

Terms of Reference

Programme Activity Evaluation of

Food Assistance for Assets (FFA) Project in South

Sudan from 2016 to 2019

WFP South Sudan Country Office

29 October 2019 (Final)

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List of Acronyms

ACR	Annual Country Report
BRACE	Building Resilience through Asset Creation and Enhancement
BMZ	Federal Ministry for Economic Cooperation and Development
CBPP	Community -based Participatory Planning
CBT	Cash-Based Transfer
CFM	Complaints and Feedback Mechanism
CO	Country Office
CP	Cooperating Partners
CSP	Country Strategic Plan
EQAS	Evaluation Quality Assurance System
ERG	Evaluation Reference Group
DEQAS	Decentralized Evaluation Quality Assurance System
DFID	Department for International Development
FAO	Food and Agriculture Organization
FFA	Food Assistance for Assets
FGD	Focus Group Discussion
GAC	Global Affairs Canada
GEWE	Gender Equality and Women's Empowerment
HHs	Households
HR	Human Resources
ICA	Integrated Context Analysis
ICSP	Interim Country Strategic Plan
IDP	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IDDRSI	drought disaster resilience and sustainability initiative
IPC	Integrated food security Phase Classification
MDD	Minimum Dietary Diversity
NGOs	Non-governmental Organization
OEV	Office of Evaluation
PDM	Post-distribution Monitoring
PMC	Project Management Committees
PMF	Performance Measurement Framework
PRRO	Protracted Relief and Recover Operation
RBN	Regional Bureau Nairobi
SAMS	Smallholder Agricultural Market Support
SDG	Sustainable Development Goals
SF	School Feeding
SGBV	Sex gender-based violence
SPR	Standard Project Report
SSCO	South Sudan Country Office
TOC	Theory of Change
TOR	Terms of Reference
TSFP	Targeted supplementary food distribution program
UN	United Nations
UNCF	United Nations Cooperation Framework
UNCT	United Nations Country Team
UNDAF	UN Development Assistance Framework
UNEG	United Nations Evaluation Group
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme

1. Introduction

1. The Terms of Reference (TOR) are for the evaluation of the Food Assistance for Assets (FFA) Project, implemented from 2016 to 2019, of which 33 percent of the total beneficiaries graduated at the end of 2018 after a three-year cycle. FFA projects have been implemented in the counties of Northern Bahr el Ghazal, Warrap, Lakes and Western Equatoria, and a few counties in Jonglei, Unity, Western Bahr el Ghazal, and Eastern Equatoria states. The projects were mainly funded by Global Affairs Canada (GAC), Department For International Development (DFID), Germany Ministry of economic cooperation and Development (BMZ), and Japan. This activity evaluation commissioned by World Food Programme (WFP) South Sudan Country Office (SSCO) will cover the period from 2016 to 2019.
2. The TOR was prepared by the WFP SSCO based upon an initial document review and consultation with stakeholders, following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Evaluation

3. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

4. The evaluation is being commissioned to inform the implementation of the FFA program in the next Country Strategic Plan (CSP) cycle, 2022-2026. The FFA program is one of the key vehicles of WFP for achieving food security and nutrition, and at the same time enhancing communities' absorptive and adaptive capacities, through asset creation ultimately strengthening their resilience to shocks and stressors. The evaluation will be useful for WFP SSCO as it will help in understanding the project in the overall context of resilience building that WFP and other partners are implementing across the counties. As such, the evaluation will contribute to improved WFP's accountability to beneficiaries ensuring meaningful participation of persons of all diversities (women, men, girls, boys, persons with disabilities, elderly and persons with other diversities including ethnic and linguistic) and understanding of the FFA successes, areas for improvement and unintended results to inform strategic decision-making.
5. The evaluation will provide key recommendations on what has been working well, what may need adjustment to ensure the quality of the programme, including the suggestions on how FFA will be implemented in the forthcoming CSP (2022-2026) to best serve beneficiaries strengthening their capacity to build resilience to the shocks.
6. The food security and nutrition situation in South Sudan has deteriorated progressively since the conflict started in 2013. The acutely food-insecure population has doubled, increasing from around 3.5 million people before the 2016 conflict to an estimated figure of 7 million in 2019¹. The chronically food-insecure population has increased in the last five years, with almost half of the vulnerable population facing recurring food insecurity conditions². The reason for the high vulnerability includes disrupted livelihood patterns due to the conflict that started in 2013 and 2016, leading to decreased agriculture

¹ South Sudan IPC Analysis, January 2019

² South Sudan Integrated Context Analysis, WFP Juba December 2018

production and productivity, increased hunger and malnutrition, worsened by economic and natural shocks.

7. Since 2012, WFP has been implementing FFA activities with three main components: 1) support to targeted non-labour constrained food-insecure households with in-kind and cash; 2) asset creation at community and household level; and 3) capacity- building activities. Since then, the programme has seen some changes and has spread across most counties in Northern Bahr el Ghazal, Warrap, Lakes and Western Equatoria, and a few counties in Jonglei, Unity, Western Bahr el Ghazal, and Eastern Equatoria (See Annex 1a for coverage). The areas targeted were based on the Integrated Food Security Phase Classification (IPC) analysis, with households in IPC Phase III mainly targeted, but also included households in Phase IV. As WFP seeks to expand its safety nets programmes that include FFA by linking it to smallholder agricultural market support (SAMS) and school feeding (SF) activities, understanding its impacts and key lessons learned is crucial to make smart programming choices going forward.
8. FFA has helped to reduce the prevalence of poor and borderline food consumption among participating households from 89 percent in 2016 to 51 percent in 2018, indicating that people in FFA are eating a wider variety of foods more frequently. In addition, the percentage of households applying crisis and emergency livelihood coping strategies has reduced from 69 percent to 12 percent over the same period, meaning that households' resorted to fewer negative coping strategies to deal with food gaps³.

2.2. Objectives

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of both the in-kind and cash-based transfers (CBT) FFA Projects. The evaluation will indicate how the activities have contributed to resilience building and whether WFP is fully accountable to the Affected Populations, Gender Equality and Women's Empowerment, and Protection standards, by checking whether beneficiaries were consulted throughout the project cycle.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices, and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant sharing systems.

2.3. Stakeholders and Users

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

Table 1. Preliminary Stakeholders' analysis

³ WFP South Sudan Food Assistance for Assets Achievements 2018

Stakeholders	Interest in the evaluation and likely uses of the evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Country Office (CO) [South Sudan]	With the signing of the revitalised peace agreement in September 2018 there is increased space and interest, by communities, donors and other humanitarian partners, in resilience activities. As the country office is responsible for programming, the results of this evaluation will directly influence the direction to be taken in resilience-building activities in the larger context of partners' work.
Regional Bureau (RB) [Nairobi]	The resilience and FFA activities and their linkage to other safety net activities are universal across the RBN portfolio. Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
WFP HQ [Safety Net and Social Protection Unit]	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. As WFP pursues its dual mandate of development and humanitarian aid, this program is core to WFP resilience building, and evaluation results can impact the organization's portfolio.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations, respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys, and girls of all intersectional diversities including disability, language and social groupings will be undertaken and their respective perspectives taken into consideration in the programme implementation. This program has a component that aims to have not just short-term food consumption effects, but long-term knowledge transfer and resilience, as such beneficiaries' input is especially important.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities and harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover, and sustainability will be of interest. The Ministry of Agriculture and Food Security, and the Ministry of Livestock and Fisheries working with the Intergovernmental Authority on Development (IGAD) drought disaster resilience and sustainability initiative (IDDRSI) and the Ministry of Humanitarian Affairs and Disaster Management will have a keen interest in the evaluation as they work in the area of food security and disaster mitigation respectively.
UN Country team [FAO, UNICEF, UNDP]	The UNCT's harmonized action should contribute to the realisation of the government resilience to shocks programmes. It has therefore, an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. As FAO and WFP partner on some resilience tool building kits that could be included as a component in future iterations, they have a direct interest in the evaluation. UNICEF and UNDP will also be interested, considering that they have been working with communities on resilience-building initiatives.

NGOs	NGOs are WFP’s partners for the implementation of some activities while having their own interventions at the same time. For the FFA, WFP has a number of cooperating partners who will be involved in the implementation of the safety net activities. Refer to Annex 10 for the list of NGOs
Donors	WFP operations in South Sudan are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP’s work has been effective and contributed to their own strategies and programmes. The FFA expansion will require additional donor interest, partially determined by the perceived effectiveness of the programme.

