



Decentralized Evaluation Quality Assurance System (DEQAS)

Terms of Reference

Evaluation of Food Assistance for Assets (FFA) in the Context of Malawi (2015-2019)

Commissioned by: WFP Malawi Country Office

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1. Introduction

1. **Background.** This Terms of Reference (TOR) is for an evaluation of Food Assistance for Assets (FFA) activities implemented by the United Nations World Food Programme (WFP) Malawi as one of its cornerstone programmes. WFP Malawi has implemented FFA in ten districts across Southern Malawi, each district with a myriad of complementary activities (see [Section 3.2](#) for details). The main donors for the WFP's supported resilience activities include USAID (covering 7 districts) and DFID (covering 4 districts). Since 2014, WFP Malawi has been developing an integrated resilience programming approach based on a graduation model out of food insecurity through risk management strategies, climate adaptation, and market-based opportunities (as illustrated in [Annex 9](#)). The multi-year action theory of change posits that improvements in access to productive assets, skills and knowledge, gradually combined with an integrated risk-management package (financial savings, credit, insurance scheme, climate services) and technical assistance, along with access to structured markets for produce and basic services, will help vulnerable households and communities to improve resilience, reduce risk, and effectively participate in the food system.¹ While food assistance for assets (FFA) remains the base/foundation on which the different complementary efforts are provided, the approach seeks to incrementally link these efforts by sequencing, phasing in, scaling up and layering (combining) interventions.²
2. **Scope of Evaluation.** This is an activity evaluation. It covers all FFA activities planned and implemented from 2015 to 2019. As such, it will cover the implementation of FFA under the Protracted Relief and Recovery Operation (PRRO), which ran from December 2014 to June 2019³ and initial implementation of the Country Strategic Plan (2019-2023). [The 2016 evaluation of the PRRO](#) recommended that WFP should “develop a medium-term strategy for resilience based on a theory of change ([Annex 8](#)) that maps pathways through which households and communities might graduate from chronic food insecurity and vulnerability to climate shocks” and “clarify the role of market development initiatives such as Smallholder Agriculture Market Support (SAMS) to ensure that food-for-assets and/or cash-for-assets beneficiaries possessing improved productive capacity and increased financial capacity are exposed to market opportunities at locations within current and future FFA districts”. Significant progress has been made in the recommended directions, and the proposed evaluation will assess this progress in the context of integrated resilience programming.⁴
3. **Terms of Reference.** This TOR was drafted by the WFP Malawi Country office with support from the Regional Bureau based on review of the programme documents and past evaluations.⁵ It was finalised by the WFP Malawi Country Office based on review of documents including project reports and using feedback from the OEV-managed quality support service. The purpose of the TOR is twofold:
 1. Provide key information to stakeholders about the activities to be evaluated, the proposed evaluation process, and how/when they will be engaged; and
 2. Detail the key information potential evaluators will need to guide them throughout the evaluation process.

2. Reasons for and Objectives of the Evaluation

2.1. Rationale

4. WFP continually strives to understand the impact of its programmes as well as improve upon them. As such, this evaluation will serve two purposes: 1) *operational*: to inform WFP's ongoing programmatic implementation; and 2) *strategic*: to guide WFP's new approach of creating more integrated programmes (for which further information is detailed below). The FFA program is one of the key vehicles of WFP for achieving food security and nutrition, while simultaneously enhancing communities' absorptive and adaptive capacities through asset building, ultimately strengthening their resilience to shocks and stressors. WFP Malawi has recently completed an evaluation of the Integrated Risk Management Programme (IRMP) which assessed part of WFP's resilience activities. However, it only covered three districts out of 10 districts where FFA and other resilience activities have been implemented. As such, this evaluation is being commissioned to inform the implementation of the FFA

¹ Béné et al (2019): Strategic Evaluation of WFP Support for Enhanced Resilience

² Ibid

³ Initially planned for 2014-2017, extended until 2019 when Malawi transitioned to the 5-year Country Strategic Plan

⁴ <https://newgo.wfp.org/documents/malawi-prro-200692-a-mid-term-operation-evaluation>, page xvii and xviii

⁵ The Integrated Risk Management Programme (IRMP 2017-2019) mid-term evaluation report can be accessed via: <https://docs.wfp.org/api/documents/WFP-0000109964/download/>

program during the ongoing CSP cycle. The evaluation will be useful for the WFP Malawi Country Office, as it will center around two key pillars:

- 1) *Operational*: Understanding the WFP FFA project in the overall context of resilience building that WFP and other partners are implementing across the country while detailing the impact, successes, areas for improvement, and unintended results of the WFP-specific interventions.
 - 2) *Strategic*: Noting, as part of the key recommendations, potential linkages and entry points for integration amongst WFP Malawi's other core programmes but also with potential linkages and complementarities with activities implemented by other stakeholders including the government as noted in the CSP.
5. This evaluation comes at a critical moment, as WFP Malawi is currently undergoing its first year of implementation of a five-year Country Strategic Plan (CSP 2019-2023) in which building resilience is a core part of WFP's strategy in Malawi. The findings will therefore be used by WFP and its partners to inform the implementation of the CSP. This evaluation will take place during the first few months of WFP Malawi's second year of CSP implementation, making it the ideal time to glean lessons learned from implementation to date as well as make changes in-line with its updated programmatic strategy. Further, it is in-line with more global studies on enhanced resilience that WFP is conducting in other country contexts. A 2019 WFP [Strategic Evaluation of WFP Support to Enhanced Resilience](#) delve into integrated resilience by looking at eight pillars/nodes including concept, strategy, guidance, systems, programmes, partnerships, people, and information. This evaluation fits nicely as a country-specific follow-up to this in-depth study.

2.2 Objectives

6. 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 FFA activities and its role as the foundation of resilience, thus meeting internal and external accountability requirements (see above on donors);
 - **Learning**–To promote learning, feedback, and knowledge sharing through results and lessons, the evaluation will determine the reasons why certain results occurred or not, to draw lessons, derive good practices and pointers for learning that can be taken by the key stakeholders including WFP, NGO partners, the government and donors. It will provide evidence-based findings to inform operational and strategic decision-making and thus contribute to improvements in future programming. The evaluation will deepen knowledge and understanding of underlying assumptions guiding the design and implementation of FFA activities, on their own and as part of the integrated resilience approach, and the context in which the activities are implemented. Findings will be actively disseminated and lessons will be incorporated into relevant lessons sharing and knowledge management systems. In addition, all evaluation findings related to gender, women's empowerment, and gender equality will be addressed in the current programmatic design with the relevant programme colleagues and cooperating partners to ensure their incorporation/adherence in ongoing and future activities. Specific gender and women's empowerment expertise will be brought in – as needed – to provide any technical guidance to enhance the project's considerations for gender equality and women's empowerment.
7. Given the amount of evaluative work already conducted in Malawi, and the multiplicity of actors working towards resilience, this evaluation will put more emphasis on learning through consolidation of lessons in ways that will enhance design and implementation of resilience-building activities to ultimately better serve WFP's target beneficiaries and the lives of members of their communities.

2.3 Stakeholders, Users and Potential Use of Evaluation

8. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation, and some of these will be asked to play a role in the evaluation process. [Annex 2](#) provides a preliminary stakeholder analysis detailing the key stakeholders, their interest in the evaluation, and their potential uses of the findings. This stakeholder mapping should be deepened by the evaluation team as part of the *Inception Phase*.

9. WFP is committed to ensuring Accountability to Affected Populations; Gender Equality; Women’s Empowerment; and Protection Standards. Key to each of these cross-cutting priorities is ensuring meaningful participation of persons of all diversities (women, men, girls, boys, persons with disabilities, the elderly as well as indigenous, diverse ethnic and linguistic backgrounds). This includes ensuring their participation in the full programme cycle, according to their various needs, including this evaluation.
10. The results of this evaluation will be used for a myriad of purposes—most importantly to inform the current design of WFP’s FFA activities and potential scale-up to ensure inclusivity of various groups and overall effectiveness. Given that the evaluation will be available roughly 1.5 years into WFP Malawi’s five-year CSP, the results will allow for immediate shifts in programming – where necessary. Once finalized, the results will be made available not only to WFP Programme and Management staff but also to donors, other development partners operating in the resilience sphere, and the government. WFP will organize a half-day debrief on the key findings from the report to share key learnings and open a dialogue vis-à-vis how FFA can effectively operate within Malawi. The research firm will be expected to provide presentation materials (PowerPoint, handouts, etc.) for the learning event as well as, potentially, participate either remotely or in-person in the discussion.⁶ The evaluation team led by the team leader is also expected to share preliminary findings to WFP immediately after the end of the field work. This debrief can also explore potential recommendations based on the preliminary findings.

3. Context and subject of the Evaluation

3.1 Context

11. **General:** Malawi is a small, landlocked country in Southern Africa with a rapidly expanding population. The latest population figure stands at 17,563,749, up from 13,029,498 in 2008, representing an intercensal growth rate of 2.9 percent per annum.⁷ The majority of the population (51 percent) is below the age of 18 years. Malawi is one of the most densely populated countries in the world, with 186 persons per square kilometre of land.⁸ Within Malawi, the Southern Region (where majority of FFA is being implemented) has the highest population density, at 244 persons per square kilometre. The dense and rapidly increasing population places intense pressure on farm holdings, which average 0.24 hectares in Malawi, compared to the Sub-Saharan African average of 0.40 hectares.
12. **Poverty and inequality:** Malawi’s Human Development Index (HDI) value for 2017 was 0.477, placing the country in the low human development category and positioning it at 171 out of 189 countries.⁹ Poverty is both widespread and stubbornly high. The national poverty rate increased slightly from 50.7 percent in 2008 to 51.5 percent in 2016. Female-headed households were more affected than male-headed households, though overall (gender) inequality levels have been declining since 2010. In 2016, the Gini Index decreased to 42.2, down from 45.5 in 2010 (but up from 39.0 in 2004⁹), reflecting a similar trend in rural areas.
13. **Gender inequalities:** affect all aspects of social, economic and environmental development.¹⁰ Rates of child/girl marriage are high.¹¹ Women often lack land rights, access to education¹², health and financial services as well as protection against sexual and gender-based violence.¹³ People with disabilities suffer a greater incidence of all indicators of poverty and face greater gender and public health challenges. The National Gender Policy (2015) aims to mainstream gender in the national development process to enhance participation of women and men, girls and boys for sustainable and equitable development for poverty eradication. The policy is rooted in Malawi’s constitution which recognises and promotes gender equality, and in the various versions of the Malawi Growth and Development Strategy. WFP-collected household and focus group data often asks questions on the management of resources within the household, allowing us to better understand who controls what resources (various productive and non-productive assets as well as money) within each family structure, the results of which can be shared with the selected evaluation firm. Further, during a recent SAMS review which took place in mid-

⁶ Participation of the firm in person (as opposed to remotely) in the learning event will be subject to the availability of funds.

⁷ National Statistics Office (2018): Malawi Population and Housing Census Preliminary Report, December 2018.

⁸ *Ibid*

⁹ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/MWI.pdf

¹⁰ WFP (2019): Malawi Country Strategic Plan (2019–2023)

¹¹ In Malawi, 42% of girls are married before the age of 18 and almost one in 10 are married before their 15th birthday

(<https://www.girlsnotbrides.org/child-marriage/malawi/>)

¹² Literacy rate for women is 66% compared to 81% for men (World Bank, 2018: Malawi Economic Monitor- Investing in Girls’ Education)

¹³ Government of Malawi. 2014. National Plan of Action to Combat Gender-Based Violence in Malawi 2014–2020 (cited in WFP, 2019)

2019 (publication pending after which the report can be made available) further asked various small-holder savings and loan groups why women were or were not participating in the programmes. Outside of WFP, USAID and FAO have recently (last five years) published studies that delve into gender equality and inequities within the greater Malawi context.¹⁴

This evaluation needs to contextualize gender in relation to FFA. The analysis should take into account how these issues relate to the implementation of FFA during the lean season. It should ask, “what specific vulnerabilities are we responding to”, taking into account that women/female-headed households in Malawi adopt negative coping strategies earlier than male-headed households.¹⁵ This analysis should evaluate the activities in FFA, the division of labor, to what extent the programme accommodates the gender roles of women and girls and includes their care and domestic tasks, water and firewood collection (overall time poverty of women).

