that these exercises will be completed by April 2014 and a summary of findings will be available to the evaluation team.

3.3. Scope of the Evaluation

37. The evaluation will cover the 2008 Cash and Voucher policy and its related implementation arrangements (guidance, tools, technical capacity, etc.) and policy updates. It will cover the policy implementation period from 2009 to 2013, assessing both the operational and institutional results based on those prescribed in the policy. The evaluation will also assess the quality of the policy, using international benchmarks for policy design, and the factors that have affected its implementation over the 5-year period.

4. Evaluation Questions, Approach and Methodology

4.1 Overview of Evaluation Approach

38. The evaluation will be theory-based, and use a mixed methods design. It is expected that the evaluation will utilize relevant policy analysis frameworks and organizational performance approaches to refine the evaluation questions (see Lusthaus, Adrien et al. 2002, Jann and Wegrich 2007 for an overview).

39. Based on a preliminary evaluability assessment, it is expected that there are sufficient secondary data to analyze operational results, and sufficient articulation of objectives in the policy document to develop a theory of change. Due to the scope, timeline, and resourcing of the evaluation, it will be primarily reliant on independently collected qualitative data and desk analyses of secondary quantitative data. The evaluation design and methods developed by the evaluation team shall address the evaluation questions in such a way to build upon existing data, maximize the utility of the evaluation through inclusion of key stakeholders, and ensure credibility of the evidence used for analysis, conclusions and recommendations.

4.2 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.

⁵ <http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062725.pdf>

40. While there has not been a formal evaluability assessment of the 2008 Cash and Voucher policy, preliminary analysis indicates that there is scope for evaluation against the policy objectives. The policy does not have an explicit theory of change but does articulate several expected results and institutional and operational changes required. In addition, the operational documents that include cash and voucher interventions also articulate expected results and are based on corporate guidance for logical frameworks, monitoring and performance reporting. While not articulating theories of change explicitly, these documents provide a framework for assessment of operational results.

41. The operational M&E data available for cash and voucher interventions is generally limited by the WFP corporate systems for reporting. As such, aggregated data on operational expenditures is available but these are not always easily mapped to specific cash or vouchers expenses. Reporting of results is generally limited to output level indicators and there is no reliable corporate system of reporting on expected outcomes or impacts. There is an additional challenge of disaggregating cash and voucher results from those of a broader operation or intervention; cash and vouchers are modalities that contribute to food security or nutrition outcomes and many operations contain a mix of activities and modalities. Annex E contains a preliminary analysis of data available through corporate reporting systems, including the different types of activities that use cash or vouchers and the expenditures. Additional data will be made available to the evaluation team.

42. The CfC unit has put significant effort into the assessment of cash and voucher interventions since 2009/10. This analytic work (see Annex D for an overview) provides a valuable source of secondary data for this evaluation and complements what will be available through the corporate data systems.

4.3 Evaluation Questions

43. The Policy Evaluation will address three key evaluation questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and will help programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the Cash and Voucher policy should meet.

44. **Question 1: What was the *quality* of the policy?**

Potential sub-questions

- i. How did the policy *benchmark* with international good practice for policy design in comparator organizations?
- ii. Was the policy *relevant* to the organizational needs, priorities, and formal/informal practices of project implementation?
- iii. Was the policy *consistent and coherent* with other WFP policies and business processes?
- iv. Has the policy remained *relevant* over the evaluation period?
- v. In what ways was the policy informed by an analysis of the potential benefits and risks to women and men of C&V assistance?

45. **Question 2: What were the intended and unintended *results* of the policy?**

Potential sub-questions

- i. How *effective* was WFP in achieving the operational and institutional results of the policy?
 - a. Did C&V assistance align with national strategic priorities in the areas of social protection, food security, food/price policies, etc.?
 - b. What were the effects on the coping strategies and livelihoods of beneficiaries receiving C&V assistance?
 - c. What were the effects on beneficiary empowerment and decision-making authority through receipt of C&V assistance?
 - d. What were the other gender and protection implications (positive or negative) for beneficiaries receiving C&V assistance?
 - e. Did WFP build sufficient organizational capacity (financial management, technical capacity, M&E systems, human resources) to manage C&V assistance?
 - f. Did WFP build sufficient partnerships for implementation of C&V assistance?
- ii. How *efficient* was WFP in achieving these results?
 - a. What was the cost efficiency of C&V transfer options compared to in-kind food assistance?
 - b. What were the transaction costs for beneficiaries associated with C&V assistance? Transaction costs for beneficiaries include the requirements for receipt of the cash or voucher and the ability of beneficiaries to optimize the assistance.
 - c. What were the effects of C&V modalities on the timeliness and flexibility in delivering food assistance to food-insecure populations?
- iii. **Question 3: What were the *factors* affecting implementation and results of the policy?**

Potential sub-questions

- i. Was the *organizational capacity*, including financial management, organizational leadership, human resources, guidance and standards, infrastructure, etc. sufficiently scaled up to implement the policy?
- ii. How was policy implementation positively or negatively effected by *organizational motivation* factors, including organizational culture, organizational history, incentive and rewards, etc.?
- iii. How did the *enabling environment*, including funding levels, operational contexts, etc., positively or negatively effect policy implementation?