3. Context and subject of the Evaluation

3.1. Context

11. After more than five decades of near-continuous war, South Sudan became an independent nation on 9 July 2011. Since independence, an increasingly severe economic crisis has been driven by declining oil production, global decline in oil prices, the rapidly depreciating value of the South Sudanese pound, shortages of hard currency, and significant dependence on imports. Following the conflict that erupted in Juba in June 2016, the inflation rate was the highest in the world, at 549 percent in September 2016. The conflict and insecurity across the country disrupt economic and livelihood activities and regularly cut off trade routes and impede commercial imports.
12. The 2016 Human Development Report indicated that 50.6 percent and 42.7 percent of the population in South Sudan live below the national and international poverty line of \$1.90 per day respectively. Livelihoods are predominantly found in subsistence agriculture and pastoralism. Over 80 percent of the population resides in rural areas and 85 percent of the working population is engaged in non-wage work. In addition, the latest IPC report⁴ released in June 2019 reported that 6.96 million, 61 percent of the population, were likely in Crisis (IPC Phase 3) acute food insecurity or worse. Out of the 6.96 million people, 1.82 million and 21,000 people were in emergency acute food insecurity (IPC Phase 4) and catastrophe (IPC phase 5) respectively.
13. As spelt out in the Interim Country Strategic Plan (ICSP) 2018 to 2020, WFP South Sudan has made concerted effort to align with Sustainable Development Goals (SDGs) 2 and 17, and national strategies such as National Girls Education Strategy 2018 – 2022, as well as National Gender Policy (2012), and UN Country Teams Interim Cooperation Framework and Humanitarian Response Plan 2016-2018, and United Nations Cooperation Framework (UNCF) 2019 to 2021.
14. WFP South Sudan has engaged with partners such as FAO, UNICEF, and key NGOs, leading the resilience outcome group within the UNCF in South Sudan to enhance the impact of interventions by emphasizing early planning and convergence at the field level with key partners implementing activities in different sectors.
15. FFA is essential to ensure targeted communities are empowered to enhance their resilience to shocks while strengthening long term food and nutrition security. The WFP has been providing life-saving support to millions of people on all sides of the conflict and in virtually all areas of the country that are accessible since independence in 2011 (and as part of Sudan since 1963). To turn food assistance into a tool for peacebuilding and future

⁴ IPC_South_Sudan_IPC_Key_Messages_May_2019, http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_South_Sudan_IPC_Key_Messages_May_2019.pdf

development, WFP is engaging grassroots civil society organizations and empowering communities.

16. Through 22 cooperating partners, WFP under the FFA project has provided technical support for physical assets creation and capacity building; as well as short-term food or cash assistance to food-insecure households. This promotes the restoration of livelihoods and the resilience of the targeted communities against future shocks, both natural and man-made.
17. Considering increasing political stability in South Sudan, after the most recent signing of the Revitalized Peace Agreement in 2018, WFP is planning to expand FFA programming to enhance communities' absorptive, and adaptive capacities, ultimately building their resilience to natural and man-made shocks and stressors. Hence, this evaluation aims to better understand the results and effect of resilience programming that enhances livelihood development including other programmes such as SAMS and SF, and to provide information on the benefits of different implementation modalities.
18. In South Sudan, it is well recognized that deeply engrained gender inequalities limit the sustainable outcomes of humanitarian assistance for particularly women and girls. Despite most heads of households (57 percent being women in South Sudan) and the guardians of household health, pervasive inequalities continue to limit the necessary requirements to sustain the productivity and health-seeking behaviours of women and girls. In South Sudan, due to the limitation on their access to education, and employment opportunities, gender inequality not only exposes women to material deprivation and weak bargaining position within the family and community, it is also more difficult for them to fully participate in livestock production and marketing of high-value crops.
19. A study by Oxfam (2017) highlights the prevalent types of SGBV in South Sudan such as sexual violence, and rape as part of armed conflict; increased domestic violence; sexual violence against women and girls including by service providers; and forced or early marriage⁵. The conflict made women and girls more vulnerable, worsened by polygamy culture that normalises the subordination of women, gender-based discrimination, and violence⁶.
20. Considering the South Sudan context, and consistent with the WFP and Country Office Gender Action Plans, FFA activities have mainstreamed gender equality and women's empowerment into the activity design, implementation, and evaluations. This includes application of gender parity in the Project Management Committees (no less than 50 percent of members are women), inclusion of gender equality and GBV awareness and prevention messaging and education into PMC, and activity delivery linking women and girls to GBV referral services, facilitating safe and accessible project sites, and establishing Complaint and Feedback Mechanisms that meet the preferences of women, girls, men, and boys. The evaluation will explore the contributions to gender equality and women's empowerment, complementing with previous gender analysis by WFP and UN Women in 2018 (See Annex 13 for a summary) and ongoing gendered situational analysis study conducted by gender unit in 2019.

3.2. Subject of the evaluation

21. The scope of this evaluation will focus on the project implemented between March 2016 to December 2019. The rationale behind the scope of the evaluation is that the programme has largely remained the same over this period and the relevant data collected from 2016

⁵ Oxfam (2017).

⁶ Gendered situational analysis to inform safety nets and resilience programme in South Sudan, Inception report (2019)

is available. In addition, large FFA beneficiaries' graduation took place in 2018, and additional areas registering a new phase of the project in 2019.

22. The total number of planned and actual beneficiaries from 2016 to 2018 is presented in the table below.

Table 2. Actual total beneficiaries from 2016 to 2018

Year/Total	Gender	2016	2017	2018	Total
Planned	Female	327,024	270,000	340,200	937,224
	Male	278,576	230,000	289,800	798,376
	Total	605,600	500,000	630,000	1,735,600
Actual	Female	219,086	241,857	316,791	777,734
	Male	186,628	206,027	269,859	662,514
	Total	405,714	447,884	586,650	1,440,248

23. The cost of the FFA activities was estimated at USD 23,406,955 in 2018. The costs of FFA activities for 2016, 2017 and 2019 will be provided to the evaluation team during the inception phase.

24. A comprehensive FFA Theory of Changes (TOC) developed in the past was not finalized and used during the implementation period. Thus, in July 2019 most CPs implementing the FFA and WFP staff developed a TOC⁷ based on knowledge from the past programme implementation. This TOC will be used to identify the FFA programme implementation paths and gaps with two main logic models for each donor, BRACE II log-frame for DFID and PMC for GAC.

25. WFP carried out the Country Portfolio Evaluation South Sudan (2011 - 2016) inclusive of FFA activities in February 2017 that measured results and had a lesson learnt component. From the evaluation, one of the findings was that while beneficiaries valued the assets built through FFA such as dykes, feeder roads, and training, the quality of tertiary roads was limited. Most FFA activities remained short term, with little evidence of the complementarity layering of multi-sector actions over a sustained period needed to build resilience to shocks affecting food security. From a midterm evaluation on BRACE II conducted by DFID in 2019, it is recommended to adjust activities to better align with broad social protection. Currently, another gendered situational analysis for safety net and resilience programme is in progress. These evaluations and studies will be complementary to the FFA activity evaluation.

4. Evaluation Approach

4.1. Scope

26. The evaluation will cover the period from 2016 to 2019 across all the project areas ensuring coverage of (i) different livelihood zones (pastoral, agropastoral and cropping areas) as well as the different depth of vulnerability⁸ where the FFA activities have been running the programme (see map in Annex 1.b); (ii) areas which are covered by CBT only, (iii) areas covered by in-kind only and (iv) areas that receive both in-kind and CBT. Special attention will be given to vulnerable groups, such as female-headed households and households with chronically ill or disabled family members.

⁷ The ToC developed in July in 2019 and FFA related log framework at SSCO CSP are in Annex3 and Annex 2 respectfully.