14. **Poverty reduction and economic development:** Stagnant poverty levels in rural Malawi are caused by a number of factors that include low productivity in the agricultural sector; limited opportunities and low returns for non-farm self-employment in rural areas; as well as the limited coverage of safety net programs and targeting challenges. The main constraint to poverty reduction in the period from 2010/11 to 2016/17 was adverse weather events, particularly the 2015 flood and 2016 drought.¹⁶ Extreme weather conditions in 2015 and 2016 led to the contraction of agricultural growth at the rate of 2.0 percent in 2015 and 2.3 percent in 2016.¹⁷ Agriculture accounts for around 28 percent of the gross domestic product (GDP) and employs 64.1 percent of the country’s workforce.
15. The **food and nutrition situation:** in the country is complex. Over the past two decades, there has been a decline in the rates of undernutrition. The percentage of children under five years of age who are stunted has decreased from 47.1 to 37.1; underweight from 12.8 to 11.7; and wasting from 4.0 to 2.7. Even with the noted decline in undernutrition, stunting levels remain stubbornly high and therefore continued efforts are needed to address micronutrient deficiencies, and the high rates of stunting if the country is to reach the “Zero Hunger” target of the second Sustainable Development Goal (SDG 2) by 2030. The situation is exacerbated by the high prevalence rate of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), estimated at 8.8 percent for the 15-49 age group in 2015. The prevalence rate of HIV/AIDS is higher among women (10.8%) than men (6.4%). Hunger is partly perpetuated by the intensity and frequency of climate shocks affecting Malawi, which do not allow enough time for households to recover from one shock to the next.
16. **Climate shocks:** have a potentially profound direct effect on the agriculture sector and ultimately food and nutrition security at the household level. Most drought episodes have occurred in El Niño years, during which the country experiences rainfall deficits. Scientific evidence for Malawi shows an increase in frequency, intensity and magnitude of extreme weather events over the last two decades due to the impact of climate change. Nearly half of Malawi’s 28 districts have experienced at least four major shocks in the last decade, including drought, flooding and hailstorms.¹⁸ Tropical Cyclone Idai (March, 2019) is the most recent example of such a shock, affecting more than 868,900 people across 15 districts.¹⁹

The evaluation needs to take into account that climate change has a greater impact on those sections of the population that are more reliant on natural resources for their livelihoods and/or who have the least capacity to respond to natural hazards. Women commonly face higher risks and greater burdens from the impacts of climate change in situations of poverty. People have different adaptation needs, depending on where they live, how they sustain their livelihoods, and the roles they play in their families and communities. There are socially determined differences—in opportunities, responsibilities and decision-making power—and all of these influence how vulnerable people adapt to climate change. Without understanding these dynamics which are often influenced by gender; there is a risk that the people with the greatest need for adaptation will be left out.

17. **Policy context:** The Government of Malawi has put in place several national policies that have linkages and alignment with WFP’s FFA and livelihood projects. A detailed list of all policies is noted in [Annex 8](#) of this document.

¹⁴ FAO: <http://10.150.35.17:6510/www.fao.org/3/ap092e/ap092e00.pdf>;

USAID site for GEWE projects: <https://www.usaid.gov/gender-equality-and-womens-empowerment>

¹⁵ mVAM Malawi El Nino Food Security Survey – July 2018

¹⁶ National Statistics Office (2016): Malawi - Fourth Integrated Household Survey 2016-2017

¹⁷ *ibid*

¹⁸ WFP Malawi (2019) Country Programme-Malawi (2012-2017) Standard Project Report 2018

¹⁹ Republic of Malawi 2019 Floods Response Plan and Appeal (March-May 2019)

18. **International assistance and NGO actors:** Large-scale, donor-funded aid programmes include USAID’s Food for Peace Development Food Assistance Program in Southern Malawi, aimed at improving food security and building resilience of over 310,000 vulnerable households. WFP also benefits from this funding which supports the Food for Assets programme. DFID has invested about £70 million over five years for building resilience and adapting to climate change in Malawi (2018-2023) that aims at strengthening the resilience of poor households in Malawi to withstand current and projected weather and climate-related shocks and stresses. Irish Aid is supporting a similar project by focusing on increasing agriculture and dietary diversity and promoting greater public accountability. The World Bank also has a number of projects and initiatives that aim to work with the government on public works and social protection-based interventions. Non-governmental organizations (NGOs) – both national and international – deliver the majority of donor-funded disaster risk management services in Malawi.²⁰
19. **UN actors and SDGs 2 and 17:** The United Nations Development Programme (UNDP), through the Global Environment Facility, is supporting adaptation to climate change initiatives. With funding from the European Union, FAO is supporting climate smart agriculture, particularly focusing on legume intercropping, soil and water conservation, tree planting, and the use of organic fertilizer and improved seeds. More broadly, the United Nations Development Assistance Framework (UNDAF) Malawi (2019-2023) guides the UN Agency programmes ensuring UN wide coherence and represents a strong collaborative link with the Government of Malawi’s development aims in support of *SDG 17: strengthen the means of implementation and revitalize the global partnership for sustainable development*. In line with WFP’s mandate, implementation of FFA activities is done with the goal of supporting the achievement of *SDG 2: Zero Hunger*. Further, under the UNDAF, WFP is the lead agency for the execution of *Pillar Three: Inclusive and Resilient Growth*.
20. **WFP’s Malawi Country Strategic Plan (CSP 2019-2023)** describes how WFP will assist the Government in implementing its policies as part of a phased withdrawal from direct operations and transition to technical assistance and capacity-strengthening support. Strategic Outcome 1 (Recovery), Strategic Outcome 2 (Social Protection) and Strategic Outcome 4 (Livelihoods) of the CSP together constitute an integrated shock-responsive hunger safety net that will build the recovery capacity of smallholders, first through complementary productive assets as part of a crisis response, then through asset creation and access to insurance, savings, credit, climate services and markets. Overall, the strategy is to help Malawi better coordinate national efforts to tackle hunger, improve nutrition and reduce vulnerability to food insecurity and malnutrition – including that related to gender and age – and to strengthen resilience to recurrent shocks.
21. In addition to FFA, WFP’s other interventions in Malawi related to resilience, risk reduction and climate services include the Integrated Risk Management Programme (2017-2019)²¹; Global Framework for Climate Services (GFCS) adaptation programme²² funded by the Norwegian Agency for Development Cooperation (NORAD), the Rural Resilience Initiative (R4 2017-2022)²³ funded by The Swiss Agency for Development Cooperation (SDC), and the Government of Malawi/UNDP Scaling up the Use of Modernised Climate Information and Early Warning Systems (M-CLIME) (2015-2023) funded by Green Climate Fund.

3.2 Subject of the Evaluation

22. This evaluation is to serve as an activity-evaluation, looking at WFP’s FFA activities under its PRRO as well as current CSP project. It is slated to take place during the first half of 2020, with findings available by end of June 2020.

Productive Asset creation is integral to WFP’s strategy in Malawi, which is focused on building resilience towards graduation from food insecurity.²⁴ FFA is a multi-year programme designed to support communities in reducing their vulnerability to disasters and chronic food insecurity through the creation and maintenance of productive household and community assets. The goal is to build resilience over the long term by improving the capacity of food insecure households and communities to increase their own food production and maximize food utilization, reduce risk, and promote better natural resource management and agricultural practices amongst the food insecure households.

²⁰ Stern Mwakalimi Kita (2017): “Government Doesn’t Have the Muscle”: State, NGOs, Local Politics, and Disaster Risk Governance in Malawi. *Risks, Hazards and Crisis in Public Policy*, Volume 8, Issue 3 (September): Pages 244-267. <https://doi.org/10.1002/rhc3.12118>

²¹ Subject of a mid-term evaluation that is at reporting stage

²² GFCS was established in 2011 as a global, multi-stakeholder framework to reduce the vulnerability of society to climate-related hazards through better provision of climate services to inform decision making across a number of different sectors.

²³ R4 is currently active in Malawi, Ethiopia, Senegal and Zambia; the initiative is also being piloted in Kenya and Zimbabwe.

²⁴ For details see page 19 of the CSP (2019-2023) document

23. **Coverage:** As one of the tools in the integrated package of resilience building approach, FFA has the widest coverage with other activities targeting those households already benefiting from FFA programme. As of November 2019, FFA activities are active in 8 districts, with recent phase-out of programmes in the Districts of Dedza and Karonga (see [Annex 3](#) (two documents) for coverage). As per the table below, the total number of beneficiary households reached per annum via WFP Malawi's FFA programmes fluctuates considerably. Under the PRRO, in 2018, a total of 131,596 households were targeted under solely the FFA component. As delineated in the table, other resilience-based activities including climate services, R4, and SAMS are also listed. Note that some FFA-targeted households may have also been participants in the other programmes. In 2019 – the start of WFP Malawi's CSP – a total of 154,639 households were enrolled in FFA.

| Livelihoods Programme Scale up 2015-2019 | | | | | | | | | | | | | | | | | | | | |
|--|-------|-----|------------------|------|--------|-------|------------------|------|---------|--------|------------------|------|---------|--------|------------------|------|---------|--------|------------------|--------|
| Districts | 2015 | | | | 2016 | | | | 2017 | | | | 2018 | | | | 2019 | | | |
| | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs |
| Balaka | 1,696 | 500 | 1,696 | | 6,086 | 2,342 | 6,086 | | 7,561 | 3,065 | 7,561 | | 7,561 | 3,332 | 7,561 | | 16,626 | 11,960 | 16,626 | 4,505 |
| Blantyre | - | - | - | | 1,500 | - | - | | 6,796 | 4,171 | 6,796 | | 6,796 | 7,809 | 6,796 | | 13,721 | 4,000 | 13,721 | - |
| Chikwawa | - | - | - | | 9,929 | - | - | | 20,929 | - | 20,929 | | 20,929 | 10,587 | 20,929 | | 19,222 | 6,001 | 19,222 | 8,330 |
| Dedza | - | - | - | | - | - | - | | 6,500 | - | - | | 6,500 | - | - | | - | - | - | - |
| Karonga | - | - | - | | 1,709 | - | - | | 1,709 | - | - | | 1,709 | - | - | | - | - | - | - |
| Machinga | - | - | - | | 9,138 | - | - | | 9,138 | - | - | | 9,138 | - | - | | 18,138 | - | - | 12,135 |
| Mangochi | - | - | - | | 8,806 | - | - | | 35,406 | - | - | | 35,406 | 9,756 | - | | 25,541 | 6,001 | - | 18,040 |
| Nsanje | - | - | - | | 6,249 | - | - | | 8,498 | - | 8,498 | | 8,498 | - | 8,498 | | 18,128 | - | - | 10,018 |
| Phalombe | 1,003 | - | - | | 2,003 | - | - | | 6,003 | - | - | | 6,003 | 2,181 | - | | 14,207 | 8,204 | - | 6,003 |
| Zomba | 3,200 | - | - | | 3,200 | - | 3,200 | | 29,056 | 3,111 | 29,056 | | 29,056 | 3,304 | 29,056 | | 29,056 | 3,500 | 29,056 | 25,856 |
| | 5,899 | 500 | 1,696 | | 48,620 | 2,342 | 9,286 | | 131,596 | 10,347 | 72,840 | | 131,596 | 36,969 | 72,840 | | 154,639 | 39,666 | 96,753 | 84,887 |

24. **Objectives:** Within the PRRO (2014-2019),²⁵ the objectives of FFA were to:

- Support the restoration of livelihoods and improve household and community resilience through the creation of productive assets under government-led complementary partnerships; and
- Reduce disaster risks and enhance resilience of households vulnerable to lean-season food shortages.

25. **Project Outcomes:**

The intended outcomes were to achieve:

- Adequate food consumption reached or maintained over the assistance period for targeted households;
- Improved access to assets and/or basic services, including community and market infrastructure;
- Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households; and
- Risk reduction capacity of country, communities and institutions strengthened.

26. **Modalities:** FFA uses both food and cash. The choice between in-kind assistance and cash-based transfers (CBT) is informed by market and sectoral assessments as well as donor preferences (in terms of modality), taking into account seasonality, price trends, food supply and availability, cost efficiency and effectiveness, and gender analyses.

27. **Targeting:** The ten vulnerable and chronically food insecure districts were identified by the Integrated Context Analysis (ICA) and district stakeholders participated in Seasonal Livelihood Programming (SLP) to match local resilience needs for funded technical service provision. Target communities took part in Community-Based Participatory Planning (CBPP). For the latest achievements, see the 2018 Standard project report.²⁶ It is important to note that there has been a strategic shift in FFA programming in terms of areas of coverage as well as scale-up of key activities. Within each district, this evaluation will strive to capture the effects and impact of FFA activities not only on targeted beneficiaries but also on the local community that stood to benefit from the asset(s).

28. **FFA Partners** include the Ministry of Agriculture, Irrigation and Water Development (MOAIWD), Department of Disaster Management Affairs (DoDMA), the Ministry of Local Government, the Department of Climate Change and Meteorological Services, District Councils, sector-specific departments and associated extension workers, INGO and NGO partners (including ADRA; CADECOM; CARE Malawi; CICOD; CISP; Concern Universal; COOPI; DAPP; Emmanuel International; FOCCAD; Plan Malawi; Save the Children; SOLDEV and World Vision Malawi), Civil Protection Committees, micro-credit and insurance companies, and CUMO and NICO General Insurance.

29. **Gender Dimensions:** As reported in the evaluation of the PRRO, design and performance measurement was guided by WFP's gender and FFA normative guidance. The logframes (for both the PRRO and CSP) contain gender disaggregated indicators and cross-cutting indicators relating to empowerment, representation and

²⁵ Refer to the 2016 mid-term Evaluation of the PRRO for an assessment of the progress towards these objectives

²⁶ <https://docs.wfp.org/api/documents/WFP-0000103912/download/? ga=2.16277558.1469177992.1568195477-1266722792.1490354006>

protection.²⁷ Women's participation and leadership in FFA project management committees is particularly important, especially since cultural norms mean that women have more restricted access to productive assets and land. WFP and partners aimed to ensure that 70% of management committees are composed of women – to mitigate any discrimination against marginalized groups and ensure equal access to assistance. WFP and partners were also to ensure that project activities do not over-burden women or distract people from income-generating or care responsibilities. WFP has also developed key messages on gender that are being disseminated to the targeted population to increase the knowledge and shift attitudes in support of positive behavior change. In 2018, WFP Corporate completed a study titled “[The Potential of Food Assistance for Assets \(FFA\) to Empower Women and Improve Women’s Nutrition, a Five-Country Study](#)”, which should serve as a general background document for this Malawi-specific evaluation.

