OPERATION EVALUATION

Ethiopia PRRO 200700 (2015-2018) Food Assistance for Eritrean, South Sudanese, Sudanese and Somali Refugees: An evaluation of WFP’s current operation and transition period

Supplementary Annex

June 2016 [Final]

Evaluation team: Jeanne Downen, Team Leader; Phil Sutter, Evaluator; Tamsin Walters, Evaluator; Ahmed Egeh, Evaluator; Akberet Kahsay, National Research Assistant; Robin Alhaddad, Research & Data Analyst (headquarters-based)

Evaluation Manager: Maryada Vallet

Commissioned by the WFP Office of Evaluation

Report number: OEV/2015/032
SUPPLEMENTARY ANNEX

List of supplementary annexes

Annex 4: List of persons and institutions interviewed
Annex 5: Exit debrief participants
Annex 6: Interview topical outlines
Annex 7: Fieldwork schedule
Annex 8: Evaluation matrix
Annex 9: Team composition
Annex 10: Methodology
Annex 4: List of persons and institutions interviewed

Key Informants

List of persons and institutions consulted

Total Number KII: 130

- Total number of Government of Ethiopia officials interviewed: 29
- Total number of donors and United Nations agency reps interviewed: 24
- Total number of WFP staff interviewed: 45
- Total number of other NGO partners: 32

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<th>PRRO activity discussed, if sector-specific</th>
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1 All interview dates are for 2016.
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**WFP**

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<td>ET</td>
</tr>
<tr>
<td>Haku Jemal</td>
<td>Danish Refugee Council</td>
<td>Gambella</td>
<td>12 March</td>
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<tr>
<td>Yusuf Daud</td>
<td>Norwegian Refugee Council</td>
<td>Gambella</td>
<td>12 March</td>
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<tr>
<td>Mary T</td>
<td>Refugee Programme Manager, GOAL</td>
<td>CO, Addis Ababa</td>
<td>14th March</td>
<td>Nutrition</td>
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<tr>
<td></td>
<td>IMC</td>
<td>Addis Ababa</td>
<td>15th March</td>
<td>Nutrition</td>
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**Focus group participants**

**Focus Group Discussion Summary:**

No. of focus group discussions: 35
Estimated total number of FGD participants: 401 (194 male/207 female)

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<tr>
<th>COMMITTEE/OR TYPE (E.G., MOTHERS GROUP)</th>
<th># OF PARTICIPANTS</th>
<th># OF MALES</th>
<th># OF FEMALES</th>
<th>LOCATION:</th>
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<tr>
<td>Refugee elders</td>
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<td>8</td>
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<tr>
<td>Women</td>
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<tr>
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<td>Primary school boys, grade 5</td>
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<tr>
<td>Men</td>
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<td>Women</td>
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<td>Youth Association Committee</td>
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<td>11</td>
<td>1</td>
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<tr>
<td>UNHCR &amp; IP representatives</td>
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<td>5</td>
<td>2</td>
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<td>8 March</td>
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<td>Food Committee and Refugee committee</td>
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<td>17</td>
<td>3</td>
<td>Hitsats camp, Tigray</td>
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<tr>
<td>Primary school students</td>
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<td>Primary school teachers</td>
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<td>Refugee Central Committee &amp; Refugee elders (Joint discussion)</td>
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<td>5</td>
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<td>Food Committee members</td>
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<tr>
<td>Women</td>
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<td>Women</td>
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<td>Location</td>
<td>Date</td>
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<td>Refugee elders and Refugee Central Committee Members (joint discussion)</td>
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<td>Chairman of the refugee council, Ter Keat</td>
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<tr>
<td>Women</td>
<td>9</td>
<td>0</td>
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<td>10 March</td>
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<td>Refugee leaders (various groups)</td>
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<td>Mothers/pregnant women in SFP</td>
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<td>Food Distribution Committee</td>
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<tr>
<td>Refugee Coordination Committee/elders/court</td>
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<td>15</td>
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<td>Tierkidi camp, Gambella</td>
<td>12 March</td>
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<tr>
<td>Women/elders/court</td>
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<td>Tierkidi camp, Gambella</td>
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<td>Market vendors (vegetable and fresh fruits)</td>
<td>6</td>
<td>6</td>
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<td>Outside Tierkidi camp, Gambella</td>
<td>12 March</td>
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<tr>
<td>Refugee Youth Representatives</td>
<td>7</td>
<td>6</td>
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<td>Tierkidi Refugee Camp</td>
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<tr>
<td>N.B also conducted household visits in all locations except Dollo Ado</td>
<td>14</td>
<td>7</td>
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<tr>
<td>Also conducted one-to-one interviews with beneficiaries at food distribution sites</td>
<td>20</td>
<td>10</td>
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<tr>
<td>Totals</td>
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<td>194</td>
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Annex 5: Exit debrief participants

The following are lists of internal and external stakeholders that participated in the fieldwork exit debriefing presentations.

List of government officials, partners and donors who participated in the preliminary findings external debriefing meeting

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Title/position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Misrak Mohamed</td>
<td>WFP desk officer at ARRA</td>
<td>ARRA</td>
</tr>
<tr>
<td>2</td>
<td>Dorothy Gazarwa</td>
<td>Nutrition Officer</td>
<td>UNHCR</td>
</tr>
<tr>
<td>3</td>
<td>Jacob Asens</td>
<td>Field expert</td>
<td>ECHO</td>
</tr>
<tr>
<td>4</td>
<td>Fitsum Aregawi</td>
<td>Programme Management Specialist</td>
<td>USAID</td>
</tr>
<tr>
<td>5</td>
<td>Munkhzaya Badarch</td>
<td>Programme Management Specialist</td>
<td>USAID</td>
</tr>
<tr>
<td>6</td>
<td>Reshid Abdi</td>
<td>Senior Program Management Specialist</td>
<td>USAID</td>
</tr>
<tr>
<td>7</td>
<td>Aurelie Carmeille</td>
<td>Deputy Country Director</td>
<td>ACF</td>
</tr>
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List of WFP CO and RB staff who participated in the preliminary findings internal debriefing

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
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<tbody>
<tr>
<td></td>
<td>Country Office</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Hakan Tongul</td>
<td>Head of Programme</td>
</tr>
<tr>
<td>2</td>
<td>Delphine Dechaux</td>
<td>Head of refugee section, programme unit</td>
</tr>
<tr>
<td>3</td>
<td>Tewelde Girma</td>
<td>Monitoring and Evaluation Officer</td>
</tr>
<tr>
<td>4</td>
<td>Yohannes Desta</td>
<td>National Programme Officer, Refugee unit</td>
</tr>
<tr>
<td>5</td>
<td>Sofie Naesdorf</td>
<td>Programme Officer, refugee unit</td>
</tr>
<tr>
<td>6</td>
<td>Tariku Alemu</td>
<td>Programme Assistant, Livelihoods, refugee unit</td>
</tr>
<tr>
<td>7</td>
<td>Rebecca Ssamba</td>
<td>Resource Management Analyst</td>
</tr>
<tr>
<td>8</td>
<td>Fethi Mohammed</td>
<td>Logistics Officer</td>
</tr>
<tr>
<td>9</td>
<td>Yihun Abebe</td>
<td>Logistics Assistant</td>
</tr>
<tr>
<td>10</td>
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<td></td>
<td>Regional Bureau and HQ</td>
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<tr>
<td>11</td>
<td>Fiona Gatere</td>
<td>Monitoring and Evaluation Officer</td>
</tr>
<tr>
<td>12</td>
<td>Filippo Pompili</td>
<td>Evaluation Officer</td>
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</table>
Annex 6: Interview topical outlines

Qualitative topical outlines for data collection are provided for the following field visits:

I. Topical Outline – WFP Country Office and sub-offices
II. Topical Outline – Questions for UN partners and bilateral donors
III. Topical Outline – Government counterparts
IV. Topical Outline – Non-governmental organisations
V. Focus Group Topical Outline – Refugees in focus group discussions
VI. Review and exam relevant records and documents
VII. Review WFP data with WFP staff

Note: These topical outlines are illustrative of the interview questions the ET used and should not be viewed as questionnaires. Thus, not all the points in the topical outlines may have been covered with each group, depending on the dynamics of the discussion and on the time available to the ET. The evaluators are highly experienced interviewers and will be sensitive to the context and timing of interviews. WFP CO’s suggested interview questions were noted by the team.