⁸ South Sudan Integrated Context Analysis (ICA), December 2018

27. In 2018, the FFA programme scaled up by almost 40 percent to serve nearly 600,000 people across all regions of the country, from around 450,000 in previous years. Of the total beneficiaries, 54 percent were women and girls.
28. The FFA programme is reaching out to 9 of the 10 states of South Sudan that include most counties in Northern Bahr el Ghazal, Warrap, Lakes and Western Equatoria, and a few counties in Jonglei, Unity, Western Bahr el Ghazal, Central Equatoria, and Eastern Equatoria (see map in Annex 1.a).
29. Households participating in the FFA are selected through a targeting committee based on pre-determined vulnerability criteria and locally relevant targeting criteria that select households from the poor and very poor wealth groups. Eligibility criteria have been developed (Refer to Annex 5 for details). Only households with at least two able-bodied family members are targeted for FFA. The primary participant and alternate must also be willing to participate in asset creation activities, including farming and communal asset creation.
30. The decentralized evaluation will be conducted to determine the impact of the FFA project on the people (including the gender dimensions) WFP serves, through this programme.
 - a. The evaluation will focus on the effects and results of the FFA project on community resilience and sustainability against shocks and risks;
 - b. FFA programme design and implementation will be considered and these issues are covered under the evaluation questions;
 - c. Whether the targeting against the criteria was achieved;
 - d. The appropriateness and performance of the FFA modality, both in-kind and CBT;
 - e. The impact on livelihoods and economic improvement of the targeted group;
 - f. A deeper understanding of the use of cash entitlement and beneficiary needs; and
 - g. The possibility of scale-up;
31. This evaluation is undertaken when the project has been running for several years, hence measurement of the key indicators from 2016 when changes in the implementation of the programme were instituted is expected. The evaluation team will focus on measuring and reporting on changes in livelihoods, economic status, capacities and behaviours and participating households' ability to cope and adapt to shocks and stressors.
32. The evaluation will provide a comprehensive picture of the programme's results over time, specifically looking at food security indicators, programme outputs against the targets set, training and its effectiveness, assets created, nutrition sensitivity inclusion and farmers' market access.

4.2. Evaluation Criteria and Questions

33. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of relevance/appropriateness, connectedness, effectiveness, efficiency, impact and sustainability⁹. Gender equality and the empowerment of women should be mainstreamed throughout. The questions in Table 3 below address these criteria specifically.
34. **Evaluation Questions allied to the evaluation criteria:** the evaluation will address the following key questions (Table 3), which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the FFA programme as per log frame indicators (Annex 2), and ToC (Annex 3) developed for the evaluation including any gender- related differences

⁹ For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

with the gender-disaggregated data, which could inform future strategic and operational decisions.

Table 3. Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> - To what extent did the FFA programme align with different beneficiary needs and increased needs emanating from displacement, unemployment and poverty status of the population in the areas of intervention? - Is the FFA programme targeting the right intervention areas, the right population with the right programming modality? - To what extent FFA programme intervention was based on sound gender analysis and perspectives?
Coherence	<ul style="list-style-type: none"> - To what extent did the FFA programme consider WFP’s strategy for long term resilience? - How has the FFA complementary to other projects and integrate the programme in an overall Government, Community and other Agencies strategies to build resilience and reduce vulnerability to shocks, etc.?
Effectiveness	<ul style="list-style-type: none"> - To what extent has targeted outputs, outcomes, and strategic results achieved and what were the main factors/ challenges influencing the achievement and non- achievement of the FFA objectives? - To what extent did the different transfer modalities of the programme enhance food security, nutrition, livelihoods, incomes, and economic status of the target groups including women, men, boys, and girls? - To what extent have beneficiaries improved their knowledge/ changed their behaviour because of the incentives and training provided? - To what extent the cooperating partners (CP) have been supported by WFP in project implementation and management, the needed competencies to coordinate the asset building?
Efficiency	<ul style="list-style-type: none"> - Which areas have the FFA modalities been cost-efficient and how can efficiency be improved? - Were all activities implemented under the FFA, including agricultural inputs, (seeds-tools) delivered on time? If not, what were the challenges for the delays (e.g. seasonal rains, etc)? - Were resources allocated efficiently (e.g. appropriate operational methods, staffing, etc.)?
Impact	<ul style="list-style-type: none"> - How and to what extent have the different project modalities of the FFA impact on gender (men, women, girls, and boys), the social networks and fabric of the community and power balance of households and community of the target population? - To what extent the FFA programme directly or indirectly affected community cohesion and peace among the targeted population? - To what extent the FFA programme including assets created contributed to enhancing food security and resilience of the vulnerable people against risk and shocks such as floods and droughts? - What kind of unintended positive or negative impact did the project bring to the targeted communities, households, women, girls, boys, and men?
Sustainability	<ul style="list-style-type: none"> - To what extent did the target communities assume ownership of the project during and after implementation? - What benefits including assets created attributed to the project have beneficiary households continued to enjoy beyond the life of the project? - How has the graduation criteria being applied ensured that the communities and households that qualify for graduation have been made resilient to shocks and stressors and have developed sustainable livelihoods?

4.3. Data Availability

35. A number of information sources related to the FFA project in South Sudan are available (see Annex 9). However, some of the information accuracy and reliability cannot be ascertained. One limitation is that for some years output level data depend mainly on the CP's reports so there could be some gaps. Another limitation is that full post-distribution monitoring (PDM) reports are not available but only summarized findings. However, the study team can access raw data for the evaluation.
36. Concerning the quality of data and information, the evaluation team should:
 - a. assess the availability and reliability of existing data as part of the inception phase;
 - b. systematically check the accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data;
37. The evaluation team is responsible for collecting data from a representative sample of beneficiaries (covering most of the FFA areas described in paragraph 26 above) preferably during the FFA activities implementation. The survey will focus on pertinent questions to answer the evaluation objectives. WFP routinely collect output-level data as well as outcome data that will be made available to the evaluation team.
38. During the inception phase, SSCO and the evaluation team will have to agree on a data collection strategy that minimizes duplications and promote efficiency and completeness. A list of outcome indicators including but not limited to those identified in the logical framework in Annex 2 will be agreed on.
39. Several gender-disaggregated data and gender-specific indicators at output and outcome level such as Minimum Dietary Diversity (MDD) Women are available. This evaluation will identify how the recommendations from the previous gender study conducted in May 2018 have been applied in the programme design and implementation.

4.4. Methodology

40. The evaluation team will conduct a comprehensive theory-based evaluation of the programme.
41. To answer the evaluation questions, a mixed-methods approach is proposed:
 - a. **Desk Review and context analysis:** A careful analysis of existing data and information from secondary sources including policy documents, programme documents, monitoring reports, annual project reports, past reviews, and evaluations; Evaluation questions will be developed after full consideration of the secondary information and the objectives this evaluation and will be collected through the quantitative and qualitative data collection.
 - b. **Quantitative primary data collection:** from a representative number of households through a carefully designed survey, focusing on changes of households and community with created assets and bearing in mind the livelihoods and depth of vulnerability as well as gender dimensions that vary from one region to the other.
 - c. **Qualitative primary data collection:** through interviews, focus group discussions (FGD) that considers the gender groups, key informative interviews, and other participatory methods.
42. It is proposed that the evaluation will have a special focus on Warrap, Northern Bahr el Ghazal and Western Equatorial each with two livelihood zones and covering different Integrated Context Analysis (ICA) categories which depict the level of shocks and vulnerability status. The evaluation will cover ICA Categories 1 to 3 and 5 and nine areas representing a combination of vulnerability status and livelihood zones (See map Annex

1.b), as well as the different transfer modalities (See Map Annex 1.a). In addition, new areas where FFA activities were implemented from 2017 will be considered in the coverage of this evaluation. The Inception phase will further refine the study areas.

43. Considering the situation in South Sudan, there could be unpredictable conflicts in the planned programme areas for data collection activities. In this case, the sampled areas will be substituted. In addition, beneficiaries could be busy preparing for the agricultural season during the data collection period. To maximize the effectiveness, the study team and WFP will closely communicate with CPs and Field offices to arrange the surveys accordingly.
44. The full methodology will be confirmed and refined by the evaluation team during the inception phase, but it should:
 - Employ the relevant evaluation criteria above;
 - Demonstrate humanitarian principles: humanity, neutrality, impartiality, and independence by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, donors, etc.). The selection of field visit sites will also need to demonstrate impartiality. The evaluation team should ensure that the methodology and evaluation implementation are ethical, neutral, unbiased, independent and conform to the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation;
 - Use mixed-methods (quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means;
 - Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints;
 - Ensure using mixed methods that women, girls, men and boys including the disabled from different stakeholders' groups participate and that their different voices are heard and used;
 - Mainstream gender equality and women's empowerment, as above;
 - Use the FFA ToC created in July 2019 for the evaluation, as well as the draft Resilience ToC already developed to further inform the research questions;
 - Will be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women.
 - Ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. FGD will be conducted separately between men and women to ensure the friendliest conditions for the discussion.
 - Existing monitoring findings and data from related reports such as SPR/ACR, PDM, BRACE II MTE report, and project performance reports are available for the evaluation including gender-related studies and data from PDM such as MDD women;
 - The evaluation findings, conclusions, and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting a gender-responsive evaluation in the future.
45. The following mechanisms for independence and impartiality will be employed:
 - a. Evaluation Committee (EC) will be appointed and involved through all the evaluation phases. The EC is responsible for overseeing the evaluation process, making key decisions and reviewing evaluation products submitted to the Chair for approval.
 - b. Evaluation Reference Group (ERG) will be set up to steer the evaluation, comment on all evaluation deliverables and exercise oversight over the methodology;
 - c. All tools and products from the Evaluation Firm will be externally and independently quality assured (both by the ERG and the DEQAS);
 - d. The Evaluation firm will be asked to set out how ethics can be ensured at all stages of the evaluation and that they seek appropriate ethical clearances (institutional and local) for the design ahead of going to the field.