4.4 Methodology

46. The methodology will be refined at the inception phase, but should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.). The evaluation will use the internationally agreed evaluation criteria (DAC and ALNAP), including those of relevance, efficiency, effectiveness, impact and sustainability and ensure that gender and protection issues are incorporated in the evaluation design.

47. It is expected that the evaluation will use a mix of approaches and tools, including the following:

- An analysis of the WFP Cash and Voucher policy and associated operational documentation
- An assessment of centralized and decentralized evaluations
- A review of selected WFP business processes that have implications for WFP's Cash and Voucher policy implementation
- A review and benchmarking of relevant policy documents and guidance from comparator organizations
- Key stakeholder interviews at headquarter and country level
- Country case studies
- Survey of WFP offices

48. The evaluation will build on the evidence accumulated by WFP's Policy Division since 2009 and the Cash for Change unit since 2011. Annex D provides an introduction and overview to these different studies, assessments and evaluations. The evaluation will have to review these reports for their quality, analytic rigor, and utility as secondary data sources.

49. The evaluation will also benefit from the findings of the five impact evaluations implemented by WFP and IFPRI on cash and voucher programmes. The IFPRI/WFP series of impact evaluations has generated robust quantitative evidence on comparative impacts and costs of cash and vouchers interventions in different contexts.

50. The methodology shall:

- Build on the logic of the policy and its objectives;
- Develop and refine the theory of change against which to evaluation the policy;
- Be geared towards addressing the evaluation questions presented in 4.3, elaborated in an evaluation matrix;
- Specify how gender issues will be addressed;
- Specify how efficiency and sustainability issues will be addressed;
- Take into account the limitations to evaluability described in 4.2; budget and timing considerations;
- Identify the key risks and appropriate mitigation measures.

51. The country case study selection shall be done with objectively verifiable criteria. A mapping of C&V projects (see Annex E) has been done by the CfC and OEV units and will form the basis for further short-listing and selection of the case studies. Anticipated selection criteria include geographic representation, C&V programming model representation, scale of cash or voucher programming in the

country, risk profile, e.g. corporate, reputational, or fiduciary risk, programming context, e.g. emergency response, recovery, urban vs rural, etc.

52. As outlined in the WFP EQAS, the Inception Report will detail the methodology, theory of change, final stakeholder analysis, and selection criteria for the country case studies. The Inception Report will also provide the final list of countries selected for case studies and desk studies.

4.5 Quality Assurance

53. 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 checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV 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 the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

54. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.1. Phases and Deliverables

55. Table 2 presents a tentative 2014 timetable for the evaluation process, which will be presented at the EB.1/2015.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline (2014)	Tasks and Deliverables
1.Preparatory	Feb 19 Mar 4	Final TOR and approved budget Receipt of LTA proposals
2. Inception	- Mar 24-28 Apr 28	Document review Briefing / Inception mission – Rome. Inception report finalized
3. Fieldwork	May 5 – Jun 27	4 country case studies; aide-memoires 4 desk studies
4. Reporting/Reviews	Jul 14-18 Aug 8 - Nov 21 Nov 21	Analysis workshop Draft o received Draft Evaluation Reports/Matrix of comments/Reviews Final evaluation report Management response

5. EB presentation		February 2015 (EB.1/2015)
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5.2. Evaluation skills and expertise required

56. An independent team, contracted through the Office of Evaluation, will conduct the evaluation. The team is expected to include 3-4 internationally recruited senior evaluators, one of whom will be the team leader. In addition, it is anticipated that 1-2 analysts will contribute to the primary data collection, secondary data review, and document preparation. Recognized external experts in relevant areas, e.g. social protection, evaluation methodology, etc., may be employed to advise the evaluation team and or review evaluation deliverables.

57. The *team leader* will have significant experience in evaluation team leadership, good communication and management skills, experience with policy or strategic evaluations within multi-lateral agencies and expertise in one of the technical areas required for the evaluation.

58. The *technical expertise* required for the evaluation includes, i. social protection and safety net systems, with a background in economics and ability to analyze effects on the local economy, multiplier effects, etc., ii. cash and voucher programming, ideally with experience of relevant financial and IT systems, iii. relevant assessment methodologies, including food security and nutrition assessments, market assessments and analysis, iv. gender and protection in humanitarian contexts, and v. organizational performance assessment.

59. The *evaluation team* members shall have a relevant combination of experience and expertise in the required technical areas. Familiarity with WFP programming and previous experience implementing cash and voucher projects is an advantage and a strong understanding of the relevant decision-making factors and assessment methodologies is important. English will be language of reporting but it is expected that fieldwork will be conducted in French and English, depending on the countries selected for case study. Arabic language skills within the team will be an asset.