30. However, as the 2016 PRRO mid-term evaluation noted the need for more specific needs assessment or studies related to GEWE and protection, especially with respect to transfer of modality and differences between regions. For instance, the appropriateness of the chosen modality with respect to women was found to have a strong regional component being influenced by patriarchal norms in the north and matriarchal norms in the south.
31. It has been observed that assumptions vis-à-vis target groups, access to and ownership of resources, as well as adoption of project activities have often been made without substantive research supporting said claims. This evaluation should seek to tease out some of these potentially incorrect assumptions as well as discern potential pathways for addressing these in future FFA programming. A focus should be made on women’s empowerment and how youth can be engaged within FFA processes.

4 Evaluation Approach

4.1 Scope

32. This evaluation is focused on an in-depth assessment of the contribution of FFA to enhanced resilience with the objective of learning and enhancing accountability. The evaluation will cover:
 - a. **Timeframe:** The evaluation will cover the period 2015-2019, building on the findings of the 2016 Mid-term evaluation of the PRRO and the 2019 IRMP mid-term evaluation.
 - b. **Evaluation Period:** WFP Malawi expects this evaluation to take place during the first half of 2020, with the final report available by end-of-June 2020.
 - c. **Geographical coverage:** the 10 districts where FFA is being or has been implemented (see [Annex 3](#)). While WFP would like the Evaluation to center on those districts where its FFA programmes continue, any lessons learned from implementation in Karonga and Dedza Districts should be included. A detailed design including sampling of districts to be visited will be conducted during the inception phase.
 - d. **Target:** The target group for this evaluation will be not only FFA beneficiary households but also other households in the community who may benefit (either directly or from copying) the asset(s) created within their community. WFP seeks to understand not only the effects of the assets on its targeted beneficiaries but the larger effects (if any) that each asset/activity had on the community.
 - e. **Activities:** all FFA activities and Complementary activities will be assessed in as far as their design and implementation affects the achievements of FFA objectives or vice versa.
33. **Focus:** The evaluation will be conducted to determine the impact of the FFA Project on the people WFP Malawi serves through this programme.
 - a. The Evaluation will focus on the effects and results of the FFA project on community resilience (not solely for project beneficiaries) and sustainability against shocks and risks.
 - b. The FFA programme design and implementation will be considered, the aspects of which are covered under the evaluation questions listed below.
 - c. An analysis of whether the targeting against the evaluation criteria was achieved will be included.
 - 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, particularly focusing on how the lives of targeted beneficiaries are changed (so what? What’s the end game?).

²⁷ Note that the logframe for both the Malawi PRRO as well as the CSP as relevant to this evaluation will be provided upon request to the selected evaluation firm.

- f. Potential opportunities for scale-up.
 - g. Potential linkages to other WFP Programmes as well potential linkages between WFP Programmes and other key players/stakeholders in Malawi, including the Government of Malawi.
34. This evaluation has been strategically planned at a time when WFP Malawi's FFA activities have been ongoing in target districts for a number of years. Thus, it is expected to measure key indicators as well as changes made throughout the 2015 to 2019 period. The evaluation team should focus on measuring and reporting on changes in livelihoods, economic status, capacities and behaviours, as well as participating households' ability to cope and adapt to shocks and stressors.
 35. The evaluation should aim to 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 with the overall target of focusing on the "so what", responding to the question of how the project improved the lives of both beneficiaries and target communities. This notion of "so what" aims to review the project across a number of dimensions (detailed in Table 1 below) which include relevance, effectiveness, efficiency, and impact. WFP also seeks to better understand the gender, women's empowerment, and youth-related impacts of its work as noted through the evaluation sub-questions listed below.
 36. The evaluation will follow the United Nations Evaluation Group (UNEG) Norms and Standards which were adopted in 2005 and revised in 2016. They have served in strengthening and harmonizing evaluation practices across the UN system and are used globally as key reference for evaluators.
 37. The evaluation will also assess gender mainstreaming and implications on livelihoods and people's resilience as well as activities that lead to further women's empowerment. The evaluation will consider stakeholder participation in the full cycle of FFA programming processes.

4.2 Evaluation Criteria and Questions

38. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability.²⁸ Gender Equality and Women's Empowerment (GEWE) dimensions will be mainstreamed throughout these criteria, including considerations vis-à-vis gender equality. This will include analysis of whether and how GEWE objectives and mainstreaming principles were included in the intervention design and whether this was guided by WFP and system-wide objectives on GEWE. This should include identifying contextual constraints and opportunities in relation to gender equality; reviewing how well the main stakeholders have reached out to girls, boys, women, and men to promote gender equality; and reviewing appreciated/applied differences in social groups. Please note that no specific gender analysis was conducted during the PRRO (2015-2018) period. That said, the CO took into account gender-related findings from regular monitoring and other studies. A formal gender analysis was not conducted. It is important to note that an in-depth gender analysis of all WFP Malawi activities – including FFA—is planned for 2020.
39. **Evaluation Questions:** The evaluation will answer the overarching "*How effective is WFP Malawi's integrated resilience framework with the use of FFA as the foundation on which packages of interventions are layered and implemented?*"²⁹ To answer this question, the evaluation will answer a number of sub-questions³⁰ along each of the evaluation criteria as shown in *Table 1*. Evaluative judgement will be against the sub-questions, but the reporting will focus on the evaluation criteria as this approach is best suited to communicate the findings and conclusions.

The evaluation will further contribute to understanding FFA's impact, successes, areas for improvement and unintended results. It will also provide key recommendations on what has been working well as well what may need adjustment to ensure the quality of the programme, including suggestions vis-à-vis how FFA can be implemented in foreseeable future programmes in order to inform strategic decision-making and enhance further

²⁸ For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

²⁹ The overarching question is to look at the contribution of FFA to contribute to enhanced resilience. As part of this, we want the selected firm to look at how FFA fits within the larger integrated resilience package, identifying linkages with other programmes

³⁰ The listed sub-questions provides the detail at which WFP expects the evaluation team to focus under each criteria to give the team right from the outside of the expected level of analysis. This level of detail is important because the learning objective of the evaluation.

programming. As part of the key recommendations, the evaluators will be asked to detail possible linkages and entry points for integration amongst WFP Malawi's other core programmes noted in the CSP.

Table 1 Evaluation Criteria and evaluation questions

| Criteria | Evaluation Questions |
|----------------------|--|
| Relevance | <ol style="list-style-type: none"> 1. In the context of Malawi, how relevant is FFA as the foundation for designing and implementing integrated resilience programmes? 2. To what extent are the objectives of FFA in line with the needs of women, men, boys and girls from different marginalized groups? 3. To what extent is the design of FFA linked/complementary with other resilience activities in Malawi, by WFP and other actors? 4. Is the 2019-developped Theory of Change plausible for FFA resilience assets? |
| Effectiveness | <ol style="list-style-type: none"> 5. To what extent have the targeted outputs, outcomes, and strategic results been achieved? What were the main factors (internal and external) influencing the achievement and non-achievement of the FFA objectives and what challenges were faced in the programme? 6. Which assets or combination of assets contributed the most and least towards the achievement of FFA outcomes and |
| Efficiency | <ol style="list-style-type: none"> 7. Were all activities under FFA implemented on time? If not, what were the challenges for the delays (e.g., seasonal rains, etc.)? 8. Were an adequate number of tools/resources provided? Were they provided in a timely manner? Were the tools/resources appropriate (quality and relevance) for the task at hand (correct tools for the geographical location, task, etc.)? Were resources utilised efficiently (e.g., appropriate operational methods, staffing, etc.)? 9. What factors affected the efficiency of the programme? <p>Note that this section – when detailed in the evaluation matrix – will include reviewing the participants selection system, the cost efficiency of FFA versus CFA, and the value of transfers versus local wages.</p> |
| Impact | <ol style="list-style-type: none"> 10. Are households and targeted communities using the knowledge acquired through farmer field schools, demonstration, and/or other FFA asset-based trainings? 11. To what degree have the project outputs and outcomes contributed or are likely to contribute to progress towards more resilient communities?³¹ 12. What are the unintended [positive/negative] effects of FFA on targeted individuals, households and communities (spill over effects?) 13. How and to what extent have the different project activities of the FFA had an impact on gender (men, women, girls, and boys), the social networks and fabric of community and power balance of households and communities of the targeted population? Has the project had specific impacts on gender equity? 14. How did the FFA Programme change the lives and livelihoods of the direct project beneficiaries? Were there differences observed on the change in the lives and livelihoods in male versus female participants? 15. How did the FFA Programme benefit the targeted communities as a whole? Who in the community is benefitting the most from WFP activities and who the least? Who is not benefitting from the FFA activities but should be and why? 16. Do participants in FFA experience long-term benefits from the assets created through the project? What were some of the long-term benefits and how did they impact the community? 17. What mechanisms did the community have to react to these shocks? Was the community better prepared to face these shocks as a result of FFA? In general, what proportion of resilient households in the FFA community increased, declined, or stayed the same since the start of FFA, over the last four years? 18. Will most FFA participants also benefit from the created/rehabilitated assets in the long-run, including women and the most vulnerable households? If no, what is the indicative proportion of FFA participants who will not benefit from selected productive assets (looking in particular at farmland, irrigation schemes, tree plots)? To what degree did the project (through specific |

³¹ As measured by communities ability to cope during a shock triangulated with the perception of people of their own resilience.

| | |
|---|--|
| | asset tenure arrangements) help increasing ownership of/access to specific assets among women and vulnerable groups? |
| Sustainability | <p>19. Which assets are most likely to be sustainable and why?</p> <p>20. What is the likelihood that the results of the FFA programme will be sustainable after the termination of external assistance?</p> <p>21. What is the likelihood that asset tenure arrangements - developed in the frame of the projects - will last, enabling long-term access to and benefits from the rehabilitated/created assets among vulnerable households?</p> <p>22. In reviewing the continuity of interventions after the project (especially in the absence of continued FFA payments to beneficiary households) and given the existing linkages with government and local structures, what interventions have continued after ending project activities?</p> <p>23. What factors affect sustainability and how can these be mitigated to increase chances?</p> <p>24. To what extent did the target communities assume ownership of the project during and after implementation and why?</p> <p>25. Will the FFA activities will increase households' capacity to face next reoccurring natural shocks or support their recovery from future negative effects of the natural shocks (drought/floods)? In what ways will it do so? If not, what are the reasons these activities would not support recovery or increase your capacity to face next drought?</p> <p>26. In what ways and to what extent did the FFA programme contribute to the agency or autonomy of female-headed households?</p> <p>27. Who, in the household, maintains household-level agricultural assets? Does it vary depending on the type of asset? What are the maintenance arrangements around household-level agricultural assets? Have these maintenance arrangements been formalized in some way, and if yes, how? What is the likelihood that asset maintenance arrangements will be followed as defined? Can you explain why?</p> <p>28. Who, within the community, maintains community-level agricultural assets? Does it vary depending on the type of asset? What are the maintenance arrangements around community-level agricultural assets? Who maintains these assets within the community? Have these maintenance arrangements been formalized in some sort, and if yes, how? What is the likelihood that asset maintenance arrangements will be followed as defined? Can you explain why?</p> |
| Gender Dimensions | <p>29. To what extent is FFA design based on a sound gender analysis and to what extent is the design and implementation gender-sensitive?</p> <p>30. Did women hold (and continue to maintain) leadership roles within communities regarding asset management? What did this mean/what impact did this have on the FFA programme?</p> <p>31. How did WFP's actions affect the context of gender inequality? Did WFP's work (1) improve the lives of women, girls and gender diverse people? (2) maintain existing gender inequalities; (3) worsen the circumstances for women, girls and gender diverse people?</p> |
| Women's and Youth Empowerment and Dimensions | <p>32. To what extent did women within the community assume ownership of the project during and after implementation?</p> <p>33. To what extent did women within the community report feeling engaged throughout the project?</p> <p>34. To what extent did youth within the community assume ownership of the project during and after implementation?</p> <p>35. To what extent did youth within the community report feeling engaged throughout the project?</p> |
| Future Projections | <p>36. Do interviewed households think that FFA activities will increase their capacity to face future reoccurring natural shocks (drought/floods) or support their recovery from future negative effects of natural shocks (drought/floods)?</p> <ol style="list-style-type: none"> If yes, in what ways will it do so? If not, what are the reasons these activities would not support recovery or increase their capacity to face next shocks? |

4.3 Evaluability Assessment and Data Availability

40. In line with the Country Strategic Plan (CSP), Malawi M&E system is designed to operate at the program (integrated resilience) level rather than the project/Activity (FFA) level. The organic way in which the integrated resilience program has evolved and expanded over time, involving multiple donors and projects, has created challenges for M&E (sampling procedures and choice of indicators used in the implementation of baselines and outcome monitoring surveys for various activities). Efforts are currently on-going within the CO to streamline the M&E framework and the indicators used for monitoring and evaluating resilience programs to ensure that WFP is looking at resilience from diverse vantage points. That said, existing monitoring tools are well-developed for FFA activities as noted in the recent IRMP Evaluation (e.g. the asset tracker and quarterly targets). The FFA activities are therefore considered highly evaluable at this stage and data should be available. In the absence of data, WFP Malawi will provide the evaluation team to potential secondary data sets that may complement available WFP data, including Malawi Vulnerability Analysis Committee (MVAC) emergency response figures through which some correlations vis-à-vis the effectiveness of FFA can be drawn. Other data sources may involve data collected via the PROSPER project as well as other NGO/donor-funded initiatives.
41. The evaluation team will have access to:
 - Relevant policy and programme documents both from WFP and Government of Malawi
 - Malawi Vulnerability Assessment Committee (MVAC) reports;
 - Information from other UN agencies, cooperating partners and other key actors;
 - Past evaluation reports including 2016 PRRO and 2019 IRMP mid-term evaluation
 - Programme monitoring reports and data sets which include:
 - FFA Baselines and expansions/follow-up for 2016, 2017, and 2018
 - Comprehensive Country Strategic Plan Resilience and Recovery baseline data + Summary Report from September 2019
 - FFA post-distribution monitoring (PDM) reports for 2016-2018
 - Summary reports illustrating differences between 2017 and 2018 data
 - R4-specific monitoring and follow-ups for 2017 to 2019

Programme monitoring datasets are a collection of information on Food security status (used to calculate food security indicators), Wealth (focusing on asset ownership as a proxy for wealth), Household income and expenditure, Investment capacity (the ability of households to save and access formal and informal lines of credit enable them to make productive investment decisions), Agricultural production and diversification as well as Access and use of information on agricultural and climate (to make informed decisions).