4.5. Quality Assurance and Quality Assessment

46. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG Norms and Standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
47. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting rigorous quality control of the evaluation products ahead of their finalization.
48. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products, which will be applied at each stage to ensure the quality of the evaluation process and outputs.
49. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides a review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
 - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
50. The evaluation manager will review the feedback and recommendations from QS and share it with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
51. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
52. The evaluation team will be required to ensure the quality of data (validity, consistency, and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.
53. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

54. The evaluation will consist of five phases, each with their deliverables. Annex 9 provides a more detailed timeline. The phases can be broken down as follows:

- a. **Phase 1- Planning phase (6th August-4th December)**

^[1] UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

- The preparation for the evaluation will be done by the Evaluation Manager at WFP SSCO. This includes the preparation of the TOR and review of TOR in the DEQAS process, selection of the evaluation team, and contracting of the evaluation company. It also includes finalising provisions for impartiality and independence, and the preparation of a document library and drafting the communication and learning plan.
- b. Phase 2- Inception (5th December - 31st January)**
- Concludes with an inception report detailing how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects. It will include an evaluation team orientation, a desk review of documents, inception meetings as requested. *[Deliverable: Inception Report]*
 - **Fieldwork for data collection (10th February - 10th March)** The evaluation team will develop the survey tools test them and conduct data collection in the field, and it is expected to take 4 weeks, including some primary data collection in the intervention counties and secondary data analysis. *[Deliverable: debriefing PPT and/or preliminary report]*
- c. Analyse and Reporting (12nd March - 20th May)**
- The evaluation team will analyse and triangulate all data collected during the desk review, fieldwork, and the additional consultations with stakeholders as required. The evaluation manager will circulate the draft report for comments and thereafter comments considered by the evaluation team in the final report. In addition, the evaluation team would also produce a summarized evaluation report. *[Deliverable: draft and final evaluation Report]*
- d. Dissemination and follow-up (22nd May - 22nd June)**
- The evaluation report is shared with relevant stakeholders and users of the evaluation. The WFP Commissioning Office management responds to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. *[Deliverables: Summary of the evaluation, PowerPoint presentation, Policy brief of the evaluation report]*

55. The details of expected deliverables from the evaluation are found in Annex 11.

6. Organization of the Evaluation

6.1. Evaluation Conduct

56. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the Evaluation Manager- the Head of Vulnerability Analysis and Mapping (VAM) and Monitoring and Evaluation Unit. The evaluation manager has not been involved in the FFA project implementation. The team will be hired following the agreement with WFP on its composition.
57. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the UNEG ethical [guidelines](#) and code of conduct. The team should respect participants' dignity and diversity especially ethnicity and political issues, considering the South Sudan context.

58. The evaluation schedule will be discussed between the evaluation team and the Evaluation Committee (EC) [Refer to an evaluation schedule in Annex 4].

6.2. Team composition and competencies

59. The evaluation team is expected to include 3 to 4 members with different skill sets and backgrounds, including the team leader, and should include national staff or a plan to have at least one of the team members fluent in one of the local languages. The team members should be familiar with the South Sudan context. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR. At least one team member should have a WFP experience.

60. The team will be multi-disciplinary with a complementary combination of the technical expertise and a track record of written work on similar assignments, and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Conditional cash and food aid programmes;
- Livelihoods, asset creation and labour practice in rural setup;
- Humanitarian approaches;
- Evaluation of cash transfers programming;
- Gender expertise / good knowledge of gender issues in rural development;
- Enumerators for households (HHs) survey, and translators;
- All team members should have strong qualitative and quantitative analytical and communication skills including HHs survey experiences, with a team leader having over 10 years of evaluation experience and familiarity with South Sudan.
- The report will be in English, and all WFP meetings will be conducted in English. However, beneficiaries primarily speak different local languages, and this should be planned for.

61. The Team leader will have technical expertise in one of the technical areas listed above and have expertise in designing methodology and data collection tools, with demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.

62. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising as required, the inception report, the end of fieldwork (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

63. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct fieldwork; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3. Security Considerations

64. Security clearance where required is to be obtained from Country Office, South Sudan.
- As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
65. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in-country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfew, accommodations cleared by UNDSS, etc.
 - The WFP CO and FOs will closely follow up on the security status and will communicate with the evaluation team, ensuring their security during the period when in-country.
66. Currently stable, however, the security situation in South Sudan is often shifting, and perspective evaluators should familiarize themselves with the conflict dynamics surrounding Juba and the areas in the country that will be visited to understand the potential impact that may arise. Note that the movement of the evaluation team can be restricted due to the conflicts. In this case, sampling areas for HHs survey can be substituted.

7. Roles and Responsibilities of Stakeholders¹⁰

67. The WFP South Sudan Country Office is commissioning this DE:

67.1 The WFP South Sudan Country Office Management (Country Director, Matthew Hollingworth) will take responsibility to:

- Assign an Evaluation Manager for the evaluation: Head of VAM and M&E – Elliot Vhurumuku;
- Compose the internal evaluation committee and the evaluation reference group (ERG);
- Approve the final TOR, inception and evaluation reports;
- Ensure the independence and impartiality of the evaluation at all stages, including the establishment of an Evaluation Committee and a Reference Group;
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team;
- Organise and participate in two separate debriefings, one internal and one with external stakeholders;
- Oversee dissemination and follow-up processes, including the preparation of Management Response to the evaluation recommendations.

¹⁰ The complete list of roles and responsibilities for DE are available in the Evaluation Policy and the corresponding authorities and institutional arrangements are developed in the Evaluation Charter. Further information available in DEQAS Process Guide.

67.2 The **Evaluation Manager**:

- Manages the evaluation process through all phases including drafting this TOR;
- Ensures quality assurance mechanisms are operational;
- Consolidates and shares comments on draft ToR, inception and evaluation reports with the evaluation team;
- Ensures expected use of quality assurance mechanisms (checklists, quality support);
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required;
- Organises security briefings for the evaluation team and provides any materials as required.

67.3 An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation, refer to Annex 6.

67.4. **An Evaluation Reference Group** will be formed, as appropriate, with representation from implementing partners, local government counterparts, and key programme staff, as seen in Annex 7. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence.

67.5 **The Regional Bureau** will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate;
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant, as required;
- Provide comments on the draft ToR, Inception and Evaluation reports;
- Support the Management Response to the evaluation and track the implementation of the recommendations.
- While the Regional Evaluation Officer, Roberto Borlini, will perform most of the above responsibilities, other RBN relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

67.6 **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation;
- Comment on the evaluation ToR, inception and evaluation reports, as required.

67.7 **The Office of Evaluation (OEV)**. OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

8. Communication and Budget

8.1 Communication

68. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders including:

- Regular updates between the evaluation team, evaluation manager and stakeholders on the status of implementation of the project.
- Communication of challenges as they arise during the implementation of the evaluation to avoid delays.
- Communication on the plan to action the recommendations of the evaluation.

69. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the evaluation team will produce communication products such as a summary of findings, and infographics on the main findings, good practices, lessons learned, most significant changes, limitations, conclusions, and recommendations in Juba Arabic and English. With the final evaluation reports, products will be shared with externals through WFP official website.