I. Questions for WFP Country Office and Sub-Offices

The Evaluation Team will elicit the views of WFP representatives on the following:

Overall Programme

1. What was the analysis of needs at the time of the design of the programme, and how was this intervention designed to meet those needs

2. What the national policies that the intervention relates to, how well it fits with and supports policy

3. Complementarity with other activities of WFP

4. Coherence of interventions with relevant WFP and United Nations-wide system strategies, policies and normative guidance (including gender)

5. How beneficiaries involved in the design, targeting, implementation and monitoring of program
   a. Complaint and feedback mechanisms available (describe; how acted on)

6. WFP Staffing – numbers/positions
   a. Is staff sufficient to guarantee appropriate engagement with partners and communities on
      i. product use
      ii. M&E
      iii. reporting
iv. use of CBT
v. nutrition implications of targeting
vi. nutrition surveys and assessments
b. Additional staff needed, if any

**Food Assistance**

1. Discuss food deliveries and distribution system (WFP).
   a. Is the current food delivery / food distribution system satisfactory
   b. Why or why not
   c. Amount delivered each month by commodity
   d. Any changes foreseen
   e. Adequacy of food basket in meeting nutrient needs
   f. Impact on nutrition when rations reduced/commodity not available
2. Describe monitoring system
   a. Effectiveness
   b. How ensure refugees receiving full entitlements
3. How has WFP adjusted programme deliveries to fit changing contexts and circumstances
   a. What types of new activities have been initiated
   b. What have been the changes in activity mix
   c. Why the changes
   d. How has the drought situation affected operations
   e. How has the drought affected livelihood operations
4. Have there been any unintended consequences of the food aid
   a. Dependency syndrome
   b. Any negative consequences vis-à-vis other potential programming initiatives
5. How has food assistance been used to promote self-reliance
   a. Has food aid provided a positive or negative impact on other programming initiatives
   b. Food sales by refugees – reasons (obtain cash, etc); how much selling is acceptable; how much selling supports healthy diet; how much selling is too much
6. Are there other food distribution modalities that could improve programme effectiveness and efficiency

**Cash Assistance**

1) What was the rationale behind using a cash-based modality (compare this with what is described against the published guidelines)
2) How have WFP and partners decided where to pilot and implement cash transfers
3) Who is targeted, why
4) Roles played by which partners
5) Strengths and weaknesses of the cash transfer programme
6) Is the value of the transfer appropriate; How was it determined
7) Does CBT have specific nutritional outcome
a) how determined/measured
b) was nutrient gap analysis used to set transfer value

8) What are the differences between food assistance and cash transfers, in terms of:
   a) Targeting
   b) Administration
   c) Monitoring system

9) How do beneficiaries use the cash; How is that tracked

10) Impact of the cash transfer; how different from what it would be for food assistance

11) Possibilities are there for enhancing monitoring of the impact of the cash transfer

12) Impact on
   a) businesses and the local market
   b) non-beneficiaries (refugees) and host communities

13) Can the system be replicated
   a) Factors that make replication feasible; factors that make it difficult

**Livelihood Assistance**

1. Efforts to promote self-reliance and livelihoods of the refugees,
   a. other opportunities are there, with the various groups

2. Most effective programming strategies to promote livelihoods

3. Describe important initiatives in promoting livelihoods
   a. Which agencies have been most prominent & most innovative
   b. WFP specific contribution

4. How can refugees achieve greater self-sufficiency within the refugee environment
   a. How have WFP programming strategies promoted this goal
   b. How have the strategies inhibited this goal
   c. Impact of Ethiopian policy forbidding livelihood strategies outside of the camps for refugees.
   d. Is the goal obtainable; Why/why not

5. How are new arrivals integrated into camp activities
   a. Are there efforts to promote livelihoods for refugees at early stage of their arrivals into the camps

**Impact of key Ethiopian policies**

1. What are the key GOE policies relating to refugee livelihoods and well-being

2. Have there been changes to government policy
   a. Why the changes
   b. Compare Somali and Afar scenarios
   c. Specifically what has been the rationale and effect of the Eritrean Out of Camp Policy
   d. Why has the same policy not been applied to Somali refugees

**WFP Collaboration & Coordination**
1. How does WFP work with partners to address issues and promote programme coherence
   a. What are some limitations
   b. What more can be done

2. Does WFP advocate for policy changes or improvements
   a. Which policies/ Which issues
   b. How in particular / what have been the modalities of advocating for policy changes

3. How are reports shared and used

4. Are partner agencies satisfied with each others’ performance and the extent of collaboration or cooperation
   a. Why or why not

**Nutrition**

1. Major achievements in the health and nutrition sector. How do you know – is there sufficient data on outcomes

2. What have been the challenges to successful programme implementation

3. How has targeting been conducted in nutrition activities. Successes and bottlenecks

4. What other actors doing in nutrition
   a. How WFP coordinates or collaborates with them. Is there a common approach/strategy in place for improving health and nutrition

5. Has WFP engaged in strategic review and planning of its nutrition activities.
   a. If so, what has this involved and what were the outcomes/changes made
   Of particular interest would be review of the balance between the preventative (BSFP) and treatment activities (TSFP) and the relative achievements of these.

6. Underlying factors of acute and chronic malnutrition in the refugee camps. Is there a good evidence-based understanding of these
   a. Linkages between nutrition and food assistance

7. Primary micronutrient gaps
   a. Strategy to reduce anemia and other MND
   b. WFP participation in ensuring adequate nutrients for vulnerable populations

8. Main messages in nutrition education and how is it implemented

9. How has the response to the nutrition situation evolved over the period of the portfolio in light of learning from programming and pilots (e.g. LNS pilot) and changes in the situation

10. How can WFP leverage impact of nutrition product support to malnourished individuals (e.g., promotion of appropriate use and optimal conditions for product acceptance)

11. What would do differently in future nutrition activities
    a. Lessons learned/ changes would you like to see
    b. What would be important to sustain or build on

12. Any changes in infant and young child feeding practices (breastfeeding or complementary feeding practices)
    a. How do you know – is there any data on outcomes.
    b. What are the challenges
c. How has the programme worked to improve these practices
13. Whether nutrition approach in the refugee context linked into the national Scaling up Nutrition (SUN) process.
14. How well are nutrition activities in camps linked into a broader multisectoral approach
15. Services for PLHIV
   a. How potential stigma addressed

**Gender**

1. Effectiveness of your office in mainstreaming gender issues and HIV/AIDS according mandate and policies. Is the knowledge on implementation of those policies sufficient among cooperating partners
2. Programs promoted by your office for gender equality and empowerment of women in addressing food and nutrition challenges
3. What would you do differently in future to improve and sustain gender in programmes and activities
   a. Lessons learned and what changes would you like to see
   b. What would be important to sustain or build on
4. Measures taken to ensure that women and girls, and men and boys, are not exposed to violence, sexual exploitation or abuse
   a. How violations addressed; recourse available to refugees
5. Describe the degree of women participation in selection of activities, planning of implementation, targeting, food distribution and monitoring.
   a. Factors that have influenced the level of women participation for different operations
6. Is there a monitoring system in place to ascertain whether women are empowered in terms of decision-making and of benefiting livelihoods
7. Is there a monitoring system in place to ascertain whether men are empowered in terms of decision-making and of benefiting livelihoods
8. How are the roles of both men and women within the household considered in programming decisions
9. How the program affects
   a. safety and security of beneficiaries.
   b. dignity of beneficiaries
   c. intra-household dynamics
   d. relationship within beneficiary community; between beneficiaries and non-beneficiaries
   e. access for specific (vulnerable) groups to assistance
II. Questions for UN Partners and Bilateral Donors
The Evaluation Team will elicit the views of UN Partners and Bilateral Donors on the following:

**Food Assistance**

1. Level of efficiency/effectiveness of the current food delivery / food distribution system
   a. Achievements; challenges
   b. Timeliness and meeting commitments/targets
   c. Changes needed
   d. Support needed to improve system

2. Unintended consequences of the food aid
   a. Dependency issues
   b. Any negative consequences vis-à-vis other potential programming initiatives

3. How food assistance used to promote self-reliance
   a. Food aid impact (positive or negative) on other longer-term programming initiatives
   b. What else can be done

4. Coordination with implementing partners
   a. Strengths; areas for improvement
   b. Roles played by partners
   c. Communication and coordination
   d. Targeting

5. Funding levels for refugee assistance
   a. Challenges; recent changes
   b. Ties between donor, GoE policies and funding

**Cash Assistance**

1) Desirability of cash vs food
2) Efficiency and effectiveness of cash-based modality
   a) Achievements; challenges
   b) Effect on other programs
   c) Targeting effectiveness
   d) Monitoring
   e) Value of transfer (appropriate; how determined)
   f) Administration of cash accounting and delivery systems

3. Differences between food assistance and cash transfers, in terms of:
   g) Targeting
   h) Administration
   i) Monitoring system
   j) Logistics
   k) Funding resources

3) Monitoring of the impact of the cash transfer – concerns, challenges
4) Local impact on:
   a) Businesses, local market
   b) Non-beneficiaries (refugees), host communities
5) Feasibility/desirability of expanding cash system
   a) resources to do so
   b) Factors that make expansion feasible or difficult

**Livelihoods**
1. Effectiveness in programming strategies that promote livelihoods
2. Describe important initiatives in promoting livelihoods
   a. Innovative agencies/approaches in promoting livelihoods
3. Achieving self-sufficiency within the refugee environment
   a. How WFP programming strategies promote this goal
   b. How the strategies inhibit this goal
   c. Impact of Ethiopian policy forbidding livelihood strategies outside of the camps for refugees
   d. Is the goal obtainable. Why/why not
6. Suggested changes to WFP programming strategies inside and outside the camps
   b. Other models to replicate

**Impact of key policies**
1. Key policies of your country/organization relating specifically to refugee support
   a. Any recent changes to these policies or funding levels (explain)
2. Key GOE policies relating to refugee livelihoods and well-being
   a. Influence of GoE policies on donors/UN partner approaches
3. Recent changes to government policy
   a. Reason for changes
   b. Compare impact on different refugee populations (Somali, Afar, South Sudanese)
   c. Rationale and effect of the Eritrean Out of Camp Policy
      i. Has the same policy been applied to Somali refugees
4. Advocacy efforts with GoE on key policies affecting refugees

**Nutrition**
1. Most pressing issues in the field on food security, nutrition and health
2. Effectiveness and efficiency of WFP in the nutrition sector
   a. Cooperation and harmonization of activities among partners in nutrition
3. Constraints to effective implementation of nutrition programmes and achievement of impact
4. Relevance and appropriateness of WFP’s approach to nutrition in the context of the refugee situation
5. Suggested changes to WFP nutrition response moving forward
Gender

1. Policies on gender relating to refugee programs
   a. Including prevention of gender-based violence, sexual exploitation and abuse of women/girls and men/boys
   b. Specific concerns around these issues
   c. Adequacy of monitoring and reporting