In general, the data can be disaggregated by districts and gender. The datasets also allow disaggregation by beneficiary and non-beneficiary. Some of the datasets present some limitations, which will be shared with the selected research firm prior to the inception report.

assess data availability and reliability as part of the inception phase expanding on the information provided in this section. This assessment will inform the evaluation data collection strategy; systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data;

4.4 Methodology

42. The evaluation will use a mixed methods approach. The methodology will be based on an analysis of the logic of the use of FFA within an integrated approach to building resilience. The framework that was produced by the team evaluating the IRMP programme based on the perspectives of men and women beneficiaries during focus group discussions (see IRMP draft evaluation report, page 37) provides a starting point for this analysis. The basic logic that should be tested by the evaluation is that knowledge about the weather and seasonal forecasts and climate-smart agriculture (through complementary services) and about soil and water conservation structures from FFA) allows households to make informed agricultural choices, tailored to the forecast for that particular season. Part of the money from the FFA incentive is invested in Village and Savings Loans (VSL) shares, making it

available at the time when it's needed to buy agricultural inputs. Therefore FFA/IFA³² combined with VSL, the money that they need to buy inputs is available at the right time. Considering the IRMP evaluation covered only 3 out of 10 districts, the methodology for the FFA evaluation should overall be designed to test this logic in all the districts where FFA is implemented. In this sense, the methodology should be theory-based to allow testing of the conditions under which FFA plus the different combinations of packages produce the best results for targeted beneficiaries and communities. It is proposed that the methodology explore application of the [Qualitative Comparative Analysis \(QCA\)](#), and/or [contribution analysis](#) which are good approaches to doing such an assessment.

43. The overall methodology will be developed by the evaluation team during the inception phase and should:
- Employ the relevant evaluation criteria with appropriate focus as discussed in [section 4.2](#) above;
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.);
 - Transparently select/sample field visit sites to demonstrate impartiality;
 - Use mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of both methods and information through a variety of means;
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - Ensure that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used through key informant interview and focus group discussions;
 - Mainstream gender equality;
 - Mainstream women's empowerment; and
 - Use the FFA Theory of Change created in September 2019 as well as WFP's Corporate TOC on FFA to further inform the research questions.

The methodology should be gender-sensitive and women's empowerment-sensitive, indicating what data collection methods are employed to seek information on GEWE issues and to ensure the inclusion of women. Particular attention should be made to marginalized groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account. Finally, the methodology should ensure that those targeted for data collection or field-based research are comprised of the most-vulnerable within the communities. WFP will assist the selected firm with the targeting frame to ensure that the "right" households are targeted for inclusion in the evaluation. Not only should the evaluation take into account the aforementioned elements of GEWE, but recommendations and conclusions from the report must – to the extent possible – have a specific gender and women's empowerment analysis (including youth). If looking for explicit consideration of gender in the data after fieldwork is too late, the evaluation team will generate a clear and detailed plan for collecting data from women and men in gender-sensitive ways before field work begins.

The evaluation findings, conclusions, and recommendations must reflect gender analysis and the report should provide lessons/challenges/recommendations for conducting gender-responsive evaluations in the future. It is crucial that the conducted analysis discusses the extent to which women, men, girls, and boys were treated fairly according to their respective needs.

In regards to human rights, the evaluation should take into account the various aspects as relevant to FFA including land access, water access, and resource equity amongst household participants.

44. Noting WFP's commitment to core humanitarian principles of humanity, neutrality, impartiality and operational independence,³³ the evaluation team will ensure that the approach and methodology proposed as well as the actual implementation of the evaluation adheres to these principles within the context of Malawi and the subject under evaluation.
45. The following mechanisms for independent and impartiality will be employed:

³² IFA=Insurance for Assets where FFA beneficiaries work for additional days to cover for insurance premiums

³³ WFP recently conducted an Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts. The report is available here

- An 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;
- An Evaluation Reference Group (ERG) will be set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology;
- All tools and products from the Evaluation Firm will be externally and independently quality assured (both by the ERG and the DEQAS); and
- 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.

46. The following potential risks to the methodology have been identified as shown in *Table 2*.

Table 2 Potential risks and mitigation actions

| # | Potential Risk | Mitigation actions |
|---|---|---|
| 1 | The Evaluation Team may have challenges regarding the availability of data for some indicators due to gaps in record keeping as well as quality issues. | Secondary data sources from monitoring may assist for the best estimates possible. In addition the team will explore different option to fill in existing the data gaps. |
| 2 | Difficulties accessing government institutional partners and representatives; staff turnover within government and partner organisation may result in significant changes in personnel and especially in key positions related to IRMP. | WFP country office to use their relationships with Government and partners to establish means of reaching the key persons even if they no longer work in the same positions; |
| 3 | Based on community arrangements, there may have some changes in the targeted beneficiaries over the project implementation period. | The Evaluation Team to predetermine the extent of this occurrence so that only those community members that have been consistently in the programme can be sampled for the evaluation to provide consistent information |
| 4 | Depending on the timeframe for in-country data collection, Evaluation Team may encounter political set-backs in light of ongoing (light) civil unrest. | The Evaluation Team to coordinate in-country data collection processes in close collaboration with the Evaluation Manager and to modify travel plans if required. |

4.5 Quality Assurance and Quality Assessment

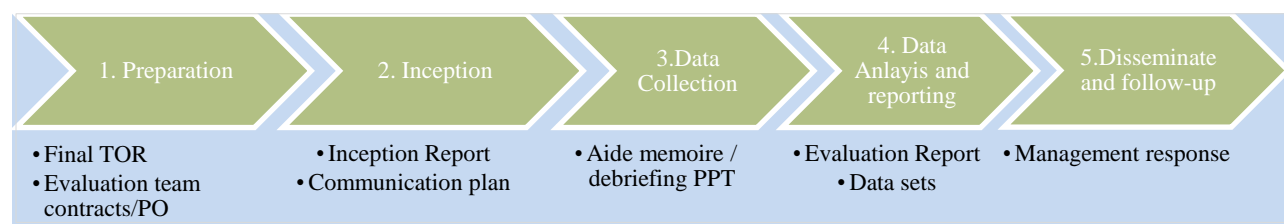
47. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected for this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is based on the United Nations Evaluation Group (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.
48. 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 a rigorous quality control of the evaluation products ahead of their finalization.
49. 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. The relevant Checklist will be applied at each stage to ensure the quality of the evaluation process and outputs.
50. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
- Systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - Recommendations on how to improve the quality of the final inception/evaluation report.

51. The evaluation manager will review the feedback and recommendations from QS and share 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](#)³⁴, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
52. The quality assurance process outlined above does not interfere with the independence of the evaluation, but ensures the report provides the necessary evidence in a clear and convincing, draws its conclusions on that basis and that limits biases by all stakeholders including the evaluation team.
53. 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.
54. In addition, technical advisory and support will be provided by the Regional Evaluation Officer remotely and during country visits at critical period of the of the evaluation process.
55. The final evaluation report 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 via www.wfp.org alongside the evaluation reports.

5 Phases and Deliverables

56. The evaluation will proceed through the five following phases. The deliverables and deadlines for each phase are as follows:

Figure 1 Summary Process Map



57. **Preparation phase:** The Evaluation Manager will conduct background research and consultation to frame the evaluation; Prepare the Terms of Reference, finalise provisions for impartiality and independence, Quality assure, consult and Finalise the Terms of reference, Select the Evaluation Team and Finalise the budget; Prepare the document of library and draft a Communication and Learning Plan.

Deliverables: Approved TOR and Evaluation team (individual consultants or firm contract)

58. **Inception phase:** The purpose of this phase is to ensure that the evaluators have a good grasp of the expectations for the evaluation as outlined in the approved TOR in order to prepare a clear plan for conducting it. The phase will include orientation of the evaluation team, desk review of secondary data by the evaluators, initial interaction with the main stakeholders; deeper discussions on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection tools and field work schedule.

Deliverable: Inception Report with methodology, evaluation matrix, data collection tools, field schedule; and comments matrix detailing how the evaluation team dealt with stakeholder comments

59. **Field work phase:** The fieldwork will include visits to project sites and primary and secondary data collection from stakeholders. A debriefing/ presentation of preliminary findings will be done at the end the field work or as soon as initial data analysis.

Deliverable: PowerPoint Exit Briefing/ Presentation of Preliminary Findings

³⁴ [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

60. **Reporting phase:** After analysing the data, the Evaluation team will draft the evaluation report. It will be submitted to the Evaluation Manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their considerations before the report is finalised.

Deliverables: Evaluation report

61. **Dissemination and follow-up phase:** The final approved evaluation report will be published on the WFP public website and shared with relevant stakeholders. The CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. Findings will be disseminated and lessons will be incorporated into other relevant lessons learnt sharing systems and processes.

Deliverable: Management Responses & Published Evaluation report; other products as required

6 Organization of the Evaluation & Ethics

6.1 Evaluation Conduct

62. The evaluators, who will be hired following appropriate WFP procedures, will conduct the evaluation under the direction of the team leader and in close communication with WFP evaluation manager.
63. The evaluators 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 [code of conduct of the evaluation profession](#).
64. Please refer to the evaluation schedule in [Annex 5](#) for timeline and deadline of deliverables.

6.2 Team composition and competencies

65. The evaluation team (composed of male and female members) is expected to include **3 evaluators**,³⁵ with familiarity of/to Malawi rural development context and understanding of the resilience/climate change/adaptation concepts, programming and implementation in general, and specifically knowledge and understanding of design and implementation of FFA. The team should have appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections. At least one team member should have WFP evaluation experience.
66. The team will be multi-disciplinary, bringing an appropriate balance of expertise and practical knowledge in the following areas:
- Resilience/Climate Change/adaptation programming; with in-depth understanding of resilience programmes, implemented within a low income country context and understanding of food security;
 - Rural development concepts and programming with a deep understanding of the matriarchal issues present in southern Malawian districts;
 - Knowledge of developmental evaluation methods and techniques, including a thorough understanding of data collection, evaluation methodologies and design, strong qualitative and quantitative research skills (*highly desirable that the team has capacity to explore application of QCA and/or contribution analysis*);
 - Fully conversant with the principles and working methods of project cycle management;
 - Gender expertise/good knowledge of gender issues and gender integration analysis; and
 - Strong analytical and communication skills and evaluation experience.

All team members should have strong qualitative and quantitative analytical and communication skills, with a team leader having over 10 years of evaluation experience and familiarity with Malawi.

The report will be in English, and all WFP meetings will be conducted in English. However, beneficiaries primarily speak different local languages (predominately Chichewa), and this should be planned for.

67. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations.

³⁵ Whether 2 or 3 depends on ability to find evaluator who combine methodological skills as well as subject matter expertise

She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills. In addition, the team leader should possess a Master's Degree in Rural Development or related field and have a minimum of ten (10) years of experience in conducting and leading large-scale evaluations.

68. Her/his primary responsibilities will be:

- Defining the evaluation approach and methodology;
- Guiding and managing the team;
- Leading the evaluation mission and representing the evaluation team; and
- Drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

69. The team member(s) will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

70. Team member will:

- Contribute to the methodology based on a document review;
- Conduct field work;
- Participate in team meetings and meetings with stakeholders; and
- Contribute to the drafting and revision of the evaluation products.

6.3 Security Considerations

71. **Security clearance** where required is to be obtained from Malawi Country Office

- 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.

72. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the evaluators 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. curfews etc.

73. In overall, there is no specific security issues of concern in relation to this evaluation. However, when traveling to the field to conduct research, it is recommended that female staff members should consider wearing either long skirts or covering pants with a local fabric skirt to be more in-line with local cultural practices.

6.4 Ethical Considerations

74. WFP's evaluations must conform to WFP and UNEG ethical standards and norms. The evaluators undertaking the evaluation are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

75. **Informed consent and contact with vulnerable groups**-Data collection training must include research ethics including how to ensure that all participants are fully informed about the nature and purpose of the evaluation and their involvement. Only participants who have given informed written or verbal consent should be involved in the evaluation.