8.2 Budget

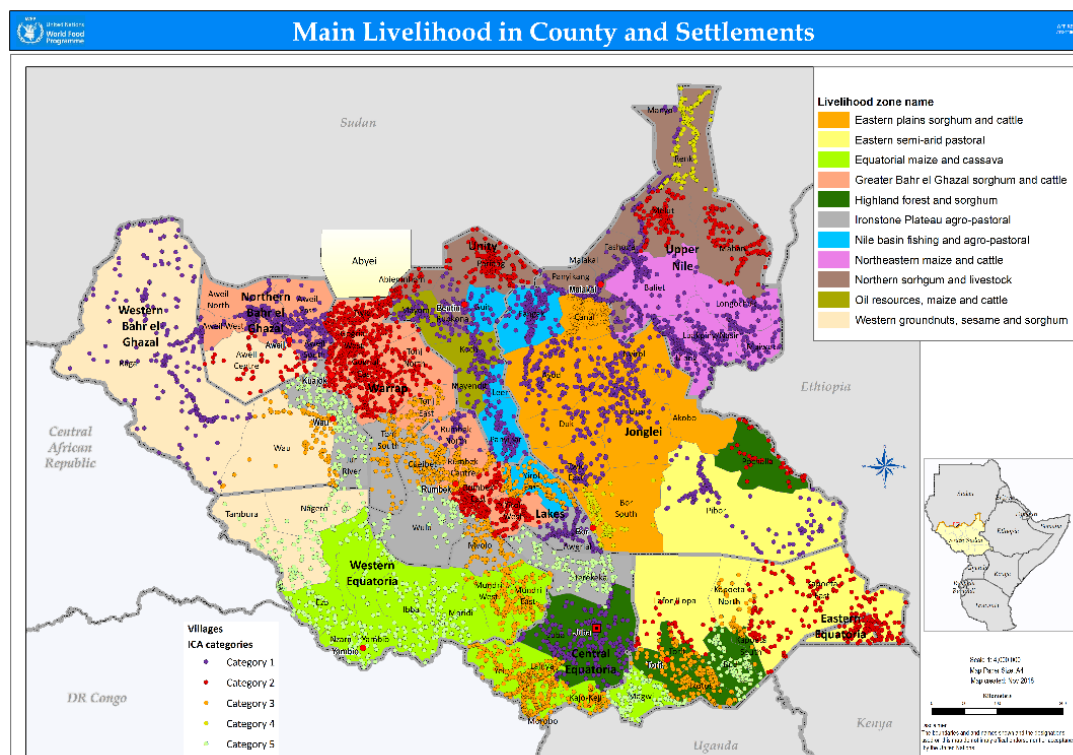
70. For this evaluation, an estimated budget of USD300,000 will be allocated to cover costs for the phases of the evaluation inclusive of the inception report, fieldwork, evaluation report and communication of results as outlined in Paragraph 54. The costs covered under the budget include Consultants fees, production of the inception report, international travel, DSA, fieldwork and communication of results include workshops and translation. The detailed budget is indicated in Annex 12.

Please send any queries to

Elliot Vhurumuku, Head of VAM and MEAL, WFP South Sudan at [Elliot.Vhurumuku@wfp.org, +211920001250].

cc. Roberto BORLINI, Regional Evaluation Officer, WFP RBN at [roberto.borlini@wfp.org +254 (0)20 7622897].

Annex 1.b: Main livelihood zone by county overlaid with settlements and their corresponding ICA categories ranking



Risk of Exposure to		Recurrence of Food Insecurity	
Natural Shocks	LOW	MEDIUM	HIGH
LOW	Area 5 CATEGORY 5 Enhance DRR and mitigate against land degradation and other risks	Area 3B CATEGORY 3 For Category 3 (Area 3a and 3b) exposed to low shocks and medium to high food insecurity should be targeted with long-term food programmes to alleviate food insecurity, predictable social protection and safety nets, early warning	Area 3A
	Area 4B CATEGORY 4 For Category 4 with potential pockets of food insecurity but no clear entry points for food security programmes, DRR (early warning and preparedness) be emphasized.	Area 2B CATEGORY 2 For Category 2 (Area 2a and 2b), which has medium food insecurity and high to medium shocks should be targeted with seasonal safety nets combined with specific interventions on shocks and stressors. Aim should be to support seasonal food insecurity and post-recovery measures in case of shocks.	Area 1B CATEGORY 1 For Category 1 (Area 1a and 1b) with high shocks and food insecurity, population with recurring food insecurity should receive predictable safety nets to meet the level of vulnerability. This should be accompanied by disaster risk reduction, early warning and resilience programmes to reduce the impact of high prevalence of natural shocks (floods and droughts).
MEDIUM			
HIGH			
	Area 4A	Area 2A	Area 1A

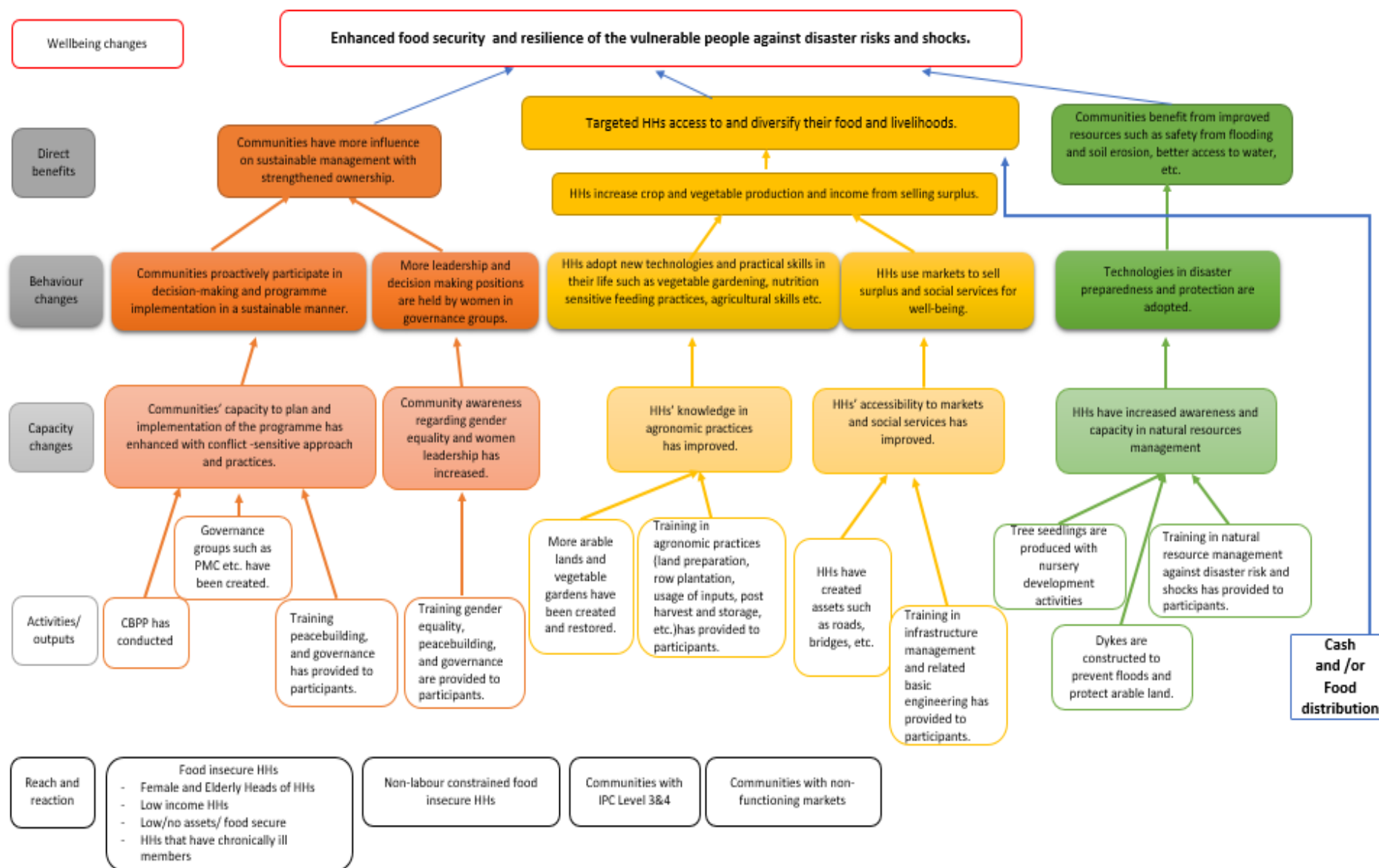
Annex 2: Logical Framework

	Description	Category	Assumptions
Logframe (version 5.0) Type: ICSP-based	South Sudan (2018 Jan - 2020 Dec)		
Strategic Objective 3	Achieve food security		
Strategic Result 3	Smallholders have improved food security and nutrition (SDG Target 2.3)	SDG Target: 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	
Strategic Outcome 03	Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	3.3: Improved availability of key smallholder public goods and services	<ul style="list-style-type: none"> • Community participation in activity and site selection and management starts at project inception and remains ongoing • Value of entitlement is attractive against work norms • Entitlements and complementary resources are sufficient to prevent negative coping strategies • Entitlements are supplemented by complementary foods, provided by partners or otherwise available • Households have access to local functioning markets • Limited price/currency inflation or fluctuation • Stakeholders are successful at supporting increased grain production and building sustainable access to markets for smallholders • Food surplus is aggregated at collection points to facilitate safe storage and marketing • Market prices remain competitive relative to the region
Outcome Indicator 3.3.10	Livelihood-based Coping Strategy Index (Average)		
Outcome Indicator 3.3.11	Food expenditure share		
Outcome Indicator 3.3.12	Proportion of the population in targeted communities reporting benefits from an enhanced asset base		
Outcome Indicator 3.3.14	Minimum Dietary Diversity – Women		
Outcome Indicator 3.3.16	Food Consumption Score – Nutrition		
Outcome Indicator 3.3.19	Dietary Diversity Score		
Outcome Indicator 3.3.2	Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems		
Outcome Indicator 3.3.22	Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks		
Outcome Indicator 3.3.25	Economic capacity to meet essential needs (new)		
Outcome Indicator 3.3.3	Rate of smallholder post-harvest losses		