5.3. Roles and Responsibilities

60. This evaluation is managed by the WFP Office of Evaluation and Mr Ross Smith has been appointed as evaluation manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. He will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

61. WFP stakeholders at CO, RB and HQ levels are expected to 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 [name of the country]; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

62. 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.

5.4. Communication

63. The communication plan (see Annex C) for the evaluation emphasizes engagement of the key stakeholders throughout the evaluation process. The internal reference group (IRG) will be the key focus of regular updates from the Evaluation Manager and the evaluation team and discussion and feedback sessions are scheduled in each of the main phases of the evaluation.

64. The IRG, composed of members from the CfC stakeholder group and WFP management, will be responsible for providing input from their respective organizational units/departments on the core evaluation deliverables, suggesting key reference documents and contacts for key stakeholders, and to participate as relevant in evaluation debriefing, workshops, etc. They may also provide input to the evaluation team through key informant interviews or surveys.

65. The communication plan also includes an external communication component, indicating how, when, and to whom the core evaluation deliverables will be disseminated and reported outside of WFP.

5.5. Budget

66. The evaluation will be financed from OEV's Programme Support and Administrative budget. The anticipated budget is based on the team composition presented in section 5.2 and the evaluation schedule summarized in Section 5.1.

Annexes

Annex A: Internal Reference Group

Annex B: Detailed Evaluation Timeline

Annex C: Evaluation Communication Plan

Annex D: Mapping of C&V analytic work (2008-2013)

Annex E: Mapping of C&V interventions 2008 - 2013

Annex A: Internal Reference Group

Membership

The Internal Reference Group (IRG) is proposed to include the existing CfC stakeholder group plus additional members of WFP management.

CfC Stakeholder Group technical officers from the following offices:

IT, Policy and Portfolio
Logistics
Innovations, PPI
Vulnerability Assessment Mapping (VAM)
Procurement
Cash for Change (CfC)

Additional WFP management:

Representative from WFP Policy, Programming, and Innovation (PPI) - Rome
Representative from WFP Operations Services – Rome
Representative from WFP Resource Management and Planning – Rome
Representative from WFP Finance / Budget – Rome
Representative from WFP Regional Bureaux

Terms of Reference

1. Act as a point of contact for two-way communications/dialogue with their own Unit/Group and the Evaluation Team. Issues that may need to be communicated include technical issues related to the Evaluation plan and the process as the Evaluation proceeds and logistical or support issues especially in terms of case studies and country visits.
2. Review and provide feedback on three core Evaluation outputs: the Terms of Reference (draft circulated in *February 2014*); the Evaluation Inception Report (expected to be available by *April 2014* and the Evaluation Draft Report (expected to be available by *September 2014*)
3. Suggest key reference documents, data sources and people to be interviewed and facilitate access to people, data and documents as needed (i.e. providing email contact information etc). (by *April 2014*)
4. Participate in focus groups, interviews or workshops during the Evaluation process as key informants that provide technical information to the Evaluation Team. It is expected that all Internal Reference Group members would be interviewed by the Evaluation Team during the Inception Mission scheduled for *March 2014* and participate in the debriefing and proposed end of Evaluation workshop in *December 2014*. Additional needs for interaction and the timing will be described in the Inception Report.
5. Alert the Evaluation Manager to any issues or problems arising during the process.

Annex B: Detailed Evaluation Timeline

	Name of the Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation to WFP staff	EM	Jan 2014
	Review draft TOR on WFP feedback	EM	Feb 10
	Final TOR sent to WFP Stakeholders	EM	Feb 19
	Receipt of proposals from evaluation firms	EM	Mar 4
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	Mar
	HQ briefing and inception (WFP Rome)** (possible inception visit to RB)	EM & Team	Mar 24-28
	Submit Draft Inception Report (IR) to OEV	TL	Apr 14
	OEV quality assurance and feedback	EM	Apr 21
	Submit revised IR	TL	Apr 25
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	Apr 28
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at RB + CO(s). Internal debriefing with the RB	Team	May 5 – Jun 27
	Aide-memoires	TL	June
	Analysis work-shop	TL	July 14-18
Phase 4 - Reporting			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after the company's quality check)	TL	Aug 8
	OEV quality feedback sent to the team	EM	Aug 15
Draft 1	Submit revised draft ER to OEV	TL	Sep 12
	OEV seeks OEV Dir. Clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	Oct 3
	OEV consolidate all WFP's comments (matrix), and share them with team	EM	Oct 17
Draft 2	Submit revised draft ER to OEV based on the WFP's comments, and team's comments on the matrix of comments.	TL	Oct 31
	Review matrix and ER.	EM	
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	Nov 7
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	Nov 7
	Revise Executive Summary of evaluation report	EM	Nov 14
	OEV sends and discuss the comments on the SER to the team for revision	EM	Nov 14
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	Nov 21
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team if necessary	EM+TL	Nov 21
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to ERBT for editing and translation	EM	Nov 21
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	EB1/2015
	Presentation of management response to the EB	D/RMP	EB1/2015