2. Effectiveness of WFP in mainstreaming gender issues and HIV/AIDS
   a. Specific issues/concerns to address among cooperating partners

3. Programs to promote gender equality and empowerment of women in addressing food and nutrition challenges

4. Lessons learned to improve and sustain gender in programmes and activities
   a. What would do differently
   b. Actions to sustain or build on
III. Questions for Government Counterparts
The Evaluation Team will elicit the views of Government representatives, particularly ARRA on the following:

Food Assistance
1. Is the current food delivery / food distribution system satisfactory
   a. Why or why not
   b. Changes would you like to see
2. Any unintended consequences of the food aid
   a. Dependency syndrome
   b. Any negative consequences vis-à-vis other potential programming initiatives
3. How has food assistance been used to promote self-reliance
   a. Has food aid provided a positive or negative impact on other longer-term programming initiatives
   b. Why or why not
4. Non-food item program and implementation activities
   a. Successes and challenges
   b. Why or why not
5. Effectiveness and efficiency of WFP
   a. Strategic planning
   b. Implementation
   c. M&E
   d. Logistics
   e. Staffing

Cash Assistance
1. Rationale behind using a cash-based modality
2. Effectiveness and efficiency of WFP and partners in piloting and implementing cash transfers
   a. Targeting
   b. Cash transfer mechanism
3. Strengths and weaknesses of the cash transfer programme
4. Is the value of the transfer appropriate/How was it determined
5. Differences between food assistance and cash transfers, in terms of:
   a) Targeting
   b) Administration
   c) Monitoring system
6. Impact of the cash transfer, and how is that different from what it would be for food assistance
10. Possibilities to enhance monitoring of the impact of the cash transfer

11. Impact on
   a. businesses and the local market
   b. non-beneficiaries (refugees) and host communities

12. Can the system be replicated
   a. Factors that make replication feasible or difficult

**Livelihoods**

1. How can refugees achieve self-sufficiency within the refugee environment
   a. How have WFP programming strategies promoted this goal
   b. How have the strategies inhibited this goal
   c. Impact of Ethiopian policy forbidding livelihood strategies outside of the camps for refugees.
   d. Is the goal obtainable - Why/why not

2. How new arrivals integrated into camp activities
   a. Are there efforts to promote livelihoods for refugees at early stage of their arrivals into the camps
   b. What are some other models that you are aware of elsewhere

6. What changes would you like to see in WFP programming strategies inside and outside the camps
   a. What are some other models that you are aware of elsewhere

**Impact of key Ethiopian policies**

1. What are the key GOE policies relating to refugee livelihoods and well-being
2. Have there been changes to government policy
   a. Why the changes
   b. Compare Somali and Afar scenarios
   c. Specifically what has been the rationale and effect of the Eritrean Out of Camp Policy
   d. Why has the same policy not been applied to Somali refugees

3. Long-term vision/plans for refugee populations in Ethiopia

**Nutrition**

1. What health and nutrition policies relate to refugees; how are you coordinating with WFP
2. Are SUN processes and overall approach taking refugee concerns into consideration
3. Special observations concerning the present interventions in the field of:
   a) Supplementary feeding
   b) Therapeutic feeding
   c) MCHC activities
   d) Pregnant and lactating mothers
   e) General ration
   f) HIV AIDS awareness activities

3. Describe development of the nutritional situation in the region (according to different target groups)

4. How much your office involved in the program design of WFP health and nutrition activities

5. Kinds of changes you propose for future WFP programmes in your field of activities

6. Achievements/successes

7. Most common bottlenecks in the program

8. Most urgent intervention needed to improve the situation

9. Appropriateness of food rations for, TSFP, BSFP and general distribution

10. Changes you would propose in ration and project design

11. Any data or reports on quality of health/nutrition services in camps or nutrition status of refugees that you consider important references for us

12. Most pressing issues in the field of health and nutrition

13. What are the most important nutrition education messages to focus on, in your opinion, and what have been the most successful methods of enhancing nutritional knowledge and improving practices

14. Are there any changes in breastfeeding or complementary feeding practices
   a. How do you know – is there any data on outcomes
   b. What are the challenges

**Gender**

1. Effectiveness of WFP in mainstreaming gender issues and HIV/AIDS according mandate and policies
   a. Is the knowledge on implementation of those policies sufficient among cooperating partners

2. Program does your office do to promote gender equality and empowerment of women in addressing food and nutrition challenges

3. What would you do differently in future to improve and sustain gender in programmes and activities
   a. Lessons learned and what changes would you like to see
   b. What would be important to sustain or build on

4. Measures taken to ensure that women/girls and men/boys are not exposed to violence, sexual exploitation or abuse

5. Describe the degree of women participation in selection of activities, planning of implementation, targeting, food distribution and monitoring.
   a. Factors influencing the level of women participation for different operations
6. Is there a monitoring system in place to ascertain whether women are empowered in terms of decision-making and of benefiting livelihoods?
7. How are the roles of both men and women within the household considered in programming decisions?
8. How the program affects:
   a. safety and security of beneficiaries.
   b. dignity of beneficiaries.
   c. intra-household dynamics.
   d. relationship within beneficiary community; between beneficiaries and non-beneficiaries.
   e. access for specific (vulnerable) groups to assistance.
IV. Questions for Non-Governmental Organizations
The Evaluation Team will elicit the views of Non-Government Organizations on the following:

**NGO Programme in Refugee Camps**

1) Please describe your programme
2) Goals of your programme
   a) Achievements/challenges
   b) Main lessons learnt
   c) What can be done differently
3) How do you work or collaborate with WFP
   a) Does WFP help you to obtain your goals/ How
   b) Is the collaboration successful/ Why or why not
   c) Recommendations to improve the partnership
4) WFP Staffing – numbers/positions
   a) Is staff sufficient to guarantee appropriate engagement with partners and communities on
      i) product use
      ii) M&E
      iii) reporting
      iv) use of CBT
      v) nutrition implications of targeting
      vi) nutrition surveys and assessments
   b) Additional staff needed, if any
5) Is your programme successfully promoting livelihoods
   a) To what extent
   b) What more can be or needs to be done

**Food Assistance**

1. Is the current food delivery / food distribution system efficient and effective
   a. Why or why not
   b. Changes needed
2. Describe monitoring system
   a. Effectiveness
   b. How ensure refugees receiving full entitlements
3. Any unintended consequences of the food aid
   a. Dependency syndrome
   b. Any negative consequences vis-à-vis other potential programming initiatives
4. How has food assistance been used to promote self-reliance
   a. Has food aid provided a positive or negative impact on other longer-term programming initiatives
   b. Why or why not
5. Please comment on non-food item program and implementation activities.
   a. Has the programme been successful
b. Why or why not

**Cash Assistance**

1) Strengths and weaknesses of the cash transfer programme
2) Value of the transfer: appropriate; how determined; how often adjusted
3) Differences between food assistance and cash transfers, in terms of:
   i) Targeting
   ii) Administration
   iii) Market monitoring system; effectiveness
4) How beneficiaries use the cash
5) Impact of the cash transfer vs food assistance
6) Possibilities for enhancing monitoring of the impact of the cash transfer
7) Impact on
   a) businesses and the local market
   b) non-beneficiaries (refugees) and host communities

**Livelihoods**

1. How beneficiaries involved in the design, targeting, implementation and monitoring of program
   a. Complaint and feedback mechanisms available (describe; how acted on)
2. Most effective programming strategies to promote livelihoods
3. Describe important initiatives in promoting livelihoods
   a. Which agencies have been most prominent & most innovative in promoting livelihoods
4. How can refugees achieve self-sufficiency within the refugee environment
   a. How has WFP programming strategies promoted this goal
   b. How have the strategies inhibited this goal
   c. Impact of Ethiopian policy forbidding livelihood strategies outside of the camps for refugees.
   d. Is the goal obtainable; Why/why not
5. How new arrivals are integrated into camp activities
   a. Are there efforts to promote livelihoods for refugees at early stage of their arrivals into the camps
   b. What are some other models that you are aware of elsewhere
6. Changes would you like to see in WFP programming strategies vis-à-vis promoting livelihoods inside and outside the camps
   c. What are some other models that you are aware of elsewhere

**Nutrition**

1. Are there any round table discussions with partners and Ministries to harmonize the health and nutrition interventions done by different organizations
2. Special observations concerning the present interventions in the field of:
• Supplemental feeding
• Therapeutic feeding
• MCHC activities
• Pregnant and lactating mothers
• General ration
• HIV AIDS awareness activities

3. What health and nutrition programs does your office do and how are you coordinating with WFP
4. How much has your NGO been involved in the program design of WFP health and nutrition activities
5. What kind of changes would you propose for future WFP programmes in your field of activities
6. Successes; most common bottlenecks in the program
7. Most urgent intervention needed to improve the situation
8. Appropriateness of food rations for TSFP, BSFP and general distribution
9. Are there any changes you would propose in ration and project design
10. Do you have any useful reports or data on malnutrition rates, mortality and morbidity rates or quality of available health care
11. What are from your point of view the most pressing issues in the field of health and nutrition
12. What are the most important nutrition education messages to focus on, in your opinion, and what have been the most successful methods of enhancing nutritional knowledge and improving practices
13. Any changes in breastfeeding/infant feeding practices.
   a. How do you know – is there any data on outcomes
   b. What are the challenges to improve these
14. How is the nutrition sector coordinating with other sectors to support the refugees