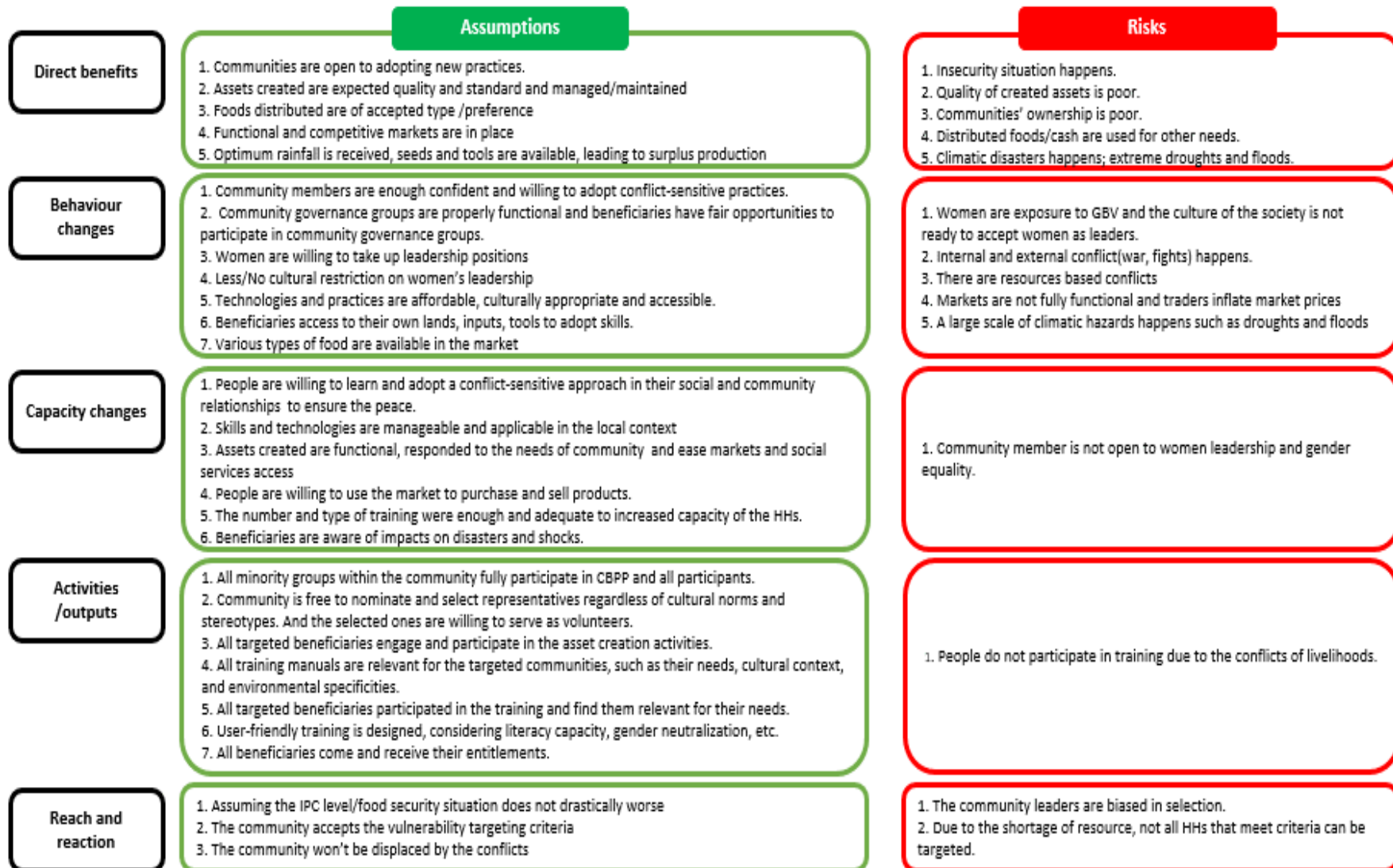
Outcome Indicator 3.3.4	Value and volume of pro-smallholder sales through WFP-supported aggregation systems		
Outcome Indicator 3.3.5	Percentage of WFP food procured from smallholder farmer aggregation systems -		
Outcome Indicator 3.3.6	Food Consumption Score		
Outcome Indicator 3.3.8	Consumption-based Coping Strategy Index (Average)		
Activity 04	Provide livelihood support and build resilience of targeted households	ACL: Asset creation and livelihood support activities	
Output A	Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities to build resilience to shocks	A: Resources transferred	
Output Indicator A.1	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		
Output Indicator A.2	Quantity of food provided		
Output Indicator A.3	Total amount of cash transferred to targeted beneficiaries		
Output Indicator A.5	Quantity of non-food items distributed		
Output Indicator A.8	Number of rations provided		
Output Indicator A.9*	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		
Output C	Smallholder farmers have improved market access through government official capacity building on extension and quality assurance services	C: Capacity development and technical support provided	
Output Indicator C.1	Number of people trained		
Output Indicator C.2	Number of capacity development activities provided		
Output Indicator C.3	Number of technical support activities provided		
Output Indicator C.4*	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output D	Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities to build resilience to shocks	D: Assets created	
Output Indicator D.1	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure		
Output E	Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities to build resilience to shocks	E: Advocacy and education provided	
Output Indicator E.2	Number of people exposed to WFP-supported nutrition messaging		

Output E*	Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities to build resilience to shocks	E*: Social and behaviour change communication (SBCC) delivered	
Output Indicator E*.4	Number of people reached through interpersonal SBCC approaches		
Output F	Smallholder farmers and farmer organizations have improved market access through training in post-harvest handling techniques and technology, and institutional development	F: Purchases from smallholders completed	
Output Indicator F.1	Number of smallholder farmers supported/trained		
Output L	Communities have improved access to assets, transport, markets and services, through feeder road and bridge construction	L: Infrastructure and equipment investments supported	
Output Indicator L.1	Number of infrastructure works implemented, by type		
Output Indicator L.2	Amount of investments in equipment made, by type		
Cross-cutting Result C.3	Improved gender equality and women's empowerment among WFP-assisted population		
Cross-cutting Indicator C.3.1	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality		
Cross-cutting Indicator C.3.2	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women		
Cross-cutting Indicator C.3.3	Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity		

Annex 3: FFA Theory of Change



Assumptions of FFA ToC



Annex 4: Evaluation Schedule¹¹

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Planning	Up to 9 weeks
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	(3 weeks)
	Sharing of draft ToR with outsourced quality support service (DE QS)	(3 days)
	Review draft ToR based on DE QS feedback	(3 days)
	Circulation of TOR for review and comments to ERG, RB and other stakeholders (World Vision, key programme staff)	(2 weeks)
	Review draft ToR based on comments received	(1 week)
	Submits the final TOR to the internal evaluation committee for approval	
	Sharing final TOR with key stakeholders	
	Selection and recruitment of evaluation team	(3 weeks)
	Phase 2 - Inception	Up to 7 weeks
	Briefing core team	(1 day)
	Inception mission in the country (if applicable)	(1 week)
	Draft inception report	(1 week)
	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	(1 week)
	Revise draft IR based on feedback received by DE QS and EM	(1 week)
	Submission of revised IR based on DE QS and EM QA	
	Circulate draft IR for review and comments to ERG, RB and other stakeholders (World Vision, key programme staff)	(2 weeks)
	Consolidate comments	
	Revise draft IR based on stakeholder comments received	(1 week)
	Submission of final revised IR	
	Submits the final IR to the internal evaluation committee for approval	
	Sharing of final inception report with key stakeholders for information	
	Phase 3 – Data collection	Up to 5 weeks
	Briefing evaluation team at CO	(1 day)
	Developing data collection tools and testing them	1 week
	Data collection	(4 weeks)
	In-country Debriefing (s)	(1 day)
	Phase 4 - Analyze data and report	Up to 11 weeks
	Draft evaluation report	(3 weeks)
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	(1 week)
	Revise draft ER based on feedback received by DE QS and EM QA	(1 week)
	Submission of revised ER based on DE QS and EM QA	
	Circulate draft ER for review and comments to ERG, RB and other stakeholders (list key stakeholders)	(2 weeks)
	Consolidate comments	
	Revise draft ER based on stakeholder comments received	(2 weeks)
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	Sharing of final evaluation report with key stakeholders for information	
	Phase 5 - Dissemination and follow-up	Up to 4 weeks
	Prepare management response	(4 weeks)
	Share final evaluation report and management response with OEV for publication	

¹¹ The final schedule will be agreed with the study team.