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex C: Evaluation Communication Plan

[WFP Cash and Voucher 2008 Policy Evaluation]

Internal (WFP) Communications Plan

When Evaluation phase	What Communication product/ information	To whom Target group or individual with name/position	What level Organizational level of communication e.g. strategic, operational, etc.	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
TOR	Draft ToR Final ToR	IRG EMG	Operational Strategic	Ross Smith, EM HW/ACL	Meeting Meeting / email	IRG review / feedback EMG briefing
Inception	Draft IR	IRG	Opn	Ross Smith, EM	meeting	Review / feedback
Field work debrief	Aide-memoires	IRG	Opn	Ross Smith, EM	email	Review / feedback
Report	D1	IRG	Opn	Ross Smith, EM	meeting	Review / feedback
Report	D2 + SER	IRG + EMG	Strategic	HW	email	Review / feedback
<i>Post-report</i>	<i>Workshop</i>	<i>IRG + key WFP stakeholders</i>	<i>Strategic</i>	<i>OEV, CfC</i>	<i>Workshop</i>	<i>Review of recommendations, policy revision</i>

External Communications Plan

When Evaluation phase plus month/year	What Communication product/ information	To whom Target organization or individual with name/position	From whom Evaluation management, evaluation team, etc.	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Field-work	Aide-memoires	Country Office stakeholders	Evaluation team + Country Office	De-briefing	Discussion
Final Report	Final report and management response	Public	OEV and RMP	Website	Public information
<i>Other</i>					

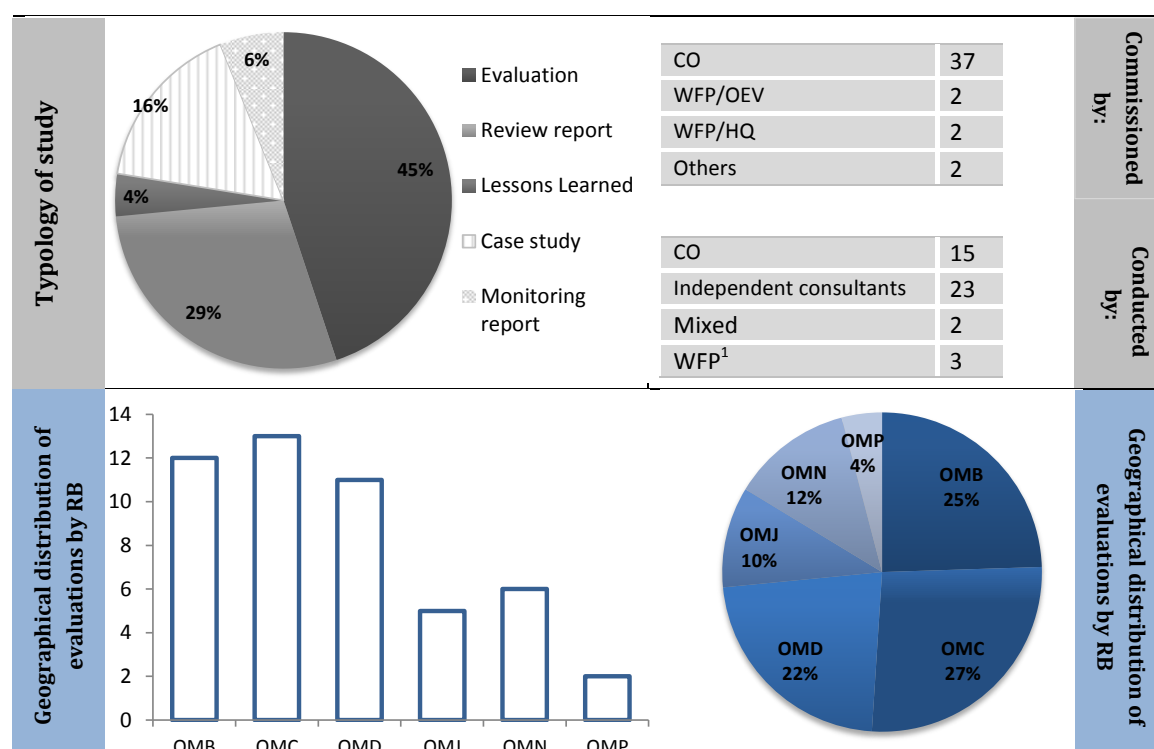
Annex D: Mapping of C&V analytic work (2008-2013)

During the preparation phase of the evaluation, OEV mapped the available secondary evaluations, studies, and related exercises that have been done by WFP Country Offices, Regional Bureaux and Headquarters over the 2008-2013 period. These studies vary in terms of their typology but also in their purposes and uses.