**Gender**

1. Effectiveness of WFP in mainstreaming gender issues and HIV/AIDS according to mandate and policies
   a. Is the knowledge on implementation of those policies sufficient among cooperating partners
2. Programs your office implements to promote gender equality and empowerment of women in addressing food and nutrition challenges
   a. Challenges; effectiveness
3. What to do differently in future to improve and sustain gender in programmes and activities
   a. Lessons learned; changes needed
   b. What important to sustain or build on
4. Measures taken by your office to ensure that women/girls and men/boys not exposed to violence, sexual exploitation or abuse
   a. Main challenges; how addressed
5. Describe the degree of women participation in selection of activities, planning of implementation, targeting, food distribution and monitoring.
   a. Factors influencing the level of women participation for different operations
6. Is there a monitoring system in place to ascertain whether women are empowered in terms of decision-making and of benefiting livelihoods
V. Questions for Refugees in Focus Group Discussions

The Evaluation Team will elicit the views of refugee groups (male adults; female adults, male youth; female youth) in the context of Focus Group Discussions on the following:

**General Introduction**

1. Please describe some of the positive or satisfactory aspects of refugee life.
2. Which programmes promoted by the UN and GOE are best at addressing needs/most successful
   a. Why
3. What are the main challenges to your life now (as a refugee)
4. Which programmes promoted by the UN and GOE have not been successful
   a. Why

**Food Assistance**

1. What you receive in food assistance
   a. Are you all aware of the food ration basket
   b. Describe the efficiency and fairness of the food distribution system
   c. Strengths; weaknesses; problems in the distribution system
   d. Please describe those problems.
2. Please describe the benefits of food assistance.
   a. What would you do if you didn’t have food aid
   b. Probe – different options
3. Is the food basket appropriate
   a. Why or why not
   b. What is consumed; Is everything consumed
   c. Which commodities are sold
   d. Why are these commodities sold
   e. Why are some commodities sold and not others
   f. Preferred items in the food basket
4. Food Preparation:
   a. What works well with food preparation; problems in food preparation. Probe.
   b. How do you grind your food
   c. Is there a better way than the current system
   d. Have you received training in food preparation or food hygiene
      i. Please describe the quality of the training.
      ii. How have you used the training
      iii. Other food or nutrition training that you would like to participate in. What kinds of training opportunities
5. Are there any unintended consequences from the food assistance
   a. Has food assistance been used to promote other livelihood options
      i. Has food assistance deterred or depressed other income sources
      ii. Why - Please discuss.

**Cash Assistance**
1) Proportion of cash vs food received
   a. Who is targeted, how is it determined who receives cash

   b. How best to target cash (what criteria to use, e.g. vulnerability)

   b. Frequency, timeliness; mode of distribution

2) Strengths and weaknesses of the cash transfer programme

3) How is cash used
   a) Where is the cash spent; ease of spending;
   b) Market availability; effect on market prices or goods availability
   c) Describe how much spent for which needs

4) Who in the household decides how cash will be spent for different needs

5) Preferences for cash versus food assistance

6) Possibilities are there for enhancing monitoring of the impact of the cash transfer

**Nutrition & Health Care**

1. Main health and nutrition problems you face in this community

2. Main causes of these problems

3. Please describe your access to health care facilities.
   1. Quality of the facilities
   2. Do you normally use refugee health care facilities or health care facilities outside of the camp Why
   3. How do you generally solve your health problems

4. How has the WFP activity contributed to improving these issues
   1. Support received from other organisations/government

5. Most urgent intervention needed to improve the health and nutrition situation

6. Health and nutrition programmes that you or any family members participate in
   1. Which services received in these programmes

7. Challenges to participating in these programmes

8. Are the food rations supplied appropriate and sufficient

9. Changes you would like to see in the programme to improve it

10. Any new practices learnt on how to feed your babies/young children through the information and awareness sessions in the camp
   a. If so, please tell us what these are and how you have put them into practice.

**Water Access**

1. Major sources of water
   a. Sources sufficient during all of the year
   b. Quality of the water
   c. Any issues in collecting water
   d. Is there a fair water distribution system; Please describe it.

2. Sources of sanitation - describe
   a. Are the latrines sufficient
   b. Does everybody equally use the latrines. If not, why not
   c. Please describe the quality of the latrine.
   d. How many share a latrine
e. Any public sanitation problems
f. Any environmental sanitation/pollution problems

School Feeding Programme

1. How many members of the FGD have children of school-going age
   a. Are your children attending school
   b. Why or why not
2. How many in the FGD have children participating in the School Feeding Programme
3. Please describe the programme.
4. Please describe the quality of the school.
   a. Teachers, teaching materials, any fees for school
5. Major reasons why you send your children to school
6. Why children stop going to school - Boys vs. girls; by age.
   a. What can be done to prevent children from dropping out
7. Impact of school feeding on addressing the gender gap in education
8. Are there any scenarios why you would not send your children to school

Income Earning Opportunities

1. Income earning opportunities
   a. Within the camp - Please describe
   b. Outside of the camp - Please describe
   c. How income-earning opportunities differ by sex
   d. To what extent do children – boys, girls – participate in income earning
   e. Any socially unacceptable income earning opportunities that women or men are forced to participate in. Describe
2. Describe any organization’s attempt to promote IGAs
   a. Types of IGAs
   b. Training you have received related to IGAs
   c. Have you been able to apply IGA training to actually earning some income
3. Recommendations for income earning opportunities for refugees
4. When you arrived in the camp, describe what efforts were made to integrate you and your family into camp activities
   a. Who provided services
   b. Most helpful / less helpful services
   c. Why

Gender

1. Do women/girls or men/boys experience problems with violence or threats in the camp; what kinds
   a. Please describe the types of violence/threats and causes of the problem (probe for GBV)
   b. Do women/girls or men/boys in the camp ever engage in sex work
   c. Explain reasons for this and extent of the issue
2. Involvement of you or family members in activities to prevent violence against women, girls and children, or men/boys
3. Suggested improvements to current programs to prevent violence against women, girls and children
4. Describe how men and women separately are involved in selection of activities, planning of implementation, targeting, food distributions and monitoring (i.e., roles)
5. How the program affects
   a. safety and security of beneficiaries.
   b. dignity of beneficiaries
   c. intra-household dynamics
   d. relationship within beneficiary community; between beneficiaries and non-beneficiaries
   e. access for specific (vulnerable) groups to assistance

**Relations with Host or Nearby Community**

1. Describe the relationship with the host or neighbouring community
   a. Social relations, economic relations
   b. Have relations remained smooth or not so smooth
   c. Reasons for this
2. Do you pursue economic income earning strategies that involve host communities
   a. Describe what kinds of economic strategies or activities
   b. Does economic cooperation benefit the refugee or host community more
   c. Please explain
3. Explore the impact of the refugee camp on the environment

**FGD Summary**

1. How beneficiaries involved in the design, targeting, implementation and monitoring of program
   a. Complaint and feedback mechanisms available (describe; how acted on)
2. Strengths, weaknesses of services (specify which service) provided by
   a. WFP
   b. UNHCR
   c. ARRA
   d. NGOs and other service providers
3. Recommendations to change the programme if given the opportunity
   a. How would you improve programme policy and implementation
4. Please talk about your long term goals
   a. What are the best ways to achieve self-reliance
   b. Ideas on longer-term initiatives or interventions that would help you become self-reliant. Describe
   c. Describe the ultimate livelihoods
Annex 7: Fieldwork schedule

Based on the feedback from the Country Office, the evaluation team (ET) will visit five regions to conduct the evaluation. The regions include: Gambella, Afar, Tigray (Shire), Somali (Dollo-Ado and Jijiga), Benshangul-Gumaz (Assosa). The proposed schedule is provided below.