Annex 5: Eligibility Criteria for FFA

Eligibility criteria should meet at least one of the following:

- One person per household;
- Not salaried or households who do not own productive assets or livestock
- IDP households;
- Able-bodied and willing to contribute his / her labour capacity in the project work;
- Daily wage-earning households or households with no reliable income (i.e. households who rely on casual daily labour for income);
- Above 18 years of age and not too old;
- Women who are not pregnant or breast-feeding; and
- Resident of the targeted community and who can commute to the project site
- Households with chronically ill or disabled family members
- Households with acutely malnourished children (especially Households with a family member discharged as cured in the last three months from an OTP/TSFP site);
- Households meeting other vulnerability criteria as identified for poor/very poor households during the CBPP.

Annex 6: Membership of the Evaluation Committee

The selected members of the EC will be comprised of the Heads of Units and in-case they are not available the Deputy Head of Unit will be an alternate:

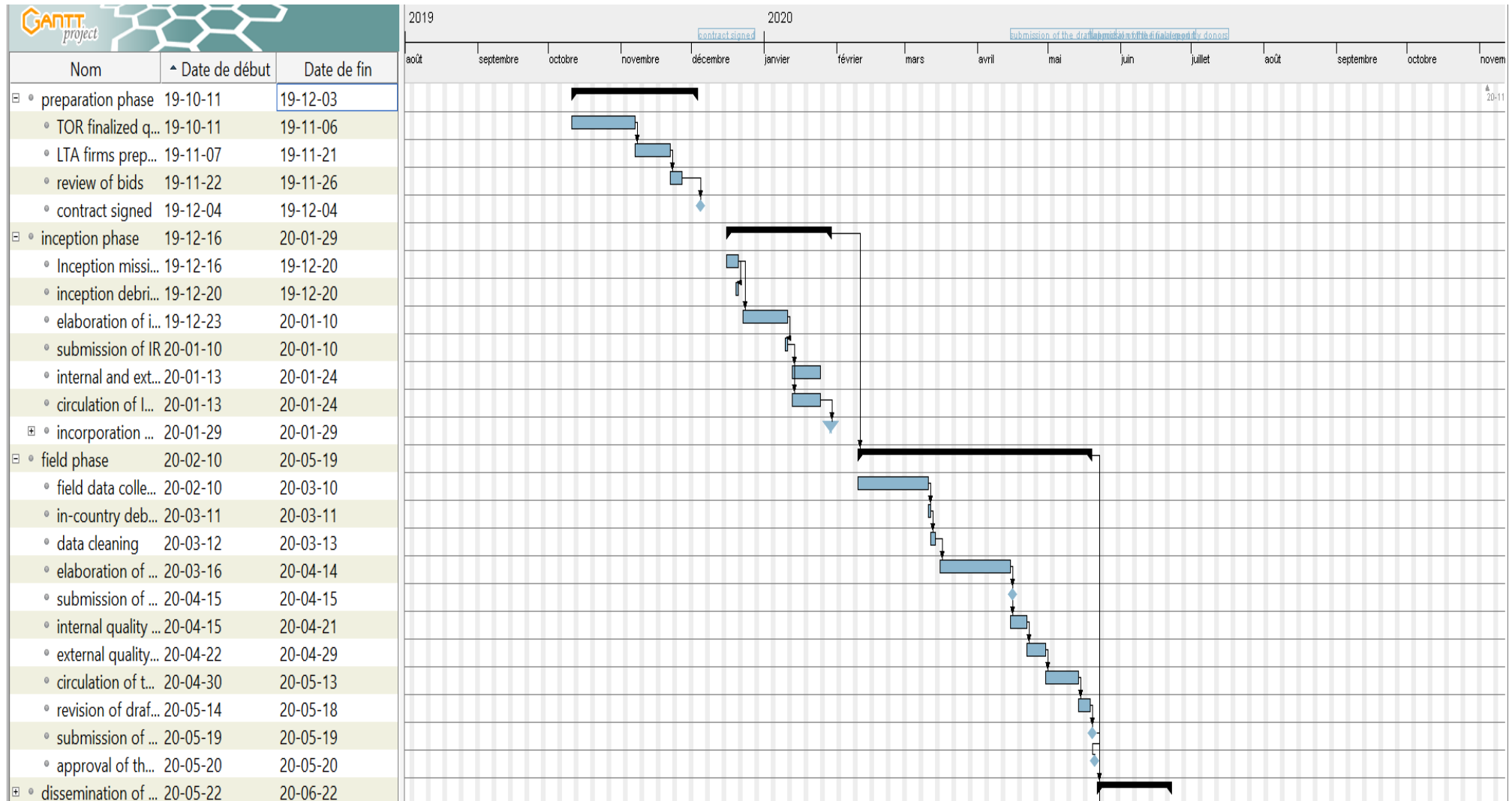
Unit	Member	Alternate	Function
Management	Matthew Hollingworth	Mary-Ellen McGroarty	Chair of the EC and ERG
VAM and M&E Programme	Elliot Vhurumuku	Wilson Kaikai	Evaluation Manager (EM)
Risk and Compliance	Hsiao-Wei Lee	Ernesto Gonzalez	Member
Safety nets and Resilience	Norman Castro		Member
Nutrition	Amelie Rwankineza	Anna Soper	Member
Protection and Gender	Mona Shaikh	Dina Aburmishan	Member
Regional Bureau Nairobi	Tigest Sendaba		Member
	Roberto Borlini		Advisor

Annex 7: Membership of the Evaluation Reference Group

The following have been appointed as members of the Evaluation Reference Group (ERG) will be comprised of representatives from the donor community and Implementing partner representative that will provide inputs throughout the whole evaluation process:

Unit	Member	Function
Management	Matthew Hollingworth	Chair of the EC and ERG
South Sudan VAM and M&E	Elliot Vhurumuku	Evaluation Manager (EM) / Secretariat
RBN Programme	Ross Smith	Member
Government	TBD	Member
DFID	TBD	Member
BMZ	TBD	Member
Japan	TBD	Member
GAC	TBD	Member
World Vision	TBD	Member
NRC	TBD	Member
RCDI	TBD	Member

Annex 8: Gantt Chart Project



Annex 9: Data Sources

- i. WFP South Sudan 2018 FFA Strategy.
- ii. Project Proposal to GAC (formerly DFATD) Food for Asset Project for food-insecure households (Protracted Relief and Recovery Operation 200572), March 2016 – February 2019.
- iii. WFP SSD - FFA Performance measurement frameworks 2016-2018 report Performance Measurement Framework (PMF), Update 31 March 2019
- iv. South Sudan Interim Country Strategic Plan (ICSP) – Strategic Outcome 3, food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year, January 2019 – December 2023 (Canada).
- v. BRACE II Logframe and Cash Transfer Tracker Q4 2018.
- vi. BRACE II 2016-2018 Narrative WFP/FAO Revised narrative FINAL VERSION.
- vii. BRACE II Phase 2019-2020 Project Document 300319 clean.
- viii. Enhancing Gender Transformative Results in WFP Resilience Programme Areas, Augustino T. Mayai, UN Women and WFP, May 17, 2018 (Final Report).
- ix. End Project Report to Global Affairs Canada, Food Assistance for Assets (FFA), Protracted Relief and Recover Operation (PRRO) 200572 and WFP South Sudan Interim Country Strategic Plan (ICSP).
- x. Final Mission Report June 2017 TOC and M&E 2106 to 2017.
- xi. Resilience Theory of Change Workshop Agenda (Final - 1 June 2017).
- xii. FFA baseline report South Sudan – 2014.
- xiii. Summary findings FFA Round 1 2017, 2018 PDM MEAL.
- xiv. WFP SSD FFA Factsheet June 2017.
- xv. WFP SSD FFA Factsheet May 2018.
- xvi. WFP SSD FFA Factsheet November 2018.
- xvii. WFP SSD FFA Factsheet February 2019.
- xviii. Summary of Discussion Points Food Assistance for Assets Lessons and Strategy Meeting, 5 March 2019 (Donors).
- xix. FFA Post-Distribution Monitoring reports and data, October 2019.
- xx. The South Sudan Integrated Context Analysis, WFP South Sudan 21 December 2018.
- xxi. ICSP Logframe.
- xxii. Mid-Term Review Percentage of Outcomes with Implementation, August 2019.
- xxiii. Gabrielle Tremblay FFA TOC Workshop Mission Report, July 2019
- xxiv. South Sudan Workshop TOC Information Compilation -ToC included, July 2019.
- xxv. Annual Country Report 2018.
- xxvi. SPRs from 2016 to 2017.
- xxvii. List of Cooperating partners
- xxviii. FFA for Zero Hunter and Resilient Livelihoods: A programme guidance manual
- xxix. Resilience context analysis_resilience to shocks that impact food security and nutrition in SS_Nov 2015
- xxx. Midterm evaluation report_BRACE II 2019
- xxxi. Country Portfolio Evaluation South Sudan: An evaluation of WFP's Portfolio (2011 - 2016), Evaluation Report – Volume I, June 2017