The majority of evaluations or reviews were linked to specific WFP operations in the country. In almost all cases, cash and voucher was the primary focus of the study while the rest comprised studies in which C&V was a component of a wider programme.

They include 22 evaluations (45%), 14 review reports (29%), 2 lessons learned (4%), 8 case studies (16%) and 3 monitoring reports⁶ (6%) for a total of 437 studies. The majority of the studies (86%) were commissioned by the CO of which 51% were conducted by independent consultants and 41% by the COs themselves. See summary graphics in Figure 1.

Figure 1: Summary mapping of C&V analytic work.



⁶ The different typologies of the studies are based on the titles reported in the studies themselves.

⁷ One Study covered multiple case studies but it is counted once in the total number.

Objectives

The objectives of the reports were different and varied in relation to the nature of the studies including their rationale, scope, purpose, and country context. Nevertheless, a substantial number of objectives were relevant and common across almost all the studies, as follows:

- Assess relevance, efficiency, effectiveness, impact and sustainability of WFP assistance;
- Compare in-kind and cash voucher-based interventions and draw some conclusions on the appropriateness and effectiveness of the transfer modality chosen overall and for the country context;
- Compare the impacts of cash and food on the local economy;
- Examine and understand the changes introduced by the cash transfer strategy on the food security, nutrition, consumption expenditures, and livelihoods of the targeted beneficiaries;
- Assess effectiveness of C&V in addressing food access and food utilization issues;
- Assess the feasibility, effectiveness and implications of cash transfers in both humanitarian and development contexts;

The secondary objectives of almost all studies were to draw lessons from the knowledge acquired from the implementation of C&V. In particular, many evaluations were conducted during or at the end of a pilot project, and therefore, they served the purpose of building the rationale strategy for expansion and scale up of the existing C&V project. On the same line, other objectives were:

- To identify lessons learned and inform future food assistance programming so that recommendations and lessons learned can feed into project design;
- To guide COs as they plan their next steps in identifying the most appropriate transfer modality for their future programmes but also to adjust the current ones;

Methodologies

A wide range of methodologies were selected according to the scope of the study and data availability. The studies applied both quantitative and qualitative approach though the majority of them were reliant on qualitative data comprising:

- Extensive desk reviews and analysis of secondary information/data: all relevant secondary materials, including baseline reports, cost data, monitoring and evaluation reports, policy documents, project data and documents, and other monitoring reports and data.
- Focus group discussions with participants, non-participants, women, traders, community leaders etc.
- Key informant interviews with local government, NGOs and partners, WFP staff.

Quantitative data:

- Approximately half of the studies used household surveys and some of them were conducted in both programme and non-programme areas.

Almost all the studies included field visits to project sites.

Key issues

The keys issues covered in the studies were:

Appropriateness of transfer modality implemented	<ul style="list-style-type: none"> • Choice of the transfer modality • Beneficiaries' preferences & perceptions • C&V in emergencies • Advantages and disadvantages from using cash • Food basket quality and value • Rural vs. Urban contexts • Cost-effectiveness
Impacts of the transfer modality chosen	<ul style="list-style-type: none"> • Food consumption • Household consumption expenditures • Food utilization • Empowerment
Implementation	<ul style="list-style-type: none"> • Design & implementation • Beneficiary targeting • Safety issues • Beneficiary registration • Hotline facility • Distribution modalities • Banking infrastructures • Technology
Partnerships	<ul style="list-style-type: none"> • Quality of partners • Selection of cooperating partners
M&E:	<ul style="list-style-type: none"> • Adequacy of M&E system • Quality of reporting
Gender	<ul style="list-style-type: none"> • Women's empowerment • Protection • Social Dynamics • Intra-household dynamics
Markets	<ul style="list-style-type: none"> • Impact on local economies • Impact on prices and inflation • Access to markets

Main Findings

When looking at the findings from the studies, caution must be taken not to overgeneralize because cash and vouchers are implemented in different contexts, and very different circumstances (urban vs. rural settings, emergency vs. development).

Nevertheless, findings in three key areas were identified as common across the studies, as follows:

- **Beneficiaries' preference** - The majority of participants in the studies preferred to receive cash over food. The ability to choose the most needed and preferred commodities, including locally produced food, and diversity is what made C&V generally preferred over in-kind food. Furthermore, they found cash to be the better choice as it allowed for the purchase of non-food items as well. Differences were found depending on context, linked to geographic areas, market facilities and seasonal calendars (e.g. value of food during the lean season)
- **Empowerment** – Across the studies, C&V were found to have contributed to the first step of empowerment (particularly of women) by providing them a relatively better choice and control over their food needs, as compared with others in kind assistance. It provided a flexible resource to affected households and empowers individuals to spend money according to their basic needs and prioritize their needs for themselves.
- **Food Consumption and diet diversity** – It was commonly found that C&V allowed the beneficiaries to access a more diverse food basket. The impact of the C&V on the beneficiaries' food consumption and dietary diversity was associated to the significant increase in the consumption of milk, dairy products and eggs compared to the group receiving in-kind food assistance. Many beneficiaries claimed that C&V enabled them to improve their dietary diversity by adding fresh food to their diets (milk, cheese, meat and the like).