**Detailed Schedule of Activities**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timing + Air &amp; Hotel</th>
<th>Expected Outputs</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation Field Work &amp; Data Collection Phase</td>
<td>22 Feb-19 March</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International team members arrive Addis</td>
<td>Feb. 27-28</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation team meets</td>
<td>Feb 28</td>
<td>Plan &amp; brief team</td>
<td>TL</td>
</tr>
<tr>
<td>Team meets Country Office on inception report; conducts initial interviews with key informants in Addis</td>
<td>Feb 29</td>
<td>CO briefing; Interviews with key informants; purchase &amp; pick up air tickets</td>
<td>TL supported by Nutritionist, International and Ethiopian consultants (4 member team)</td>
</tr>
<tr>
<td>Team (four-person) travels to Dolo, briefs WFP and partners, including ARRA; commences KI interviews</td>
<td>March 1; 4 people on UNHAS flight Addis to Dolo; team stays at WFP guest house</td>
<td>Somali Dolo team schedule &amp; logistics finalised; conduct KI interviews</td>
<td>TL, supported by team members (4 members)</td>
</tr>
<tr>
<td>Team conducts field work in Melkadida and Buramino refugee camps and Dolo offices</td>
<td>March 1-2; 2 nights in Dolo</td>
<td>Focus groups with refugee committees, refugee male &amp; female groups, youth, elders; Key informants with WFP, UNHCR, ARRA and other partners. Teams will enter data and debrief each other daily.</td>
<td>TL, supported by team members and translators</td>
</tr>
<tr>
<td>Team travels to Addis; one team overnights in Addis; enter and analyse data; Jijiga Somali team travels to Jijiga</td>
<td>March 3 – UNHAS flight Dolo to Addis; Somali team flies ET212 to Jijiga</td>
<td>Qualitative data entered</td>
<td></td>
</tr>
<tr>
<td>Afar team travels to Semera, Afar, preparing for site visits, briefing WFP, partners and ARRA, visits food distribution at Aysaita</td>
<td>March 4 – 3 member Afar team flies ADD to Semera on ET110; stay at WFP guest house</td>
<td>Afar team briefed; schedule &amp; logistics finalised; team observes food distribution at camp</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Phase</td>
<td>Timing + Air &amp; Hotel</td>
<td>Expected Outputs</td>
<td>Responsibility</td>
</tr>
<tr>
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</tr>
<tr>
<td>Jijiga Somali team prepares for site visits, briefs WFP and partners, including ARRA, and visits food distribution at Aw Barre or Kebribeyah</td>
<td>March 4; stay at WFP guest house</td>
<td>Somali team schedule &amp; logistics finalised; conduct KI interviews; observe food distribution</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Afar team conducts field work in Aysaita camp; Jijiga Somali Team conducts field work in Aw-barre and Kebribayeh and Jijiga offices</td>
<td>March 5; teams stay at WFP guest houses in Semera and Jijiga</td>
<td>Focus groups with refugee committees, refugee male &amp; female groups, youth, elders; Key informants with WFP, UNHCR, ARRA and other partners. Teams will enter data and debrief each other daily.</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Teams travel to Addis; overnight in Addis; enter and analyse data</td>
<td>March 6 – fly Jijiga-ADD on ET203; fly Semera-ADD on ET111</td>
<td>Qualitative data entered</td>
<td></td>
</tr>
<tr>
<td>Tigray team travels to Axum &amp; Shire, Tigray, preparing for site visits &amp; briefing WFP and partners, ARRA</td>
<td>March 7 – 3-member team flies ADD to Axum on ET128; stay in Shire Hotel</td>
<td>Tigray team briefed &amp; schedule &amp; logistics finalised</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Assossa team travels to Assossa, preparing for site visits &amp; briefing WFP and partners, ARRA</td>
<td>March 7 – fly ADD - Assossa on ET139; stay at WFP guest house</td>
<td>Afar team briefed &amp; schedule &amp; logistics finalised</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Tigray team conducts field work in Adi Harush and Hitsats refugee camps in Tigray and Shire and Shiral offices; Assossa team conducts field work and interviews in Bambasi camp and Assossa office</td>
<td>March 7-9; 2 nights in Shire and Assossa</td>
<td>Focus groups with refugee committees, refugee male &amp; female groups, youth, elders; Key informants with WFP, UNHCR, ARRA and other partners. Teams will enter data and debrief each other daily.</td>
<td>Team members, with translators</td>
</tr>
<tr>
<td>Team travels to Addis; overnight in Addis; enter and analyse data</td>
<td>March 9 – 3-member teams fly Axum-ADD on ET117, and Assossa-ADD on ET139; overnight in Addis</td>
<td>Qualitative data entered</td>
<td></td>
</tr>
<tr>
<td>Phase</td>
<td>Timing + Air &amp; Hotel</td>
<td>Expected Outputs</td>
<td>Responsibility</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Team travels to Gambela; preparing for site visits &amp; briefing WFP and partners, including ARRA; commence KI interviews</td>
<td>March 10: 5-person team flies ET 139 Addis to Gambela; team stays at WFP guest house</td>
<td>S. Sudan team schedule &amp; logistics finalised; conduct KI interviews</td>
<td>TL, supported by team members (5 member team, including Gambela Regional Specialist), and translators</td>
</tr>
<tr>
<td>Team conducts field work in Pugnido, Jewi, and Terkidi camps, and Gambela offices</td>
<td>March 10-12; 3 nights in Gambela</td>
<td>Focus groups with refugee committees, refugee male &amp; female groups, youth, elders; Key informants with WFP, UNHCR, ARRA and other partners. Teams will enter data and debrief each other daily.</td>
<td>TL, supported by team members</td>
</tr>
<tr>
<td>Teams travel to Addis; enter qualitative data</td>
<td>March 13: 5-person team flies ET138 Gambela to Addis</td>
<td>Qualitative data entered</td>
<td>Team members (5)</td>
</tr>
<tr>
<td>Conduct final interviews with stakeholders in Addis; quantitative analysis discussion with WFP; Initial analysis and preparation for debriefing</td>
<td>March 14-17</td>
<td>Internal debriefing; Quantitative analysis process finalised; Key learning identified and summarised for power point presentation and discussed with CO management beforehand</td>
<td>TL, supported by team members (6 member team)</td>
</tr>
<tr>
<td>Debriefing(s) and presentations to WFP and stakeholders in Addis Ababa</td>
<td>March 18</td>
<td>Power point presentations and discussion: AM: Present initial findings and areas of emerging recommendations to WFP for discussion</td>
<td>TL, supported by team members</td>
</tr>
<tr>
<td>Final meetings in Addis Ababa with other stakeholders</td>
<td>March 18</td>
<td>PM: Make adjustments based on internal debrief; Present initial findings and areas of emerging recommendations to other stakeholders (optional)</td>
<td>TL, supported by team members</td>
</tr>
<tr>
<td>International team members travel out of Addis</td>
<td>March 19</td>
<td>Departure</td>
<td></td>
</tr>
</tbody>
</table>
Annex 8: Evaluation matrix

<table>
<thead>
<tr>
<th>Number</th>
<th>Sub-questions</th>
<th>Measure/Indicator</th>
<th>Main Sources of Information</th>
<th>Data Collection Methods</th>
<th>Data Analysis Methods</th>
<th>Evidence quality</th>
</tr>
</thead>
</table>
| 1.1    | **Relevance (addressing existing needs)**                                    | The extent to which problem analysis and previous assessments were used to guide the overall PRRO design. The extent to which the WFP corporate strategic objectives are relevant to target populations. The extent that analysis was done to identify the differentiated needs of women and men who would be the beneficiaries, and the objectives and components designed to respond to such needs. Percentage of the total food insecure refugee population covered by WFP assistance. Level of satisfaction among beneficiaries on relevance of activities and transfer modalities to their needs. | **Ethiopia: Joint Assessment Mission (JAM), December 2014.** Nutritiona l surveys  
- Ethiopia PRRO 200365 Project Document, Ethiopia PRRO 200700 Project Document  
- Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015.  
- Ethiopia PRRO 200365 SPR 2014  
- Country Executive Briefs, and Review of primary quantitative data  
- Review of secondary literature and data  
- Review background/project documentation  
- KI Interviews with WFP CO, RB staff  
- KI Interviews with key government stakeholders  
- KI Interviews with FAO, UNDP, UNICEF staff  
- KI Interviews with IPs and NGO staff  
- FGDs with | Literature/doc review  
- Qualitative analysis: content analysis across sources, assessment of key informant interviews and FGD data. Analysis disaggregated by PRRO objectives. Triangulation with quantitative findings on needs of the population. | High: consistency and reliability across different quantitative and qualitative sources, relevance of operation goals to perceived and reported needs. |