76. Evaluators are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation.

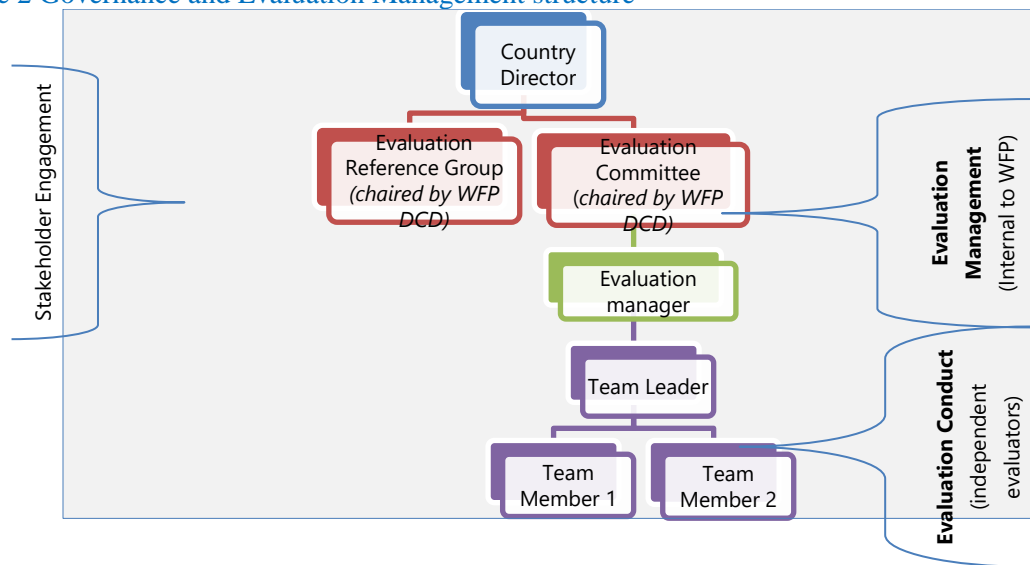
6.5 Evaluation Management and Governance Arrangements.

77. This is a decentralised evaluation, managed by WFP Malawi Country office, and applying WFP evaluation management processes, systems and tools. The Governance mechanisms for the evaluation comprises of:

- **Evaluation manager:** who is not be part of the day-to-day implementation of the programme;
- **Evaluation committee:** Which will support the evaluation manager in managing the evaluation and will make key decisions (see [Annex 6](#) for details)
- **Evaluation Reference group:** provide subject matter expertise in advisory capacity (See [Annex 7](#))

78. The evaluation manager will work together with the committee members to ensure that the appropriate safeguards for impartiality and independence are applied throughout the process. The WFP regional evaluation officer will provide additional support to the management process as required.

Figure 2 Governance and Evaluation Management structure



7. Roles and Responsibilities of Stakeholders

79. The **Malawi Country Office Management (Director or Deputy Director)** will:

- Assign an Evaluation Manager for the evaluation: Maribeth Black, Head of Vulnerability Analysis and Mapping (VAM) and Monitoring and Evaluation (M&E), to ensure that the evaluation manager should not be the staff who are involved in the day-to-day implementation of the programme.
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and [TN on Independence and Impartiality](#)).
- 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 debriefings, with internal and external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.

80. The **Evaluation Manager, once appointed will:**

- Manage the evaluation process through all phases including finalising these TOR
- Ensure quality assurance mechanisms are operational;
- Consolidate and share comments on draft TOR, inception and evaluation reports with evaluators;
- Ensure, as required, use of quality assurance mechanisms (checklists, quality support);
- Ensure 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 translation, if required;

- Organise security briefings for the evaluation team and provides any materials as required.
81. An internal **Evaluation Committee** will provide input to evaluation process and commenting on evaluation products (see [Annex 6](#) on roles and membership).
 82. **An Evaluation Reference Group** will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence (see [Annex 7](#)).
 83. **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 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, Grace Igweta, will perform most of the above responsibilities, other Regional Bureau technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
 84. **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.
 85. **Other Stakeholders (Government, NGOs, UN agencies)** will review and comment on draft evaluation products (inception report and evaluation report) and attend stakeholder sessions.
 86. **Beneficiaries (smallholder farming households)** will be consulted during the evaluation process and their inputs will be critical to assessing the level of implementation of activities and achievement of results. They will participate in individual interviews and /or focus group discussions. It is integral that the evaluation committee consider all types of beneficiaries, ensuring that they are able to speak individually and/or via disaggregated focus groups with women, men, girls, and boys as well as elderly persons within the community. Special attention to the various ways in which each beneficiary group has benefitted (or not) from the project should be noted.
 87. **The Office of Evaluation (OEV)**, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. OEV 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

88. 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. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
89. The Evaluation Manager will be responsible for:
 - Sharing all draft products including TOR, inception report, and evaluation report with the internal and external stakeholders to solicit their feedback; The communication will *specify the date by when the feedback is expected and highlight next steps*;
 - Documenting systematically how stakeholders feedback has been used in finalising the product, ensuring that where feedback has not been used a rationale is provided;
 - Informing stakeholders (through the ERG) of planned meetings at least one week before and where appropriate sharing the agenda for such meetings;
 - Informing the team leader in advance the people who have been invited for meetings that the team leader is expected to participate and sharing the agenda in advance,
 - Sharing final evaluation products (TOR, inception and evaluation report) with all the internal and external stakeholders for their information and action as appropriate.

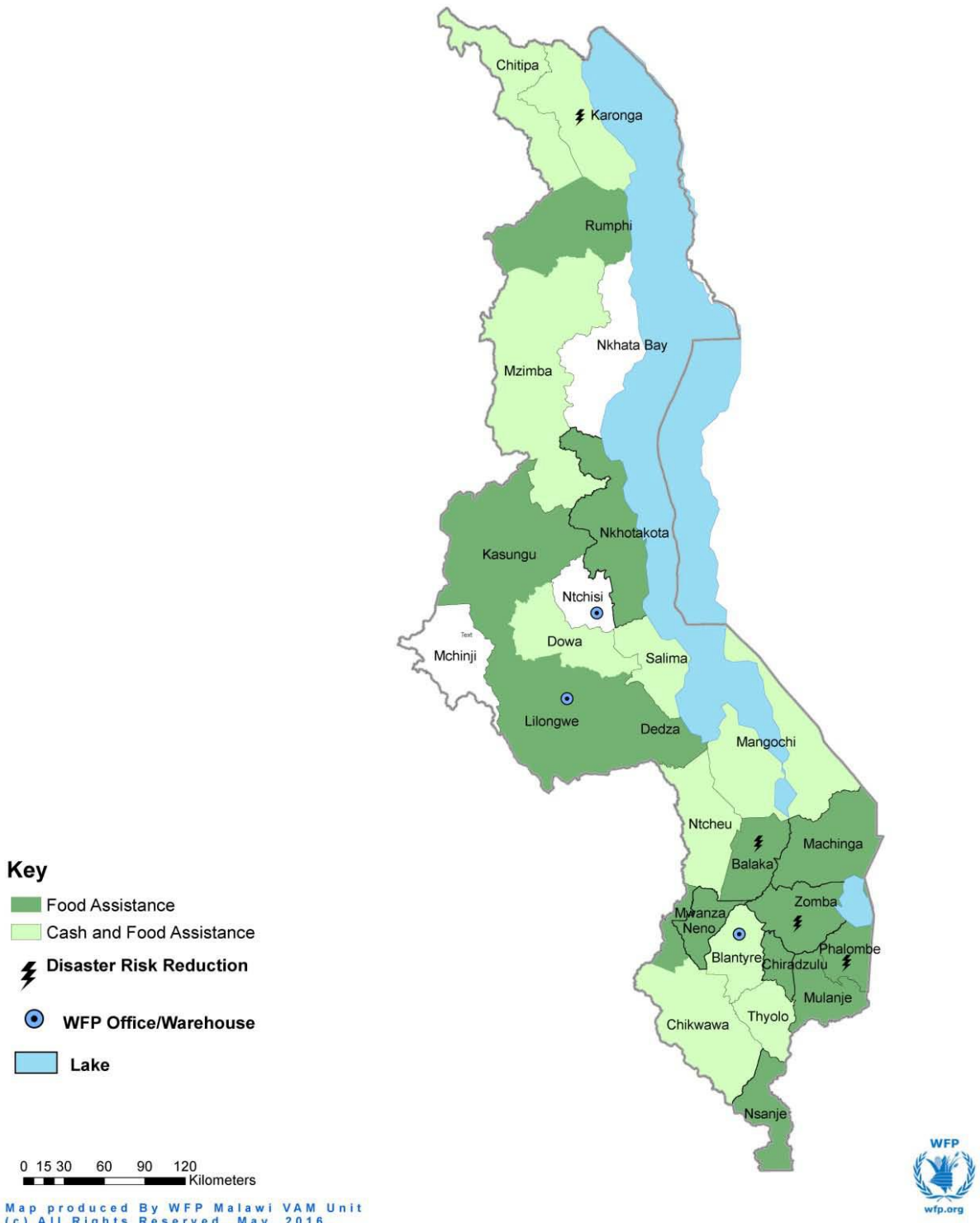
90. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team will emphasize transparent and open communication with all key stakeholder. The evaluation team will be responsible for:
- Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report and through discussions;
 - Working with the evaluation managers to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts (annexed to the inception report);
 - Sharing a brief PowerPoint presentation before the debriefings to enable stakeholders joining the briefings remotely to follow the discussions;
 - Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues); and
 - Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently provide rationale for feedback that was not use.
91. The Communication and Learning Plan should include a both a gender and women's empowerment responsive dissemination strategies, indicating how findings including gender and women's empowerment will be disseminated and how stakeholders interested or those affected by GEWE issues will be engaged.
92. 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 manager will be responsible for sharing the report and management response with their regional evaluation offices, who will ensure that they are loaded to the appropriate systems ([intranet](#) and [public website](#)).
93. To enhance the use of the evaluation findings, WFP may consider holding a dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff and partners. The team-leader may be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation manager jointly with the team leader during the inception phase.

8.2 Budget

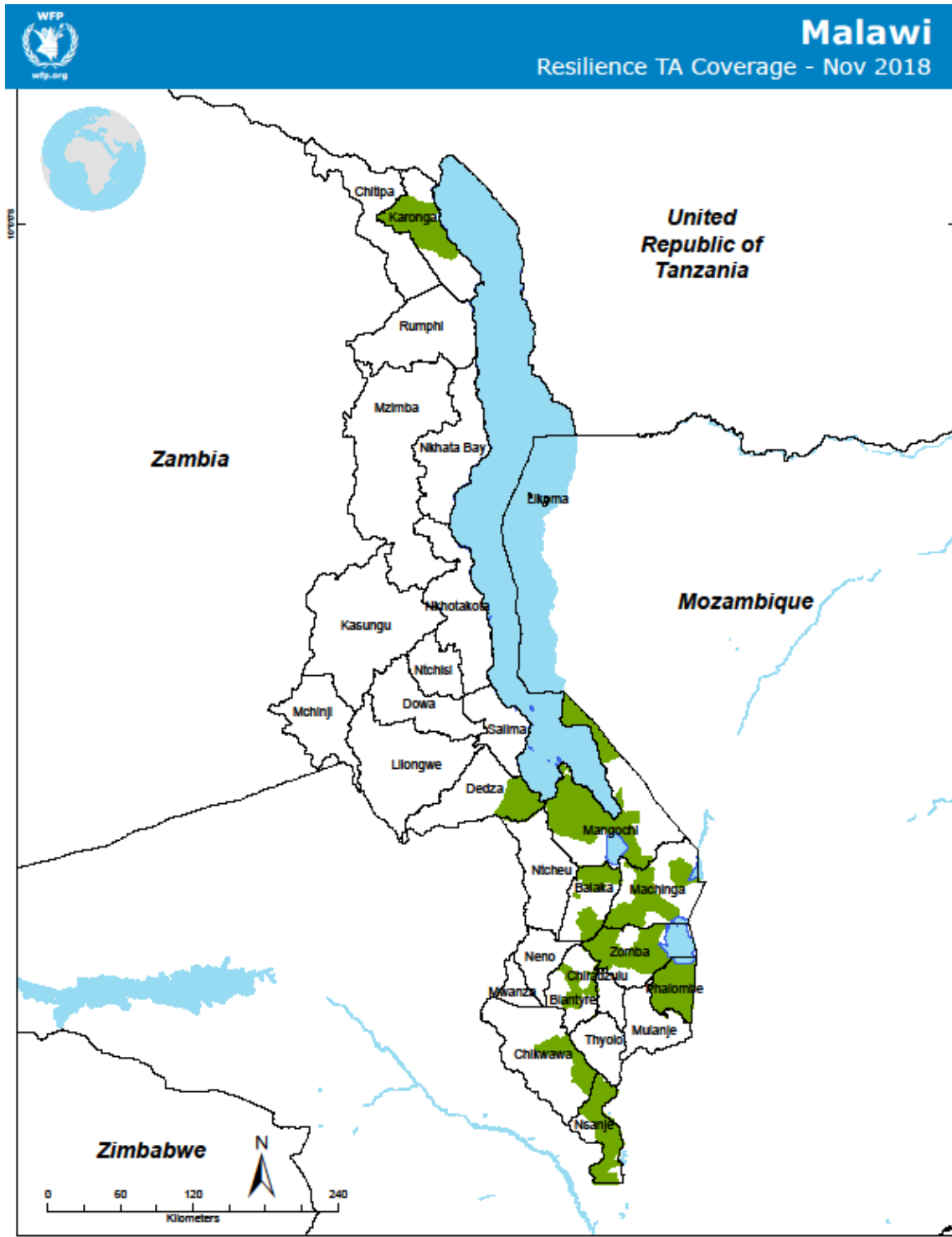
94. The actual budget will be determined by the level of expertise and experience of the individual consultants recruited, and the option used to recruit them (a firm through LTA or HR rates if the recruitment is done through HR).
95. In country road travel for the evaluation team shall be arranged by the Evaluation Team. If a firm is hired, it should include in their budget proposal in-country flights i.e. from Lilongwe to Blantyre if road travel is not deemed feasible.
96. All potential firms must submit budget details. The budget should include all costs associated with the three evaluator team (their time, etc.). In addition, the budget should include costs related to field travel (vehicle hires, per diem, accommodation, communications, etc.). Further, costs associated with field-based data collection should also be included in the budget. This may include but not be limited to the hiring of enumerators, fees associated with training enumerators (hall rental, lunch money, etc.), fees associated with hiring space in the districts for meetings with local officials and focus group discussions, etc. In the event of questions vis-à-vis the costing in Malawi, please send queries to the WFP staff members listed below:
- Maribeth BLACK maribeth.black@wfp.org
 - Jason NYIRENDA jason.nyirenda@wfp.org