Annex E: Mapping of C&V interventions

A preliminary mapping of C&V interventions was undertaken in preparation for this evaluation. Over the 2010 – 2013 period, the majority of cash and voucher interventions were implemented in the OMD (West Africa), OMN (East Africa), and OMC(North Africa and Middle East) regions. Vouchers also accounted for the majority of the transfer type. Figure 1 provides summary graphical information on this preliminary mapping and Table 1 provides details of activities by country.

Figure 1: Summary graphics of cash and voucher intervention mapping

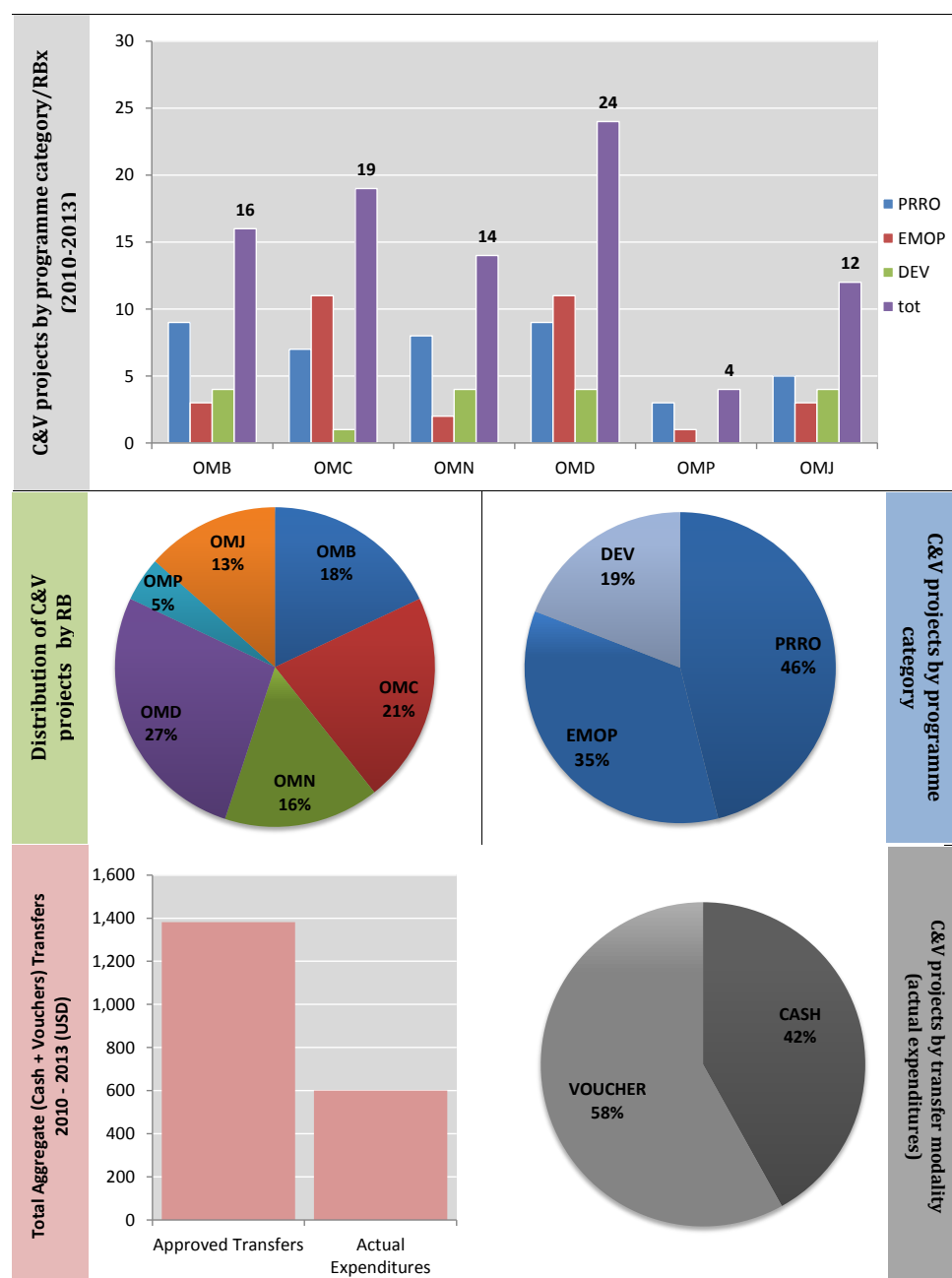


Table 1: Preliminary mapping of cash and voucher activities by country – 2009-2013