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| 1.2 | **Relevance (external coherence)** | The extent to which operations under the PRRO align with key policy documents or debates. The extent to which the PRRO aligns with Government of Ethiopia food and nutrition security objectives; strategic objectives of contributing donors, United Nations agencies and policies. The extent to which the PRRO is coherent with national and other external goals and efforts on gender (where they exist)? Level of satisfaction among partners on the coherence of WFP programing with government and global priorities. | • Ethiopia Country Strategy 2012-2015  
• WFP Ethiopia M&E Strategy 2012-2015  
• Ethiopia PRRO 200365 Project Document, Ethiopia PRRO 200700 Project Document  
• Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015  
• Budget Revisions 2014-2015  
• Country Executive Briefs 2014-2015  
• Ethiopia SPR 2014 | Review of primary quantitative data  
Review of secondary literature and data  
Review background/project documentation  
KI Interviews with WFP CO, RB staff  
KI Interviews with key government stakeholders  
KI Interviews with FAO, UNDP, UNICEF staff  
KI Interviews with IPs and NGO staff  
FGDs with beneficiaries  
Direct observation | Literature/doc review  
Qualitative analysis will assess relevant interviews to achieve triangulation of different stakeholder viewpoints  
Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
<table>
<thead>
<tr>
<th></th>
<th><strong>Relevance (internal coherence)</strong></th>
<th><strong>WFP Targeting Guidance</strong></th>
<th><strong>WFP Gender Policy</strong></th>
<th><strong>See qualitative tools sections II, III, IV</strong></th>
</tr>
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</table>
| **1.3** | Were the objectives coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender and protection), and remained so over time? In particular, the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and mainstreaming principles were included in the intervention design in line with relevant system-wide commitments enshrining gender and protection issues. Is the PRRO consistent with the WFP country strategy and with WFP corporate strategies and policies, including guidance and policy on gender? | The extent to which the WFP policy and strategic framework is operationalised through this PRRO: Corporate documents, Country strategy and country programme. The extent to which the PRRO aligns to WFP strategies, policies and normative guidance, particularly the new WFP Strategic Plan/ Results Framework (2014-2017) Level of satisfaction among WFP staff on the coherence of WFP programing with corporate and CO policies. The extent to which the PRRO design is coherent with WFP Gender Policy and other normative guidelines? | The extent to which the WFP Ethiopia Country Strategy 2016-2017, WFP Ethiopia M&E Strategy 2012-2015, Ethiopia PRRO 20365 Project Document, Ethiopia PRRO 200700 Project Document, Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015. | Review of primary quantitative data Review of secondary literature and data Review background/project documentation KI Interviews with WFP CO, RB staff KI Interviews with key government stakeholders KI Interviews with FAO, UNDP, UNICEF staff KI Interviews with IPs and NGO staff FGDs with beneficiaries Direct observation See qualitative tools sections I-IV | Literature/doc review Qualitative analysis: Synthesis of qualitative interview data | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized.
<table>
<thead>
<tr>
<th>Number</th>
<th>Sub-questions</th>
<th>Measure/Indicator</th>
<th>Main Sources of Information</th>
<th>Data Collection Methods</th>
<th>Data Analysis Methods</th>
<th>Evidence quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td><strong>Effectiveness – Achievement of Outputs &amp; Outcomes</strong>&lt;br&gt;The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys).&lt;br&gt;Staff and beneficiary perceptions of WFP deliverables:&lt;br&gt;• Timeliness&lt;br&gt;• Predictability/frequency&lt;br&gt;• Quality&lt;br&gt;• Resourcing/Transfer Modalities&lt;br&gt;Comparison of planned vs actual in terms of outputs and outcomes including number of women, men, girls, and boys receiving assistance by category.&lt;br&gt;Number of beneficiaries enrolled in school, FFA projects completed and other activities.</td>
<td>Staff and beneficiary perceptions of WFP deliverables:&lt;br&gt;• Timeliness&lt;br&gt;• Predictability/frequency&lt;br&gt;• Quality&lt;br&gt;• Resourcing/Transfer Modalities&lt;br&gt;Comparison of planned vs actual in terms of outputs and outcomes including number of women, men, girls, and boys receiving assistance by category.&lt;br&gt;Number of beneficiaries enrolled in school, FFA projects completed and other activities.</td>
<td>• Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015.&lt;br&gt;• Ethiopia PRRO 200365 SPR 2014, Budget Revisions monitoring and assessment reports.&lt;br&gt;• Refugee Baseline Survey Report for PRRO 200700, June 2015.&lt;br&gt;• Primary quantitative outcome monitoring data from the CO&lt;br&gt;• Output monitoring.</td>
<td>Desk review&lt;br&gt;Secondary sources&lt;br&gt;FGDs with beneficiaries and KIs.&lt;br&gt;See qualitative tools section V.</td>
<td>Literature/doc review&lt;br&gt;Qualitative analysis and synthesis of interviews into qualitative matrices by PRRO region and component.&lt;br&gt;Analysis by programme component, disaggregation by women, girls, men and boys (where data are available)&lt;br&gt;Triangulation with quantitative findings.</td>
<td>High: consistency and reliability across different quantitative and qualitative sources, relevance of operation goals to perceived and reported needs. (Related to Question 2: Determined to be high thus far as the CO has been responsive to information gaps overall, further data reliability TBD.)</td>
</tr>
<tr>
<td>2.2</td>
<td><strong>Effectiveness – Achievement of Objectives</strong>&lt;br&gt;The extent to which the outputs led to the realisation of the operation objectives as well as to unintended impacts highlighting, as&lt;br&gt;Beneficiary perceptions of the difference and impact the assistance has made.</td>
<td>Beneficiary perceptions of the difference and impact the assistance has made.</td>
<td>• Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO</td>
<td>FGDs with beneficiaries KI interviews with WFP staff, IPs, donors.</td>
<td>Literature/doc review&lt;br&gt;Qualitative analysis:</td>
<td>Medium to High: depends on coherence and consistency of documents</td>
</tr>
</tbody>
</table>
| 2.3 Effectiveness – Achievement of Results | Perceptions of staff and stakeholders on how GEEW have been achieved. Gender-differentiated school enrolment, attendance and primary completion rates; participation in work for assets and livelihood activities; Government of Ethiopia capacity to provide effective nutrition care or safety nets for women overall and for mothers and children. | - Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015.  
- Ethiopia PRRO 200365 SPR 2014, Budget Revisions., monitoring and assessment reports.  
- Primary quantitate outcome monitoring data from the CO and government Direct observation Desk review. See qualitative tools sections I-V | Literature/doc review  
Qualitative analysis  
Assessment of the qualitative interview data, identifying patterns in livelihoods outcomes, school performance outcomes; trend analysis disaggregated by objective and noting differences for different groups, including women, girls, men and boys, as applicable. | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
| 2.4 | **Coordination & Collaboration** | The extent to which WFP is successful in the partnerships and implementation arrangements:  
- # of MOUs,  
- # of joint meetings and assessments,  
- Types of programme changes to improve coordination.  
The extent that combinations of PRRO component interventions provide better results.  
The extent to which WFP is successful in coordinating efforts to enhance complementarity and reduce overlap.  
Types of programme changes to improve internal and external coordination.  
References made to other operations in programme documentation | 
| Report for PRRO 200700, June 2015. | KI Interviews with WFP staff (country programme, technical sector leads), implementing partners, government, UNCT Desk review. See qualitative tools sections I-IV | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
| 2.5 | **Sustainability & Connectedness** | The efficiency of the operation and the likelihood that the benefits, and the extent to which, relevant to refugees’ situation, the benefits are likely to be sustained after the end of the operation. | Perceptions of staff and stakeholders on efficiency, capacity building and exit strategies. | • Ethiopia PRRO 200365 SPR 2014, Budget Revisions, Assessment reports, and partner reports. | KI Interviews with WFP staff, implementing partners, government, United Nations partners FGD with beneficiaries, local officials See qualitative tools sections I-V | Literature/doc review Qualitative assessment - triangulation of primary and secondary data | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
| 2.6 | **Impact: Higher Level Results** | How has the operation contributed to higher level development/humanitarian results pursued by WFP in Ethiopia? | Perceptions of beneficiaries and stakeholders on higher level impact The extent to which activities under the PRRO increased capacity of key partners. | • Ethiopia PRRO 200365 Project Document, Ethiopia PRRO 200700 Project Document • Ethiopia PRRO 200700 Revised Logframe 2014, Revised PRRO 200700 logframe, December 2015. • UNDAF | KI Interviews with WFP staff, implementing partners, government, United Nations partners FGD with beneficiaries, local officials See qualitative tools sections I-V | Literature/doc review Qualitative assessment - triangulation of primary and secondary data | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
### Key Question 3: Why and how has the operation produced the observed results? (Question type: Descriptive)

<table>
<thead>
<tr>
<th>Number</th>
<th>Sub-questions</th>
<th>Measure/Indicator</th>
<th>Main Sources of Information</th>
<th>Data Collection Methods</th>
<th>Data Analysis Methods</th>
<th>Evidence quality</th>
</tr>
</thead>
</table>
| 3.1    | **Internal factors within WFP’s control:** The analysis, business processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing and structure; capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; strategic and operational decision-making if view of operational constraints etc. | - Pipeline integrity, and internal delivery structure  
- Quality of monitoring and evaluation reporting on outputs, outcomes and impacts  
- Institutional governance mechanisms  
- Flexibility in adjustment to available information from monitoring and assessments  
- Quality of staff and staff capacity development  
- Technical backstopping from RB/HQ  
- Partnership coordination arrangements (within WFP control)  
- Effectiveness of communication between CO and field  
- Gender balance in staffing (WFP and implementing partners), equitable roles, responsibilities, and opportunities; availability or lack thereof of gender expertise/skills | - WFP Ethiopia M&E Strategy 2012–2015, previous evaluations and management response, internal reviews.  
- Baseline report and management response to recommendations  
- Ethiopia PRRO 200365 SPR 2014  
- Monthly monitoring reports  
- Primary qualitative data | - KI Interviews with WFP staff, implementing partners and government counterparts, United Nations partners  
- KI Interviews and FGDs with male and female staff and beneficiaries (e.g., food staff committee)  
- Desk review Direct observation. See qualitative tools sections I-V | Literature/doc review  
Process evaluation, qualitative institutional analysis, gender analysis | Medium to High: depends on coherence and consistency of documents and perceptions of how policies have been operationalized. |
<table>
<thead>
<tr>
<th>3.2</th>
<th><strong>External factors outside WFP’s control:</strong> The external operating environment; cultural context in relation to role of men and women; the funding climate; external incentives and pressures; delivery of complementary services by other partners including NGOs, UN and Government agencies; etc.</th>
</tr>
</thead>
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<td></td>
<td>The extent to which the PRRO resource situation is reflective of the larger funding climate/trends. The extent to which market trends affected the deliverables. Assessment of the adequacy and efficiency of provision of complementary inputs/services from other stakeholders/partners as appropriate. Explanation of logistics, roadway, security/political problems during operational period, and how the CO managed or attempted to mitigate the risks or negative impacts. Actual food deliveries vs. planned. Timely adjustment of project to changing</td>
</tr>
<tr>
<td></td>
<td>Resource, security and market situation docs. Ethiopia PRRO 200365 Project Document, Ethiopia PRRO 200700 Project Document Ethiopia PRRO 200365 SPR 2014 Budget Revisions Analysis &amp; synthesis of evidence and findings from evaluation key question 1 &amp; 2 Primary data (qualitative) KI Interviews with WFP staff, implementing partners, government, United Nations partners See qualitative tools sections I-IV</td>
</tr>
</tbody>
</table>
circumstances. Discussion/reasons for underachievement of outcome indicators. The extent of government capacity to adequately take over the management of acute malnutrition programming. Existence or lack thereof of gender considerations in government policies/strategies/priorities (and with other major actors).
Annex 9: Team composition

The following are profiles of the ET:

**Jeanne Downen (International Evaluator, Team Leader)** is Vice President of TANGO International. She brings to the team over 30 years’ experience in international relief and development across 30 countries. Her areas of specialization include programme design, monitoring and evaluation, livelihoods analysis, disaster risk reduction, urban programming, post-conflict transition, democracy and governance, HIV/AIDS, local capacity building, and NGO management. Ms. Downen formerly held several senior management positions in CARE, including Regional Manager for East Africa, Director of the Partnership and Household Livelihood Security unit, Acting Director for the Program Analysis and Development group, and Acting Director for HIV/AIDS, in addition to 10 years of country office experience in east and southern Africa and south Asia. She has led and participated in numerous evaluations, including the following recent WFP evaluations: Bangladesh Country Programme 200243 (2015) (team leader); Malawi Country Programme 200287 (2014) (team leader); Ethiopia PRRO 200290 (2014); MERET programme impact evaluation (2012); and an evaluation of WFP’s contribution of food assistance to durable solutions in protracted refugee situations in Rwanda (2011-12).