Annex 1a Map of WFP Food Assistance Coverage in 2016 (PRRO)

WFP Malawi Programmes (PRRO)



Annex 1b Map of Traditional Authorities under Resilience activities



Date Created: 15 Nov 2018
 Contact: gladya.zimba@wfp.org
 Website: www.wfp.org
 Prepared by: VAM MWI
 Map Reference:
 Resilience TA November 2018

Legend

TA Under Res

District Boundary

Water Body

Data sources: WFP Data, NSO, GeoNames, GAUL

The descriptions employed and the presentation of material in this map(s) do not imply the expression of any opinion on the part of WFP concerning the legal or constitutional status of any country, territory, city or village, or concerning the boundaries of its districts or

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Annex 2 Preliminary Stakeholder Analysis [interests, involvement and potential use

Table 3 Preliminary Stakeholder Analysis [[interests, involvement and potential use]

| Stakeholders/Users | Interest in the evaluation and potential uses of evaluation process and product | How will they be involved? |
|--|---|--|
| INTERNAL STAKEHOLDERS | | |
| Malawi Country Office (CO) | Responsible for the overall planning and coordination of WFP interventions at country level, the CO has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as externally to its beneficiaries and partners for performance and results of its programmes. <i>Potential Use: The CO will use the evaluation findings to inform CSP implementation decisions.</i> | As commissioner of the evaluation, CO will manage the process, key staff will be key informants in addition to providing other information. Will also be involved in discussing preliminary findings and recommendations |
| Regional Bureau (RB) Johannesburg | Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent and impartial account of the operational performance. The Regional Evaluation Officer supports CO/RB management to ensure quality, credible and useful decentralized evaluations. The RB programme team has an interest in understanding how the implementation of the programme has progressed, emerging lessons and how these may be applied to other country contexts. <i>Potential Use: The RB will use the results from the evaluation in providing support to the CO, and may apply this learning to other country offices.</i> | The Regional Evaluation Officer will be a member of the evaluation committee to provide systematic support to the process. She will review draft inception and evaluation reports and provide feedback; Key programme staff from the resilience unit will be members of the evaluation reference group to provide inputs. They will be interviewed as key informants, review draft evaluation products and provide feedback. |
| WFP HQ | 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. They have an interest in knowing how well the programme was designed following appropriate normative guidelines and policy, what results were achieved, and how lessons may be applied globally for organisation-wide learning. <i>Potential Use: They may use the results of the evaluation to revise guidelines in future and/or to enhance organisational learning in general.</i> | Relevant HQ units will be consulted during the evaluation process, as appropriate. They will be given an opportunity to review and comment on draft evaluation products |
| 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 decentralised evaluation stakeholders as identified in the evaluation policy. <i>Potential Use: they will include this evaluation in the annual evaluation report to show evaluation coverage. They may use the results of this evaluation for future synthesis of evidence</i> | OEV will provide access to the independent quality support service to the evaluation, and the help desk. |
| 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. | |

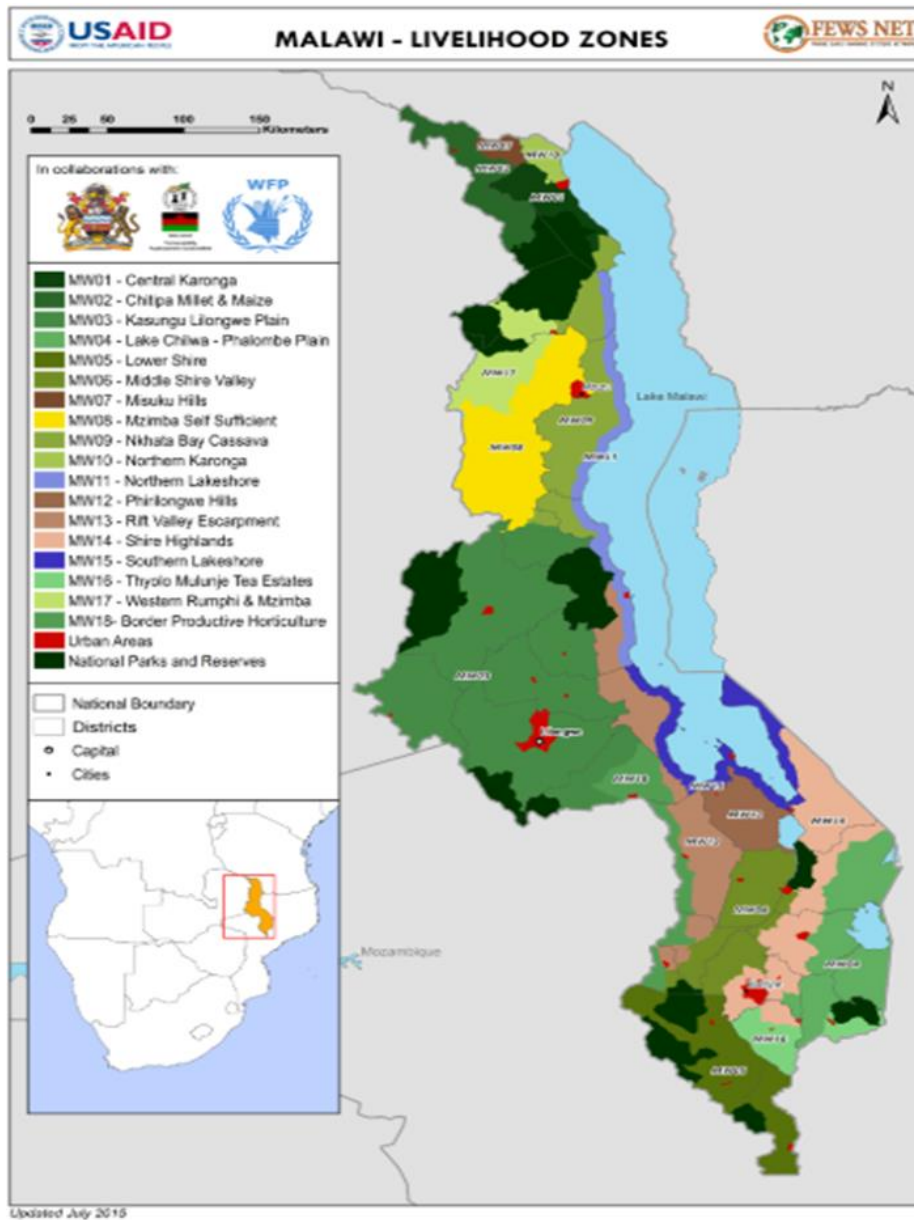
| EXTERNAL STAKEHOLDERS | | |
|--|---|--|
| Individual Beneficiaries (women, men, boys and girls) and communities | As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. <i>Potential Use: They will use the evaluation process as an opportunity to provide their views on the design and implementation of the FFA activities.</i> | The level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their perspectives will be sought during data collection. |
| Malawi Government Ministry of Agriculture, Irrigation and water Development; Ministry of Natural Resources, Energy and Mining; Ministry of Disaster and Relief Management ; Ministry of Local Government and Rural Development | The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the actions of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. <i>Potential Use: May use the findings of this evaluation when reviewing the support provided by WFP towards progress in the implementation of the Malawi resilience strategy and other relevant national programmes.</i> | The government partners will be members of the evaluation reference group to ensure that they are systematically engaged in providing inputs to the evaluation process and having their voices into the direction the programme should take based on the findings, conclusions and recommendations. |
| District-based stakeholders | District-level government workers across the ten districts where WFP has implemented FFA programmes have a vested interest in WFP's FFA programmes and thus should be consulted during the evaluation. District-level government officials including District Council members, Ministry of Agriculture extension workers, Disaster Emergency Committee (DEC) leadership members as well as Traditional Authority (TA) leaders/chiefs, leaders from local women's groups and small-holder savings and loans (SVLs) should be consulted during field work. Locally-based cooperating partner (CP) staff should also be interviewed. | District-based stakeholders detailed here should be consulted during field work as part of the evaluation, as their voices will directly inform how implementation took place on the ground as well as provide a district-level vantage point of the sustainability and impact of FFA activities. |
| UN Country team | The UNCT's harmonized action should contribute to the realisation of the government developmental objectives, and in particular the objectives set out in the national resilience strategy. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts in supporting Malawi development. Various agencies such as UNDP and FAO are partners that contribute to the realisation of the governmental objectives i.e. climate services, early warning. <i>Potential Use: May use the results of this evaluation as inputs when reviewing progress towards implementation of the Malawi resilience strategy, to which WFP contributes through its FFA and other resilience activities.</i> | The UN agencies will be invited to be members of the evaluation reference group. They will be interviewed as key informants and invited for presentation of preliminary findings. They will also be given opportunity to comment on the draft evaluation products including inception report and evaluation report. |
| NGOs and other partners [World Vision, United Purpose, Concern World Wide, Farm Radio Trust, Foundation for Irrigation and Sustainable Development, CARE Malawi, Find your | NGOs are WFP's partners for the implementation of some FFA activities while at the same time having their own interventions related to resilience.. They have an interest in this evaluation because the results of the evaluation might affect future implementation modalities, strategic orientations and partnerships arrangements. <i>Potential Use: They may use the findings of this evaluation to inform their future proposals to WFP and/or their overall approach to partnering with WFP for enhanced resilience.</i> | The NGO partners will be invited to be members of the evaluation reference group. They will be interviewed as key informants and invited for presentation of preliminary findings. They will also be given opportunity to comment on the draft evaluation products including inception report and evaluation report. |

| | | |
|---|---|---|
| <i>Feet, Plan International, Emmanuel International, CUMO, University of Reading, Lilongwe University of Agriculture and Natural resources (LUANAR)</i> | | |
| Main FFA Donors [USAID, Japan, UK, Germany] | These donors are interested in knowing whether the resources it provided to WFP were utilised as planned, whether the results agreed funding agreements have been achieved and what lessons are emerging. <i>Potential Use: They will use the results as part of accountability to their tax payers.</i> | They will be kept updated during the evaluation process through existing channels of donor engagement. Key staff will be interviewed as key informants. The final evaluation report will be shared with them. |
| Donors to other complementary activities [Germany, Switzerland, Norway, Flemish Government) | These donors are funding related interventions in Malawi and are therefore interested in seeing how the results of the FFA complement the programmes that they are funding. <i>Potential Use: They may use these results to inform funding decisions.</i> | They will be kept updated during the evaluation process through existing channels of donor engagement. Key staff will be interviewed as key informants. Final evaluation report will be shared with them. |
| Private sector (National Insurance Company (NICO)) | As stated in the CSP (see page 25), WFP has an interest in forging and strengthening partnerships with private sector. For example the integrated risk management programme links FFA beneficiaries to insurance ³⁶ . Assessing how well this link is working towards enhanced resilience of households is of interest to both WFP and the partners involved. <i>Potential Use: They may use the results of this evaluation to enhance their collaboration with WFP</i> | As appropriate, these will be interviewed as key informant interviews (or information they may have provided during the IRMP evaluation used) |

³⁶ Through insurance for Assets which is a part of the IRMP programme

Annex 3 Livelihoods Coverage in Malawi

Across Malawi, 14 main livelihood zones have been identified³⁷ (see the map below for their geographical distribution). Across most livelihoods in the country, including those in the three project priority districts, the major contributing factors include rainfall and vegetation.



The success of livelihoods is determined by rainfall and vegetation because most households rely on agriculture- or pasture-based livelihoods. Livelihoods based on agricultural and pasture lands require certain levels of rainfall and vegetation at specific times of the year based on the context, principally the local geography. With a single rainy season throughout most of the country, this means that livelihoods are reliant on the timely and sufficient arrival of rainfall and the healthy condition of the environment to support the productivity of the land. These factors are especially influential considering the minimal reach of irrigated land across the country and limited access to and use of agricultural inputs. The seasonal calendar below shows how this dependence on a single rainy season results in a

³⁷ “Integrated Context Analysis 2014”, WF & Government of Malawi, <http://www1.wfp.org/countries/malawi>

single, main harvest, which is then followed by a lean season when households have limited resources as they await the next harvest. This type of seasonal calendar is very limiting for those bound by it and makes the success of main harvest paramount for food and economic security for the whole year. As such, any deviations from this cycle have proven to severely impact food and income security at the micro- and macro- levels, necessitating relief assistance for the large proportion of the population who rely on agriculture for their subsistence. Deviations may include the unpredictable and unstable onset of rains and the increase in crop pest attacks. Deviations have been increasing and are predicted to increase in frequency and variability, adding further uncertainty to climate-sensitive livelihoods.