RB	CO*	Project No*	Project Type*	Project Title**	Transfer-based activity**					Total Project Aggregate (Cash + Vouchers) Transfers (USD) 2008-2016 *	
					GFD	FFA	SF	NUT	HIV/TB	Approved Transfers	Actual Expenditures
OMB	Afghanistan	200366	EMOP	Relief Food Assistance for Drought-affected Populations in Northern Afghanistan		FFW				7,578,540	4,299,804
	Afghanistan	200447	PRRO	Assistance to Address Food Insecurity and Undernutrition	X	CFW+CFT				31,716,000	-
	Bangladesh	200243	DEV	Country Programme		CFT+CFT				17,254,575	8,097,109
	Cambodia	200202	DEV	Country Programme	X	Cash Scholarship				4,036,872	751,111
	Cambodia	200373	EMOP	Relief and Early Recovery Food Assistance to Flood-affected Households in Cambodia	X					699,930	504,747
	Laos	200242	DEV	Country Programme		CFW				1,197,433	-
	Myanmar	200299	PRRO	Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable		CFW+CFT				2,700,000	135,279
	Nepal	200152	PRRO	Assistance to Food-insecure Populations in the Mid- and Far-West Hill and Mountain Regions		CFW				19,131,418	7,485,714
	Nepal	200319	DEV	Country Programme		CFW+CFT				14,379,733	-
	Pakistan	200145	PRRO	Food Assistance for Household Food Security and Social Stability		CFW+CFT				14,270,826	2,540,296
	Pakistan	200177	EMOP	Emergency food assistance to families affected by monsoon floods in Pakistan	X****	CFW****				34,976,672	13,831,962
	Pakistan	200250	PRRO	Enhancing Food and Nutrition Security and Rebuilding Social Cohesion	X	CFW				47,366,192	5,827,488
	Philippines	200131	PRRO	Assistance to IDPs, Returnees and other Food-insecure Households in Conflict-affected Areas of Central Mindanao						3,400,000	470,808
	Philippines	200296	PRRO	Support for Returnees and other Conflict-Affected Households in Central Mindanao, and National Capacity Development in Disaster Preparedness and Response		CFT				4,000,000	1,345,948
	Sri Lanka	200143	PRRO	Supporting Early Recovery in Former Conflict affected Areas	X					1,678,280	506,296
	Sri Lanka	200452	PRRO	Supporting Relief and Recovery in Former Conflict-Affected Areas	X	CFW+CFT				5,734,976	530,572
Regional Sub-totals	No. of Countries = 9	No. of Projects = 16	PRRO = 9 EMOP = 3 DEV = 4								

OMC	Egypt	200238	DEV	Country Programme	Conflicting information: text (Com 3) & Table 2 (Com 2, 4)				7,592,089	-
	Egypt	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria	X****				26,120,000	6,690,479
	Iraq	200035	PRRO	Support for vulnerable groups		CFW****			8,958,907	6,758,309
	Iraq	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria	X****				69,204,900	11,579,648
	Jordan	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria	X****				365,752,160	62,506,015
	Jordan	200537	PRRO	Assistance to food-insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict	X	CFW+CFT			11,440,678	-
	Kyrgyzstan	200036	PRRO	Support to Food Insecure Households		CFW****			531,000	-
	Lebanon	200426	EMOP	Emergency Food Assistance to Syrian Refugees in Lebanon	X				203,641	203,639
	Lebanon	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria	X****				406,305,724	93,464,081
	Libya	200257	EMOP	Food assistance to vulnerable populations affected by conflict	X****				7,657,259	2,106,249
	Palestine	200037	PRRO	Targeted Food Assistance to Support Destitute and Marginalized Groups and Enhance Livelihoods in the West Bank	X	CFW			45,511,062	23,903,123
	Palestine	200298	EMOP	Emergency food assistance to the non-refugee population in the Gaza Strip	X				12,872,333	9,921,454
	Sudan	200027	EMOP	Food assistance to populations affected by conflict	X				5,957,642	3,145,353
	Sudan	200151	EMOP	Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters	X	CFW			19,210,451	12,637,046
	Sudan	200312	EMOP	Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters	X				26,778,354	19,918,061
	Sudan	200457	EMOP	Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters	X	CFW			30,249,450	11,527,994
	Syria	200040	EMOP	Assistance to Iraqi Refugees in Syria	X				23,244,732	19,666,649
	Syria	200339	EMOP	Emergency Food Assistance to People Affected by Unrest in Syria	X****				10,800,000	-
	Tajikistan	200122	PRRO	Restoring Sustainable Livelihoods for Food-Insecure People					136,500	149,790
	Tunisia	200307	PRRO	Assistance to Disadvantaged Rural Communities Affected by Food Insecurity		CFW+CFT			11,620,300	658,039
	Turkey	200433	EMOP	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria	X****				117,090,000	35,069,407
	Yemen	200044	PRRO	Food Assistance to Somali Refugees in Yemen		CFT			200,000	-
	Yemen	200451	EMOP	Emergency Food and Nutrition Support to Food-Insecure and Conflict-Affected People						
Regional Sub-totals	Number of Countries = 13	No. of Projects = 19	PRRO = 7							
			EMOP = 11							
			DEV = 1							