**Phil Sutter (International Evaluator)** a TANGO Vice President, is a food security, livelihoods, and resilience specialist. He has more than 30 years of experience in international development, program design, project management, monitoring and evaluation, training and capacity development, and strategic planning. He is an advanced PhD candidate in Sociology from the University of California at Davis, where he taught courses in Sociology, the Sociology of Development, Social Changes & Industrialization, and the Sociology of Agriculture; Mr. Sutter has also earned a Masters of International Affairs at Columbia University. Before joining TANGO in 2001, he worked for CARE International, serving as Assistant Country Director for Programs in Bangladesh and the East and Southern Africa Food Security Regional Advisor, based in Addis Ababa. He also served as a Peace Corps Volunteer in Ethiopia and Kenya. Phil has lived or worked in more than 30 countries throughout Africa and Asia. Phil's substantial NGO experience has included leading mixed-methods assessment teams, supervising the development of large and diverse agriculture and natural resource sector programs, and designing and developing food security programs. In addition, Mr. Sutter's experience in profound in Ethiopia, where he lived and worked for several years. He has led several evaluations there, including the WFP/UNHCR impact evaluation – the contribution of food assistance to durable solutions in protracted refugee situations, and the final evaluation of the longstanding WFP MERET programme. Mr. Sutter has extensive knowledge of several regions of the country and comprehends the major language, Amarigna. Phil also has substantial experience building capacity of field staff in monitoring and evaluation systems, assessment methodologies and techniques, and theory of change components. His current research interests include resilience and development programming that accentuates the inclusion of women’s empowerment.
**Tamsin Walters (International Evaluator)** is a highly experienced nutrition and food security practitioner. Ms. Walters has managed, advised and evaluated nutrition and food security programmes in 22 African and Central and Southeast Asian countries over almost 15 years. Ms. Walters is a firm advocate for learning, building on experience and applying contextual solutions, while ensuring best practice in humanitarian and development initiatives. An experienced evaluator, she led two evaluations for CARE Ethiopia in 2012/2013 and has been a team member for eight WFP evaluations over the past six years, including nutrition and gender specialist for the last evaluation of WFP’s refugee operation in Rwanda (The Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations: Its Impact and Role in Rwanda 2007-2011). Recent and ongoing work includes support to the Scaling Up Nutrition (SUN) Secretariat and to SUN countries at the national level to develop and cost-out national nutrition policies, as well as development of guidance and dissemination tools for integrating infant and child feeding in emergencies for ECHO. Ms. Walters’ experience in cash/voucher programming includes review of cash/voucher pilots during the WFP Somalia CPE in 2012, as well as WFP Bangladesh’s Transfer Modality Research Initiative in 2015. She also co-authored a paper on urban malnutrition in 2012 that reviewed the evidence around cash programming for nutrition in urban environments. Ms. Walters worked with displaced populations in Angola as a nutrition programme manager between 2000 and 2002. Under this WFP OpEv series, Ms. Walters was recently a team member with TANGO for the Bangladesh Country Programme 200243 (2015).

**Mr. Amed Ali Egeh** has more than 20 years’ experience in humanitarian assistance programmes with the Ethiopian government, United Nations and NGOs in support of drought affected populations, refugees, internally displaced persons and other communities facing food insecurity, among other crises. His role has been programme management and coordination such as in: logistics, resource mobilization, advocacy, access/protection, needs assessment/contingency planning, identification of gaps in emergency response, developing partnerships and advocating for the development of linkages between relief, early recovery and development. Mr. Egeh is retired and currently working as an independent consultant; previously working for OCHA in Ethiopia and Sudan and in the UNHCR Regional Office. His native language is Somali, with fluency in English, Arabic, Oromiffa, Amharic and Harari.

**Ms. Akberet Kehsay Abera** comes highly recommended as an intern with USAID’s disaster risk management programme in Addis Ababa and graduate of the programme through Bahir Dar University. Ms. Abera’s areas of experience include project monitoring and evaluation for emergency and relief operations, vulnerable group and needs assessments, including gender and protection issues, post-disaster humanitarian assistance operations, and disaster risk management. Her other areas of education include sustainable development and food technology. Particular to this evaluation, Ms. Abera will contribute through her experience in the Tigray and Afar areas. She is a native speaker of Tigrinya and professionally proficient in English and Amharic.
Annex 10: Methodology

As presented in the PRRO 200700 Inception Package:

Evaluation approach and methodology

Proposed approach and methodology

The evaluation will cover the activities during the final year of implementation of PRRO 200365 and all activities and processes related to the formulation, implementation, resourcing, monitoring, evaluation and reporting of PRRO 200700, relevant to the evaluation questions. This evaluation will cover two years, comprising the transition period (January 2014 to March 2015) and the period from the beginning of the operation until the start of the evaluation (April 2015-March 2016). The evaluation will take place between January 2016 and June 2016 with the fieldwork in Ethiopia from 28th February to 19th March.

Methodological approach: A qualitative approach will be employed to collect primary data to triangulate with secondary data (and primary quantitative data from the CO) to answer the three key questions outlined in the Terms of Reference and Evaluation Matrix. The team has developed an evaluation model that links each of these questions to the Strategic Objectives of the Country Portfolio and to the range of operations being evaluated. The evaluation team (ET) proposes to use the Organisation for Economic Co-operation and Development’s Development Assistance Committee (DAC) evaluation criteria to formulate questions for the qualitative studies.

The evaluation team will first conduct an in-depth desk review of the WFP assessment reports and other pertinent literature on Ethiopia including past PRRO evaluations, crop situation assessments, emergency assessments, reports produced by joint assessment missions, the comprehensive food security and vulnerability assessment report, Market Watch Newsletters, standard project reports, the food security analyses assessments and bulletins. Relevant national level strategies and policies as well as WFP corporate documents and guidance will also be reviewed. The consultants will also review select reports external to WFP, produced by World Bank, United Nations organisations, NGOs, and multi and bilateral organisations in Ethiopia. Given the scale of the programme, priority will be given to evaluations and studies whose methodologies are relevant to the programme components. The team also acknowledges that the CO is providing access to their primary quantitative data collected during the project and a designated team member will review the data with the M&E team during the mission (see 14-17 March in Annex 3: Mission Schedule). After TANGO’s review of the quantitative data, the team will decide whether to conduct further analysis of the data to support the evaluation questions.

The team will approach the evaluation of the PRRO by looking at critical phases of WFP Ethiopia operations between January 2014 and March 2016:

There are two objectives for this evaluation:

- **Accountability** – The evaluation will assess and report on the performance and results of the current operation. A management response to the evaluation recommendations will be prepared.

- **Learning** – By looking into the previous operation’s results [PRRO 200365], the evaluation will determine the reasons why certain results were achieved or were
not achieved in order to draw lessons, derive good practices and identify point for learning. It will provide evidence-based findings to inform operational and strategic decision-making. As the PRRO is in an early stage of implementation, the evaluation will provide information that is useful for future implementation decisions.

The key questions that will be addressed by the evaluation team are:

- How appropriate is the operation?
- What are the results of the operation?
- Why and how has the operation produced the observed results?

Another element of the ET’s approach is balancing a holistic understanding of the PRRO as it fits into the country portfolio. The evaluation team must evaluate the PRRO as it fits into the country portfolio as a whole, in two ways. Initially, fieldwork will assess the performance and results of the individual operation, and will then look at the bigger picture of impact considering the operating environment and various actors. Throughout the process, the ET members will focus on the larger picture.

The ET will structure the evaluation questions to ensure that: a) WFP’s key evaluation criteria, e.g. relevance, effectiveness, efficiency, impact and sustainability are addressed; b) the Country Office priorities for the evaluation are incorporated; c) comparisons can made across each of the PRRO components while considering the ‘larger picture’; and d) the focus is on both the strategic and operational elements of the PRRO.

The evaluation matrix in Annex 1 summarises the key questions that will be addressed by this evaluation along with the measures/indicators, sources of information, data collection and analysis methods that will be used.

Risks and assumptions: In addition to the risks and assumptions stated in the Terms of Reference, the team would like to highlight further internal risks and assumptions, and how they will be moderated through the ET’s approach (see below), which is followed by listing external threats to the evaluation and discussion of those mitigation measures:

Internal risks, assumptions and modifications

Need for a flexible and responsive design. Evaluation is not a static process, and there is no practical way to anticipate all of the tasks necessary to produce good results. It is important that the process is allowed some flexibility, in order to adapt as the situation dictates. Therefore, the evaluation needs to be a flexible, dynamic process. WFP and its implementing partners and the evaluation team need to work closely together just prior and during the field mission to be responsive to the workload constraints and time demands of project beneficiaries and the institutional partners, while working to answer the three key evaluation questions. Accordingly, the team is prepared for some last-minute schedule changes as agreed by the ET and the CO.

Lack of institutional memory. The likely leadership and staff turn-over (national and international) given the long review period may result in low institutional memory.
This could affect data collection and render it, if not less reliable, more fragmented. As a result, trends and shifts in the entire chain of the aid sector (at Government or UN agency level) might be misread or ignored. To address this potential issue, the ET will make an effort to interview former WFP and Government staff who are no longer with the organisations but who were once key stakeholders in the operations.

**Fragmented responsibilities within WFP.** The responsibility for project components, such as funding, procurement, and shipments, is often shared or split among different levels of the WFP corporate structure—country level, regional level, and corporate level (Rome). Although not directly assessed by this evaluation, the team views input from regional and corporate levels as essential to reach well balanced conclusions and will seek these perspectives. This will be arranged, for example, through online technical briefings with the ET and regional specialists prior to the field mission.