Summary of coverage of FFA and other Resilience Building Activities

| District | FFA | Nutrition* | Micro credit | Savings | Insurance | Climate Services | P4P** | Donor/Programme / Project name |
|----------|-----|------------|--------------|---------|-----------|------------------|-------|--|
| Balaka | x | x | x | x | x | x | x | • FFA: USAID, Germany, DFID and Japan • GFCS-APA: NORAD • R4: SDC |
| Blantyre | x | x | x | x | x | x | x | • FFA: USAID, Germany, DFID and Japan • IRMP: Flemish Government, Belgium |
| Chikwawa | x | | x | x | x | x | x | • FFA: USAID, Germany, DFID and Japan • IRMP: Flemish Government, Belgium |
| Dedza | x | | | | | x | x | • FFA: |
| Karonga | x | | | | | x | x | N/A |
| Nsanje | x | | x | x | x | x | x | • FFA: USAID, Germany, DFID and Japan |
| Phalombe | x | | | | x | x | x | • FFA: USAID/DFID |
| Mangochi | x | | x | x | x | x | x | • IRMP: Flemish Government, Belgium • FFA: USAID, DFID |
| Machinga | x | | | | | x | x | • FFA: USAID, WFP internal Resources |
| Zomba | x | x | x | x | x | x | x | • GFCS-APA II: NORAD • FFA: USAID, Germany, USAID, Japan • R4: SDC |

Source: compiled by the team conducted the mid-term evaluation of IRMP (See Table 8). Note, as well, that there is little or no co-location with other components except for Zomba District in a few areas

*Nutrition activities are implemented in all the districts targeting all FFA beneficiaries. However, the districts indicated above receive funding from BMZ towards the implementation of nutrition sensitive activities.

**P4P (or Purchase for Progress) has been changed to SAMs.

Annex 4 Scale-up and Breakdown of WFP Malawi's Livelihoods Programmes

| Livelihoods Programme Scale up 2015-2019 | | | | | | | | | | | | | | | | | | | | |
|--|--------------|------------|------------------|----------|---------------|--------------|------------------|----------|----------------|---------------|------------------|----------|----------------|---------------|------------------|----------|----------------|---------------|------------------|---------------|
| Districts | 2015 | | | | 2016 | | | | 2017 | | | | 2018 | | | | 2019 | | | |
| | FFA | R5 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs | FFA | R4 | Climate services | SAMs |
| Balaka | 1,696 | 500 | 1,696 | - | 6,086 | 2,342 | 6,086 | - | 7,561 | 3,065 | 7,561 | - | 7,561 | 3,332 | 7,561 | - | 16,626 | 11,960 | 16,626 | 4,505 |
| Blantyre | - | - | - | - | 1,500 | - | - | - | 6,796 | 4,171 | 6,796 | - | 6,796 | 7,809 | 6,796 | - | 13,721 | 4,000 | 13,721 | |
| Chikwawa | - | - | - | - | 9,929 | - | - | - | 20,929 | - | 20,929 | - | 20,929 | 10,587 | 20,929 | - | 19,222 | 6,001 | 19,222 | 8,330 |
| Dedza | - | - | - | - | - | - | - | - | 6,500 | - | - | - | 6,500 | - | - | - | - | - | - | - |
| Karonga | - | - | - | - | 1,709 | - | - | - | 1,709 | - | - | - | 1,709 | - | - | - | - | - | - | - |
| Machinga | - | - | - | - | 9,138 | - | - | - | 9,138 | - | - | - | 9,138 | - | - | - | 18,138 | - | - | 12,135 |
| Mangochi | - | - | - | - | 8,806 | - | - | - | 35,406 | - | - | - | 35,406 | 9,756 | - | - | 25,541 | 6,001 | - | 18,040 |
| Nsanje | - | - | - | - | 6,249 | - | - | - | 8,498 | - | 8,498 | - | 8,498 | - | 8,498 | - | 18,128 | - | 18,128 | 10018 |
| Phalombe | 1,003 | - | - | - | 2,003 | - | - | - | 6,003 | - | - | - | 6,003 | 2,181 | - | - | 14,207 | 8,204 | - | 6,003 |
| Zomba | 3,200 | - | - | - | 3,200 | - | 3,200 | - | 29,056 | 3,111 | 29,056 | - | 29,056 | 3,304 | 29,056 | - | 29,056 | 3,500 | 29,056 | 25,856 |
| Total | 5,899 | 500 | 1,696 | - | 48,620 | 2,342 | 9,286 | - | 131,596 | 10,347 | 72,840 | - | 131,596 | 36,969 | 72,840 | - | 154,639 | 39,666 | 96,753 | 84,887 |

Annex 5 Evaluation Schedule [to be confirmed during inception]

| Phases, Deliverables and Timeline | | Key Dates | By Who |
|-----------------------------------|---|---|-------------------|
| 1 | Desk review, produce draft 1 of TOR and quality assurance (QA) using TOR QC | August/Sept 2019 | CO/REO |
| 2 | Submit draft 1 TOR to outsourced quality support service (QS) for review and feedback | 08th November | EM |
| 3 | Review draft 1 TOR against the DE QS quality matrix and provide recommendations | 8 th -13 th November | QS |
| 4 | Revise draft 1 TOR based on DE QS feedback to produce draft 2 | 2 nd – 5 th December | EM |
| 5 | Circulate draft 2 TOR for review and comments to ERG and other stakeholders | 6th December | EM |
| 6 | Review draft 2 TOR and provide comments using the provided comments matrix | 9th – 20th December | ERG |
| 7 | Share draft 2 ToR with LTA firms | 12th December | |
| 8 | Revise draft 2 TOR based on comments stakeholder comments to produce final TOR | 22 nd December 2019 – 2 nd January 2020 | EM /REO |
| 9 | Submit the final TOR to the internal evaluation committee for approval | 3rd January | EM |
| 10 | Share final TOR with stakeholders for information and with LTA firms | 6 th January | EM |
| 11 | LTA firms submit proposals to EM | 15 th January | LTA firms |
| 12 | Review of proposals, selection and recruitment of evaluation team | 10 th – 24 th January | EM/REO |
| 14 | Briefing Evaluation team | 27th January | EM/CO Prog |
| 15 | Evaluation design , including reviewing documents and existing data, interactions with stakeholders to understand the subject and stakeholder expectations | 28 th January – 6 th February | ET |
| 16 | Draft inception report, including methodology, data collection tools and schedule | 7 th – 13 th February | ET |
| 17 | Submit draft 1 inception report (IR) to EM and Regional Evaluation officer | 14th February | TL |
| 18 | Review draft 1 inception report, if NOT complete return to the team leader with specific things that needs to be done before it can be submitted | 17 th – 18 th February | EM |
| 19 | Share draft IR with DE QS for review and feedback | 19th February | EM |
| 20 | Review draft 1 IR against the DE QS quality matrix and provide recommendations | 20 th – 25 th February | QS |
| 21 | Revise draft IR based on QS feedback and EM/REO additional comments | 27 th February – 2 nd March | ET |
| 22 | Submit of revised Draft 2 IR based on DE QS and EM QA comments | 3rd March | TL |
| 23 | Review draft 2 IR against the QS recommendations to ensure that they have been addressed and for any that has not been addressed, a rationale has been provided | 4 th – 5 th March | EM/REO |
| 24 | Circulate draft 2 IR for review and comments to ERG and other stakeholders | 6 th March | EM |
| 25 | Review draft 2 IR and provide comments using the provided comments matrix | 7 th – 13 th March | ERG |
| 26 | Consolidate Stakeholder comments and submit to the team leader | 16 th - 17 th March | EM |
| 27 | Revise draft 2 IR based on stakeholder comments received to produce draft 3 | 18 th – 23 rd March | ET |
| 28 | Submit draft 3 IR to the evaluation manager | 24th March | TL |
| 29 | Review draft 3 IR against stakeholder comments to ensure that they have all been addressed, and for those not addressed a rationale provided | 25 th – 27 th March | EM |
| 30 | Submit the final IR to the internal evaluation committee for approval | 30th – 31st March | EM |
| 31 | Share of final inception report with key stakeholders for information. | 2 nd April 2019 | EM |
| 32 | Prepare for data collection phase [recruit research assistants, digitize data collection tools on tablets, finalize travel, accommodation and other logistical arrangements | 3rd – 12th April | EM/ |
| 33 | Briefing with CO management | 13th April | CO/EM/AC |
| 34 | Training research assistants and testing data collection tools, adjustments if required | 14 th – 17 th April | ET/EA |

| | | | |
|----|---|--|-----------------------------|
| 35 | Conduct Fieldwork [quantitative data collection, interviews, FGDs etc.] | 19 th April - 3 rd May | ET |
| 36 | End of Fieldwork Debriefing [Presentation should be submitted the day before] | 4th May | ET |
| 37 | Clean, analyze and triangulate data to produce draft 1 of the evaluation report (ER) | 5 th – 25 th May | ET |
| 38 | Submit draft 1 of the evaluation report and all associated data sets | 26th May | TL |
| 39 | Review draft 1 ER against the ER quality check list to ensure that it is complete | 27 th May | EM |
| 40 | Share draft 1 ER with outsourced quality support service (DE QS) | 28th May | EM |
| 41 | Review draft 1 TOR against the DE QS quality matrix and provide recommendations | 29 th May - 5 th June | QS |
| 42 | Revise draft 1 ER based on feedback received by DE QS and EM to produce draft 2 | 8 th - 13 th June | ET |
| 43 | Submit draft 2 ER to the EM | 15th June | TL |
| 44 | Review the draft 2 ER against the QS comments to ensure that they have been addressed, and for those that have not been addressed rationale has been provided | 16 th – 18 th June | EM/REO |
| 45 | Circulate draft 2 ER for review and comments to ERG/RB/other stakeholders | 19th June | EM |
| 46 | Review draft 2 ER and provide comments using the provided comments matrix | 20 th – 26 th June | ERG |
| 47 | Consolidate comments and submit to team leader for review | 27 th – 29 th June | EM |
| 48 | Revise draft 2 ER based on stakeholder comments to produce draft 3 | 30 th June – 6 th July | ET |
| 49 | Submit draft 3 ER to the evaluation manager | 7th July | TL |
| 50 | Review draft 3 ER against stakeholder comments to ensure that they have all been addressed, and for those not been addressed a rationale has been provided | 8 th - 10 th July | EM/REO |
| 51 | Prepare Summary Evaluation Report | 13 th – 16 th July | |
| 52 | Submit the final ER and summary evaluation report to the internal evaluation committee for approval | 17th – 20th July | EM |
| 53 | Share of final evaluation report with key stakeholders for information | 21 st July | EM |
| 54 | Prepare management response and submit to RB for review | 22 nd – 31 st July | CO Management/ Programme |
| 55 | Review the MR and provide feedback | 3 rd – 10 th August | RB |
| 56 | Finalize MR based on feedback from RB and submit to EC chair for first level approval | 11 th – 19 th August | CO |
| 57 | Submit to RB for final approval of MR | 20 th – 21 st August | |
| 58 | Share final ER and MR with OEV for publication Conduct presentation and validation workshop with key stakeholders | 24th- 28th August | RB |
| 59 | Document lessons from the management of this evaluation and share | 31 st August - 14 th September | EM/RB |

Annex 6 Membership of the Evaluation Committee

- a. The evaluation committee (EC) is a temporary mechanism established to facilitate the evaluation management process. The overall purpose of the committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and relevant Government directives. It will achieve this by:
 - a) Supporting the evaluation manager throughout the process, including resolving any issues that may affect the quality of the evaluation;
 - b) Making decisions on evaluation budget, funds allocation and selection of evaluators;
 - c) Reviewing evaluation deliverables (TOR, inception report and evaluation report) and submitting them to the EC co-chairs for approval;
 - d) Leading the preparation of the management response/action plan for the evaluation implementation of the evaluation recommendations to ensure that the findings of the evaluation inform decision making as outlined in [section 7](#) of these TOR.
- b. The evaluation committee will be composed of:
 1. **Chair:** Marco CAVALCANTE, WFP Malawi Deputy Country Director
 2. **Evaluation Manager:** Maribeth BLACK, WFP Malawi Head of Vulnerability Analysis and Mapping (VAM) and Monitoring and Evaluation (M&E)

Committee Members:

 3. Kathy Derore, WFP Malawi, Head of Resilience
 4. Moses Jemitale WFP Malawi, Programme Policy Officer for Resilience/FFA
 5. Grace Igweta, WFP Regional Evaluation Officer (Evaluation Advisory role)

Annex 7 Membership of the Evaluation Reference Group (ERG)

1. The Evaluation Reference Group (ERG) is a temporary mechanism established to facilitate stakeholder's systematic engagement in the evaluation process. The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and relevant Government directives. It will achieve this by:
 - Providing a systematic mechanism for engaging stakeholders in the evaluation process;
 - Reviewing draft evaluation products and providing feedback;
 - Attending the debriefing sessions to discuss preliminary findings;
 - Attending other dissemination sessions as required; and
 - Support use of evaluation findings through implementation of evaluation recommendations.
2. The evaluation reference group will be composed of:
 - **Chair:** Marco CAVALCANTE, WFP Malawi Deputy Country Director
 - **Evaluation Manager:** Maribeth BLACK, WFP Malawi Head of Vulnerability Analysis and Mapping (VAM) and Monitoring and Evaluation (M&E)

ERG Members

- Kathy Derore, WFP Malawi, Head of Resilience
- Moses Jemitale, WFP Malawi, Programme Policy Officer for Resilience and FFA
- Giovanni La Costa, Programme officer, RBJ Resilience and Market Access
- Shashi Memon, Head of Programmes, WFP Blantyre Sub-Office
- 2 representatives from the government
- 1 representative from FAO

Annex 8 Government of Malawi Policies

This Annex Details the various national-level policies in place within Malawi. Some of these are directly linked/aligned to WFP's current resilience programmes while others are more tangential. It is, however, important that the evaluation team have a full understanding of the policy landscape and the plethora of policies available to shape resilience work.