Annex 10: List of FFA Cooperating Partners in South Sudan

Abyei Community Agency for Development (ACAD)
Agency for Technical Cooperation and Development (ACTED)
Action Against Hunger (ACF)
Adventist Development and Relief Agency (ADRA)
Aweil Project for Agriculture Development (APAD)
Care South Sudan
Concern World Wide (CWW)
Farmers' Life Development Agency (FLDA)
Seeds and Agriculture Organization (SAO)
Joint Aid Management (JAM)
Norwegian People's Aid (NPA)
Norwegian Refugee Council (NRC)
Plan International
Save the Children International
Smile Again Africa Development Organization (SAADO)
MADA Women Development Association
World Vision South Sudan (WVSS)
Wungap Agriculture Development Agency (WADA)
Rural Development Action Aid (RDAA)
Danish Refugee Committee (DRC)
Rural Community Development Initiative (RCDI)
Action Africa Help International (AAHI)

Annex 11: Deliverables

- a. **Inception report**, using WFP recommended template. The evaluators will confirm the final evaluation questions, the approach, and methods, including a list of outcome indicators. The inception report should outline the roles and responsibilities of the evaluation team in alignment with the deliverables, including how the data has been quality-assured, and how the evaluators will manage and safeguard ethics during the evaluation. A detailed work plan with timeline and activities, communication and learning plans will be provided as Annexes.
- b. **Evaluation report**, including a first draft, using WFP recommended template. It must set out a detailed methodology, study design, and any limitations or where the study design was compromised, including details of methods of data collection, validation and analysis and how the conclusions were drawn. Annexes to final report are not limited to a copy of the final TOR, bibliography, detailed sampling methodology, maps, a list of all meetings and participants, final survey instruments, transcription from key informant interviews, FGD, table of all standard and custom indicator with baseline and outcome level value.
- i. **Clean data sets**, including quantitative data sets in Excel, statistical software code, and transcripts and/or notes from FGD and key informant interviews, a satisfying ethic protocol to ensure anonymous data.
- c. Dissemination
 - i. **Summary of evaluation** including infographics on the main findings, good practices, lessons learned, most significant changes, limitations, conclusions, and recommendations;
 - ii. **Infographic**
 - iii. **PowerPoint presentation** of main findings and conclusions for debriefing
 - iv. **Policy brief of the evaluation report** (2 pages)

Annex 12 Detailed Evaluation Budget (to completed after shortlisting of Evaluation firm/team)

Annex 13: Summary of Gender analysis

ENHANCING GENDER TRANSFORMATIVE RESULTS IN THE WFP RESILIENCE PROGRAMMES AREAS

Augustino T. Mayai

UN Women and WFP

May 17, 2018

FINAL REPORT

Executive summary

Using a combination of qualitative and quantitative methods, this study examined gender mainstreaming in the WFP's Safety Nets and Resilience project areas, including Lakes, Western Equatoria, Warrap, Abyei, and Northern Bahr el Ghazal. The analysis focused on Food for Assets (FFA), Cash for Assets (CFA), and Purchase for Progress (P4P). It found that a combination of factors impedes the comprehensive implementation of gender mainstreaming agenda throughout the projects cycle. Still, food rations are quite effective in nudging both men and women toward economically productive activities.

While the qualitative data suggest the existence of gender equality in the project areas, the statistical data do not. Instead, the study shows that men as participants are over represented in most of the projects, except vegetables farming. This applies to both the composition and decision-making structures of the projects. Information on gender-based violence, for reasons that are presumably more sociocultural, appears to be limited. Similarly, programmes that advocate for women's augmented participation are scanty.

The importance of these livelihood investment projects is manifested in a variety of ways. First, the projects are economically transformative and empowering, especially for women. These economic empowerment projects have generated alternative sources of income for women. Vegetable gardening, for example, is a lucrative venture for most women. Field insights suggest that there is an improving gender relation brought about by these kinds of economic activities, with the rate of domestic violence seemingly falling in some communities. Second, the newly built feeder roads have boosted access to health care services and markets, as well as attracting more NGOs and government services to the communities. Third, through a range of capacity building initiatives, the project recipients/participants have garnered new trade skills that lend pathways to sustainable economic prospects. Fourth, the projects are environmentally friendly, making the charcoal burning business less attractive as new sources of sustainable incomes surface. Lastly, this research reveals that group activities have culminated in a highly desired

social cohesion among participating members and communities. This provides a new direction in resolving or preventing communal conflicts in an already fragile country.

Thoughts for policy consideration are highlighted below.

- Current project designs call for improvements. Building gender transformative projects into the local annual calendars based on seasonal cycles and phased plan to meet the different local needs of both women and men results in sustainable socioeconomic outcomes. The project structures should clearly reflect the different needs and interests of women and men, and related milestones should include gender indicators that are easy to monitor and evaluate, allowing managers and stakeholders to learn about how the project is doing during and after a certain season. Here, continuous and iterative process and impact appraisals would be quite valuable. Independent gender mainstreaming performance assessments, including institutional and participant/beneficiary surveys, could be regularly carried out.
- In a country where needs are vast and resources limited, nearly every problem demands an immediate attention. There is demand to enhance the capacity and role of the WFP field office gender focal points to ensure that gender is integrated into all the components of the project and to help coordinate gender specific activities among germane networks and partners. In addition, project management committees can play an important role in promoting gender equality at the community level. Perhaps UN Women can assist WFP by providing the cooperating partners with capacity building programmes that embed gender focal points at project management committee and community levels.
- Local communities' support for the livelihood projects is paramount, but appropriate social education is lacking. Intensive capacity building programmes on gender equality and human rights should be introduced to the local communities to help change prevailing mind-sets and attitudes towards social equality. Conducting workshops with the project management committees, the wider communities and their leaders on the significance of gender equality in building a more sustainable society could prove valuable. In addition, it would be beneficial to conduct specific workshops targeted specifically at women on leadership skills and gender equality and workshops and discussion with men-only on gender equality.
- Lack of resources can continue to hamper the projects' potential. Increased collaboration, coordination and communication with the Ministry of Gender, Child and Social Welfare and the Ministry of Education to align existing projects with national institutional guiding documents and action plans to promote gender equality, is desired. For instance, the line ministries, departments, and relevant NGOs should increase water supply to enable production of vegetables during the dry season. Similarly, more microfinance credits could upgrade the impact of

these projects from subsistence to commercial, creating more jobs and increasing incomes. However, the investment would require that the participants be sufficiently trained in microfinance to boost their production capacity to sufficiently understand how to market their goods and services.

- To contribute to the overall objective of the country's sustainable development agenda, the current livelihood investment programmes ought to be anchored on existing national development plans. This enables necessary coordination toward general and strategically targeted socioeconomic development in the country. One such plan is South Sudan National Gender Policy (sec. 3.2), which advocates for the empowerment of both men and women for universal, sustainable socio-economic development (MGCSW 2012).
- There is a need to revisit the activities to include and adequately reflect the traditional gender roles, interests and needs of women in the Cash for Asset projects. For example, the research demonstrated that women preferred activities such as vegetable farming or consideration of other activities that are less laborious and less time consuming but with high returns.
- Finally, it is essential to increase women's participation in all the project activities. Specifically, the implementing CBOs should have more women in their structures so that a scale is not intentionally or unintentionally tilted in favour or against any particular gender stratum.