**Limited time for fieldwork.** The refugee operation throughout Ethiopia is expansive, and it is not realistic for the ET to visit all locations. Visits will therefore be prioritised (see 5.2: sampling strategy), and team members will visit at least once camp in each of five regions, as approved by the CO. TANGO is working early and closely with the CO on the mission schedule to maximise alignment of team needs with WFP ability to support and participate.

**Limitations to evaluability.** Limitations to the evaluability of the PRRO include reliability of secondary data sources (i.e., outcome monitoring data, to be reviewed with CO during the field mission) and data unavailable or inconsistent at the time of the finalisation of this Inception Report (e.g., SPR 2015, gender disaggregated data) or the Evaluation Report. The team will seek to explore information gaps or inconsistencies during the field mission in order to provide a detailed response in the final report to the validity and reliability of the data that may limit the overall evaluability.

**External threats and mitigation measures**

The evaluation team notes additional external limitations to the evaluability of the operation and offers the following strategies to mitigate the effect of these limitations to the extent possible:

<table>
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<tr>
<th>External limitation/threat</th>
<th>Description</th>
<th>Mitigation strategy</th>
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| Insecurity/restricted movement | Security concerns, particularly in Somali region, may hinder the team’s ability to visit the Dollo Ado camps. For example, the recent Al Shabab attack in Gedo region of Somalia was quite close to the Dollo camps. Al Shabab is active in northeast Kenya and the Gedo region, which are also close to Dollo. In recent weeks there have also been security issues reportedly restricting movement in | • If team members cannot visit parts of the country due to security issues, they will seek other ways to obtain information such as by remote-online/phone interviews with WFP, Government or partner staff.  
• TANGO is working closely with the CO on the mission schedule to maximise alignment of team needs with the restricted movement and security constraints. Regular security updates have been requested.  
• Team members have completed UNDSS basic and advanced certificates and will receive security briefing upon arrival. |
Data collection methods and tools

Data collection methods: Based on the feedback from the Country Office, the ET will visit five regions as part of this evaluation. The team will travel together as far as possible in order to assess the integration of programs that represent the expertise of each team member, but will be required to divide into smaller teams in order to visit all of the areas selected for the evaluation. The areas that will be visited include Gambella, Afar, Tigray (Shire), Somali (Dollo-Ado and Jijiga), and Benshangul-Gumaz (Assosa). These areas were selected because of the large number of beneficiaries that are present in each location. They also represent the breadth of WFP activities under various socioeconomic, cultural and environmental conditions. These sites are accessible within the time constraints of the in-country portion of the evaluation and meet the security criteria for the ET. The team is considering if adding a visit to the Afar region is possible given the time and personnel resources allocated to this evaluation. In addition to these field visits, the team has allocated time in Addis Ababa for discussion and interviews with WFP, Government of Ethiopia, and partner staff. Following the field interviews, the team will prepare a report on preliminary findings to present internally to WFP staff and to external.

Structured in-depth interviews, semi-structured interviews, focus group discussions, key informant interviews, and direct observations will be used to gain maximum in-depth knowledge from the stakeholders. Interactive participatory tools will be used to engage refugee participants to the greatest extent possible. The team will review internal data on beneficiaries that has been collected and analysed by WFP to identify relevant data for use in the evaluation, though it should be noted that the team does not have the resources to analyse raw data for WFP. Secondary data will also be thoroughly reviewed.

The ET will place a strong emphasis on stakeholder participation in the evaluation process. Specifically, the team will hold a series of focus groups and interviews with WFP staff, donors, implementing partner organisations, civil society and government at both the start and conclusion of the mission. There are three principal objectives behind this process: to share lessons learned, validate findings, and build ownership over the evaluation’s findings and recommendations. The range of stakeholders in WFP operations have differing perspectives on the process of change and their respective roles in it, and respond to the same evaluation techniques in different ways. The ET will seek to faithfully represent the complete range of viewpoints, values, beliefs, needs, and interests among the stakeholders, tailoring techniques as necessary. The team will use a strategy of triangulation to examine the same issues through different lenses and from different perspectives. The ET will integrate WFP and stakeholder data collected on a regular basis into its analyses.

Upon completion of fieldwork, the ET will conduct internal and external debriefing sessions to share the preliminary findings with WFP staff and implementing partners and to validate results. Before the debriefings, the team will meet with CO management to get feedback about the preliminary findings that will be presented and there will be opportunity to make adjustments between internal and external debriefings. After the ET develops draft recommendations, it will review the draft recommendations with WFP CO and regional staff to allow them to provide feedback.
prior to finalising the recommendations in the final report. The final phase is dedicated to presenting findings and recommendations in an evaluation report that responds to the objectives and evaluation questions. The evaluation report will undergo quality control by the TANGO evaluation manager before circulating to CO, the RB and OEV for review and comments.

**Sampling strategy:** Given the time available and the logistical challenges, the sampling strategy will ensure that the most significant partners are interviewed and that the team visits beneficiaries of all activities. The evaluation team will employ a purposive sampling method\(^3\) to identify areas to be visited during the field work, including the relative size of each refugee group as a proportion of the total refugee population, relative proportion of WFP resources received. Any limitations in the selection of the sample will be noted. The ET will use the following criteria to select field sites to visit:

- **Size of the operations:** sample will focus on sites with higher numbers of beneficiaries reached and tonnage distributed relative to other sites; Number and importance of implementing partners (by size of programme and number of different activities involved);

- **Accessibility:** security, quality of infrastructure (roads/markets, etc.), good versus difficult access, including remote locations;

- **Sites with specific challenges and issues of interest to future activities, e.g., persistent malnutrition in children under five-years of age;**

- **Practical considerations for reaching sites within allotted days, e.g., accessibility and within budget.**

Using these criteria, the number of areas and refugee camps to be visited during this evaluation will be determined by the ET through iterative discussion with the CO. This IP presents the finalised site selection to date. However, due to accessibility issues that may arise, the team will remain flexible to last minute changes. The field schedule will be discussed with the WFP CO during the inception meeting and again during the ET’s first day in Addis Ababa. Distance between sites will be a factor in determining the number of sites the team is able to visit within each area. Team members plan to visit approximately 10 camps. The camps that the team expects to visit include the Adi Harush and Hitsats camps in Tigray; two camps including Aw Barre and Kebrebeyh in the Somali Jijiga region; two camps including Melkadida and Buramino in the Somali Dollo Ado region; two or possibly three camps including Pugnido, Jewi and Terkidi in the Gambella region; Aysaita in the Afar region, and the Bambasi camp near Assossa. The camps were chosen primarily based on population size and differences in geographic setting.

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\(^3\) Purposive sampling is a widely accepted method for qualitative research. Statistical inference, or generalization to the wider population is not the objective, but rather to explain attitudes, behaviours, and to reflect opinions. The individuals to be interviewed are selected based on certain characteristics that reflect the diversity of the sample population. In order to use probability sampling, the ET would need a complete, accurate, and up-to-date list of every refugee in each camp stratified for socio-demographic characteristics and proportionate to the camp population. Considering the time and budgetary constraints, as well as the challenge of obtaining accurate beneficiary listings in this context, the team does not feel that probability sampling is an appropriate method for this evaluation.
Given the purposive sampling strategy, the evaluation team will ensure that the most significant implementing partners (local government representatives and district government officials, NGOs) are interviewed and that the team visit beneficiaries of all programme components. Key informant interviews will be conducted with various partners including WFP, UNHCR, ARRA, and other partners. Based on analysis of internal and external stakeholders – including WFP (CO and sub-offices), government partners, United Nations Country Team representatives, NGO partners, donors, and beneficiaries – the evaluation team will work with the Ethiopia CO to prioritise meetings with those that are most critical to the delivery of WFP PRRO activities.

**Fieldwork tools:** The fieldwork tools address a range of topics that will guide the discussions to obtain the views of diverse stakeholders. These broad sets of topics will help ensure that the assessment, findings, and recommendations are based on a comprehensive understanding of different perspectives. The evaluation will use stakeholder discussions and secondary data to verify baseline information and to understand intended outcomes. The team will also use structured interview outlines during focus groups and observations.

**Quality assurance:** The ET will follow the Evaluation Quality Assurance System of WFP, applying the principles developed for operations evaluations conducted by the Office of Evaluation. Thus, the evaluation will present initial findings at debriefings to stakeholders from WFP, the Government and the donor community, and the review of the report by the same stakeholders.

Most of the members in the ET have extensive practical experience with WFP’s structure, operations, and systems at the regional, national, and local levels, as well as at WFP headquarters in Rome. The members are technically competent and have relevant background with a strong understanding of WFP. For more on team composition, see section 6.1.

Throughout the evaluation process, the evaluation team will maintain its impartiality, independence and transparency of the process. The team members will maintain regular communication with WFP both internally and externally, as appropriate, to ensure quality assurance, including validity, consistency and accuracy of data.

The evaluation field mission will start with a briefing with the Country Office to discuss the inception report, team schedule, and logistics. The evaluation team will analyse the information as it is gathered on a regular basis and will ensure systematic checks on accuracy, consistency, reliability and validity of collected data. Towards the end of the fieldwork, the team will arrange debriefings in which they will share the preliminary findings with WFP staff and implementing partners to validate the results. The final reporting phase is dedicated to presenting findings and recommendations in an evaluation report that responds to the objectives and questions of the evaluation. The evaluation report will be reviewed by the country office, the regional office and WFP’s Office of Evaluation prior to being shared with stakeholders for comments.

The range of stakeholders in WFP operations might have differing perspectives on the process of change and their respective roles in it. The evaluation team will faithfully represent the complete range of viewpoints, values, beliefs, needs, and
interests that vary among the stakeholders. Further, all stakeholders do not respond equally to the same evaluation techniques. The team will adopt a strategy of triangulation—examining the same issues through different evaluation lenses and from different perspectives.