OMN	Burundi	200119	DEV	Country Programme		CFW				324,972	-
	Burundi	200164	PRRO	Assistance to Refugees, Returnees and Vulnerable food-insecure populations	X					3,032,777	2,454,414
	Djibouti	200293	PRRO	Assistance to Vulnerable Groups Including Refugees	X					3,704,861	1,868,450
	Ethiopia	200253	DEV	Country Programme					X****	17,952,315	8,266,326
	Ethiopia	200290	PRRO	Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity	X					45,828,035	6,519,151
	Ethiopia	200365	PRRO	Food Assistance for Somali, Eritrean and Sudanese Refugees	X						526,500
	Kenya	106680	DEV	Country Programme			X**** School meal commodities purchased			487,500	332,122
	Kenya	200174	PRRO	Food Assistance to Refugees	X					1,286,200	168,901
	Kenya	200294	PRRO	Protecting and Rebuilding Livelihoods in Arid and Semi-Arid Areas	X	CFW				76,162,286	19,156,884
	Somalia	200281	EMOP	Tackling Hunger and Food Insecurity in Somalia	X****					5,000,000	920,961
	Somalia	200443	PRRO	Strengthening Food and Nutrition Security and Enhancing Resilience	X	X				42,115,272	1,204,726
	South Sudan	200338	EMOP	Food Assistance for Food-Insecure and Conflict-Affected Populations in South Sudan		CFW*****				14,116,469	161,140
	Uganda	108070	DEV	Country Programme	X	CFW+CFT	Cash awards			5,641,272	1,118,852
	Uganda	200429	PRRO	Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees And Extremely Vulnerable Households	X					3,390,912	-
Regional Sub-totals	Number of Countries = 7	No. of Projects = 14	PRRO = 8 EMOP = 2 DEV = 4								

[illegible]

OMP	Colombia	200148	PRRO	Integrated Approach to Address Food Insecurity among Highly Vulnerable Households Affected by Displacement and		Support to blanket supplementary feeding for				1,905,181	-
	Ecuador	200275	PRRO	Assistance to Refugees and Persons Affected by the Conflict in Colombia	X					2,969,364	1,127,869
	Haiti	108440	PRRO	Food Assistance for vulnerable Groups exposed to recurrent shocks		CFW****				49,497,408	5,757,307
	Haiti	200110	EMOP	Food Assistance to Earthquake Affected Population in Haiti		CFW****				61,727,400	31,101,003
Regional Sub-totals	Number of Countries = 3	Number of Projects = 4	PRRO = 3								
			EMOP = 1								
			DEV = 0								
OMJ	Congo (Brazzav)	200211	DEV	Safety Net Programme		Support to regular school and Child He				3,191,840	993,310
	Dem. Rep. Congo	200167	PRRO	Targeted Food Assistance to Victims of Armed Conflict and other Vulnerable Groups	X****	CFW+CFT****				35,311,949	12,094,567
	Dem. Rep. Congo	200480	EMOP	Emergency Support to Internally Displaced Populations in Eastern Democratic Republic of Congo	X					9,448,650	2,182,702
	Dem. Rep. Congo	200540	PRRO	Targeted Food Assistance to Victims of Armed Conflict and other Vulnerable Groups		CFW				38,183,009	1,790,920
	Lesotho	200499	EMOP	Assistance in Response to Crop Failure in Lesotho		CFW				6,732,143	2,758,151
	Madagascar	200065	PRRO	Response to Recurrent Natural Disasters and Seasonal Food Insecurity in Madagascar		CFW****				565,622	26,664
	Malawi	200608	EMOP	Targeted Relief Food Assistance to Vulnerable Population Affected by Natural Disasters	X					13,760,345	-
	Mozambique	200286	DEV	Country Programme	X	CFW	Support to orphans and vulnerable c			9,898,182	1,318,692
	Tanzania	200200	DEV	Country Programme		CFW	Support to MCHN programme			132,000	105,773
	Zambia	200157	DEV	Country Programme			MCHN centres: voucher /TB treatment			2,880,000	-
	Zimbabwe	200162	PRRO	Assistance for Food-Insecure Vulnerable Groups	X	CFW				27,390,000	14,406,679
	Zimbabwe	200453	PRRO	Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity	X	CFW	Support for food-insecure households hos			31,540,000	1,584,300
Regional Sub-totals	No. of Countries = 9	No. of Projects = 12	PRRO =5								
			EMOP = 3								
			DEV = 4								

TOTAL	No. of Countries = 52	No. of Projects = 89	PRRO = 41								
			EMOP = 31								
			DEV = 17								

Source

* Cash for Change Unit (as of 7th September 2013)

** Project Document

*** Standard Project Revision 2011-2012

**** Information from Budget Revision used instead of Project Document

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