- The **National Climate Change Management Policy's** goal is to promote climate change adaptation and mitigation for sustainable livelihoods through measures that increase levels of knowledge and understanding and improve human well-being and social equity while pursuing economic development that significantly reduces environmental risks and ecological scarcities.
 - Alignment with WFP: adaptation, economic development, increase levels of knowledge and understanding.
- The **National Climate Change Investment Plan (NCCIP)** identifies the four key priority areas to promote climate change management in Malawi as: adaptation; mitigation; climate change research, technology development and transfer; and capacity building. These areas are aligned to MGDS II.
 - WFP Programme Alignment: is assured as the project is promoting watershed management (as part of FFA) as one way of building community resilience to climate change. Climate services program provides an opportunity to vulnerable communities to develop adaptation measures to climate change and climate variability. In addition the planned climate services component in collaboration with the Department of Climate Change and Meteorological Services (DCCMS), and Ministry of Agriculture Irrigation and Water Development (MoAIWD) and other partners ensures access to weather and climate information from DCCMS. Weather and climate information is then linked to agriculture advice and then disseminated to vulnerable communities in a timely manner to enable them to make educated choices of seed, farming and irrigation practices and other adaptation measures.
- **The National Adaptation Programmes of Action (NAPA)**³⁸ has identified the following top 4 priority adaptation areas: (1) Sustaining life and livelihoods for the most vulnerable communities, (2) Enhancing food security and developing community based storage systems for seed and food, (3) Improving crop production through the use of appropriate technologies, (4) Increasing resilience of food production systems to erratic rains by promoting sustainable production of maize and vegetables.
 - Alignment with WFP is through focus on livelihoods and food security, as well as increasing resilience and sustainable production.
- Two **United Nations Framework Convention on Climate Change (UNFCCC) communications** are registered for Malawi, one in 2003 and the other in 2012, as well as Nationally Determined Contributions (**NDC**) **submission** in 2015. They commonly stress that Malawi produces little emissions, but is severely affected by the impacts of climate change, making issues on equity, justice, and adaptation a key priority.
 - WFP Program Alignment: is through focus on adaptation as well as equity and justice by focusing on the most vulnerable.
- **The Malawi Growth and Development Strategy (MGDS III):** aims at building a productive, competitive and resilient nation. MGDS has five priority areas, including agriculture and climate change management. The pillar on agriculture and climate change management's goal is to achieve sustainable agricultural transformation that is adaptive to climate change and enhances ecosystem services.
 - WFP Project Alignment: is through nutrition enhancement, environmental management, agro-processing and value addition.
- **The National Resilience Strategy 2017-2030 (NRS)** defines resilience as the ability of urban and rural communities, households, and individuals, to withstand, recover from, and reorganize in response to crises, so that all members of Malawian society can develop and maintain their ability to benefit from opportunities to thrive. Strengthening people's capacity for resisting, coping, recovering, and bouncing back from shocks and extreme events requires well targeted and long-term investments that recognize that adaptation to a changing climate must be tackled at multiple scales.
 - WFP Project Alignment: entire resilience package is implemented in line with NRS.
- The **National Agriculture Policy (NAP)** and its **National Agricultural Investment Plan (NAIP)** replaces the previous Agriculture Sector Wide Action (ASWAp), which was phased out in 2017 and used to govern the agricultural sector. The NAIP, which is anchored and guided by the NAP, has four pillars on institutional development, resilient smallholder farmers, production and productivity (focused on infrastructure development), as well as market access with a focus on resilience smallholder farmers, market access.
- The **National Water Management Policy**, aims to improve the livelihoods of the people through sustainable development, use and management of the water resources of the country.

³⁸ Through this alignment has also been sought to the National Climate Change Investment Plan and the working draft of the National Adaptation Plan

- WFP project alignment is assured through the focus and inclusion of concrete adaptation measures, including water and soil conservation and integrated watershed management.
- The **Malawi National Social Support Programme II (MNSSP II)** (2018) and the **Forestry (Amendment) Act** (2017), provides for participatory forestry, forest management, forestry research, forestry education, forest industries, protection and rehabilitation of environmentally fragile areas and international co-operation in forestry and for matters incidental thereto or connected therewith as the planned Adaptation program includes afforestation, natural forest regeneration, woodlot establishment activities such as IFA.
- The **Water Resources Act** (2013) outlines preliminary provisions for management of National Water Resources including water abstraction and use. The Act recognizes the importance of water to human sustenance and the multiple functions that the resource provides.
 - WFP project is aligned as new and or rehabilitated watershed are created Water Users' Associations(WUAs) will be established to manage irrigated agriculture and piped water points.
- The **Disaster Risk Management Policy** (2015), provides a framework for ensuring reductions in disaster losses and impacts. The policy is aimed at ensuring that disaster risk management (DRM) is mainstreamed in development planning and policies in all sectors.
 - WFP project alignment is through the integrated approach of disaster risk reduction by creation and/or rehabilitation of assets through its IFA activities combined with micro -insurance, access to credit, and savings that ensures increased production, reduction of agricultural and livelihoods losses and the reduced needs for humanitarian assistance.
- The **National Forest Landscape Restoration Strategy** (2017), is a tool for addressing challenges Malawi face from unpredictable climate shifts and land degradation. Its ultimate goal is to create an enabling environment to promote sustainable use of natural resources.
 - The WFP projects focus on watershed management including rehabilitation of woodlands will contribute to this national goal.
- The **National Charcoal Strategy** 2017-2027, presents a multi-sectoral framework and approach, focused on pillars that define opportunities to incrementally address problems of charcoal production and demand in the near, medium and long term. The Strategy supports the implementation of various global initiatives and goals, including the UN Sustainable Energy for All (SE4ALL) by 2030.
 - WFP project alignment as the planned IFA activities will also promote the use of fuel efficient cook stoves amongst the programme participants as one way of reducing or slowing down deforestation in line with NCS strategic pillar number 2: Promote Adoption of Fuel-Efficient Cook stove Technologies of the NCS.
- The **National Gender Policy** (2015), The National Gender Policy provides guidelines for mainstreaming gender in various sectors of the economy with the overall goal of reducing gender inequalities and enhancing participation of women, men, girls and boys in socio economic and political development.
 - WFP alignment is assured as throughout the project a special focus is made on gender considerations and has mainstreamed gender in all its activities, from the targeting process, selection of activities and ensuring equity access to men, women, boys and girls in the targeted TA's. this is assured through the use of the three-Pronged Approach components (3PA) from design to proper accountability to affected population methodologies.
- The **National Youth Policy (2013)**, provides a framework that guides youth development and implementation of all youth programmes that contribute to the improvement in the welfare of the youth in Malawi. One of the specific objectives is to mainstream youth development agenda in all national development programmes.
 - WFP Project Alignment: is through mainstreaming youth in the national development programme which will ensure the creation of gainful employment, increased access to services and empowerment.
- The **Farmer Organization Development Strategy** (2018), (**FODS**): The National Agriculture Policy (NAP) recognizes the role of Farmer Organizations (FOs) as a strategic vehicle to achieving commercialization of agriculture. The objective of the FODS is to promote the development of sustainable, professionally operated and market-oriented FOs that are contributing significantly to growth and development of the Malawi economy.
 - WFP Project Alignment: with FODS is through Strengthening FO management capacity, enhancing production and productivity of SHF, improving policy environment and legal framework to support development of FOs, enhancing access to agricultural financing.
- The **Malawi Contract Farming Strategy (2016)**: The Strategy seeks to achieve economic growth and development in the agriculture sector. The strategy seeks to cushion farmers' weaknesses in the production, processing and marketing of various agricultural commodities. The ultimate impact, which this Strategy seeks, is to use contract farming, where appropriate, as a mechanism for creating wealth, reducing poverty and inequality through increased profitable market access for farmers and buyers of agricultural outputs.
 - WFP Project Alignment: with this strategy is through supporting market access for smallholder farmers and access to agricultural production inputs (appropriate technologies).

In addition, there are several subnational strategies and district development strategies in the project areas that inform the design and implementation of FFA; these include:

- District Development Plan (DDP) which is the overarching development strategy framework at district level, linked to both short, medium and long-term development aspirations of the Central Government. It provides a development roadmap to increase consistency and coordination in promoting socio-economic development in the district. The DDP is able to translate the strategies into policy outputs (projects and programmes).
- Socio-Economic Profiles (SEP) which is a snapshot of the overall *Physical, Social* and *Economic* situation of the district. A SEP paves way for a better appreciation of the socio-economic situation of an area or locality within a district.
- Other sub-national development that feeds into DDP include: i) Decentralized Environment Management Guidelines, ii) District State of the Environment Reporting (DSOER), iii) District Contingency Plans iv) District Environmental Action Plans. v) District Development Investment Plan.

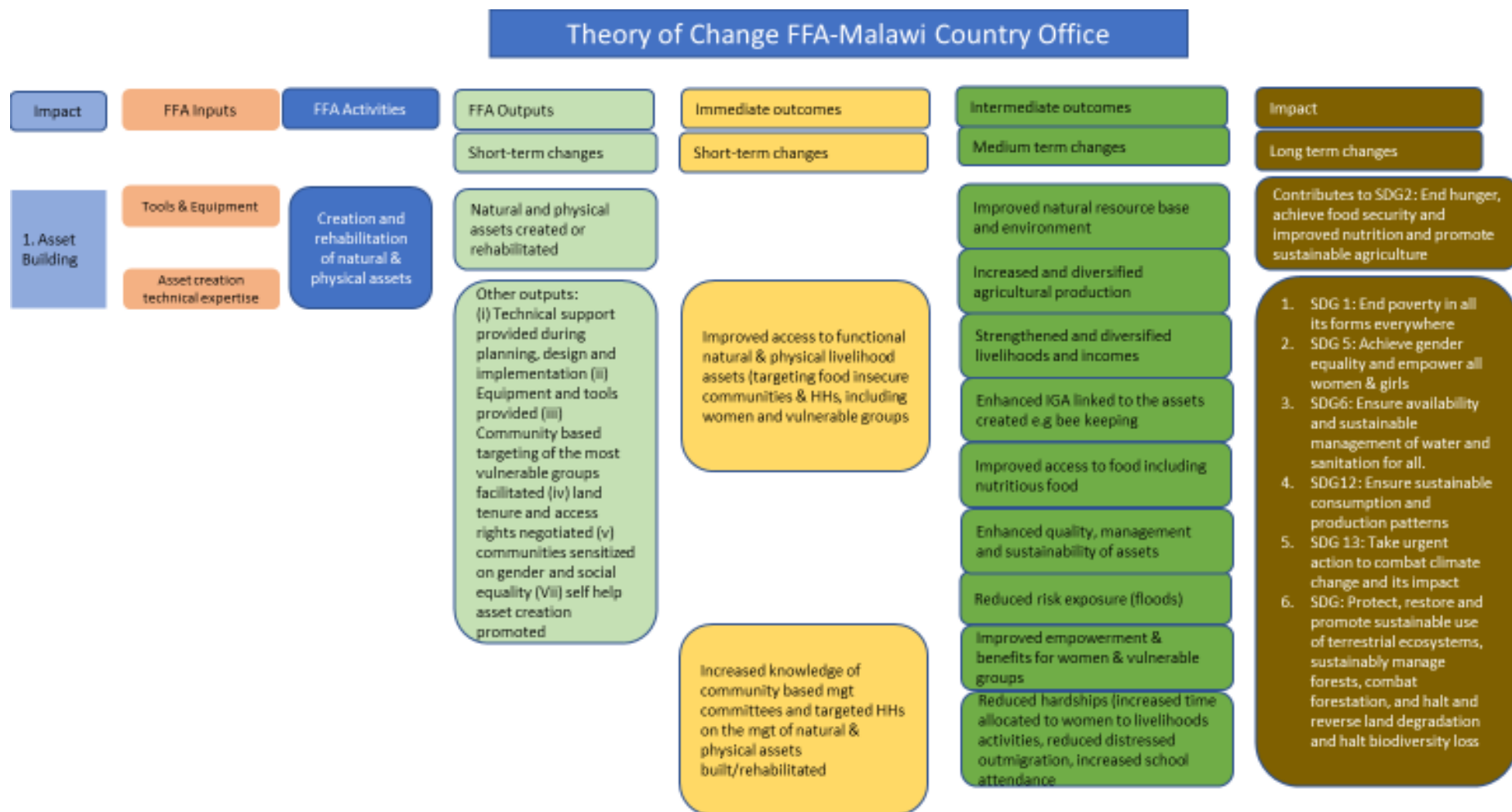
All these plans are aligned to sectorial strategies and National Development Frameworks (Malawi Growth and Development Strategy – MGDS III). The targeted districts for FFA have developed and updated their own plans and strategies as mentioned above.

Environmental Policy. In addition WFPs FFA interventions aim to adhere to the Environmental Quality Standards as well as Environmental Management protocols as outlined in the [Environment Act, 2008](#). Any asset construction should be done in line with existing national building standards that will inform the design and construction.

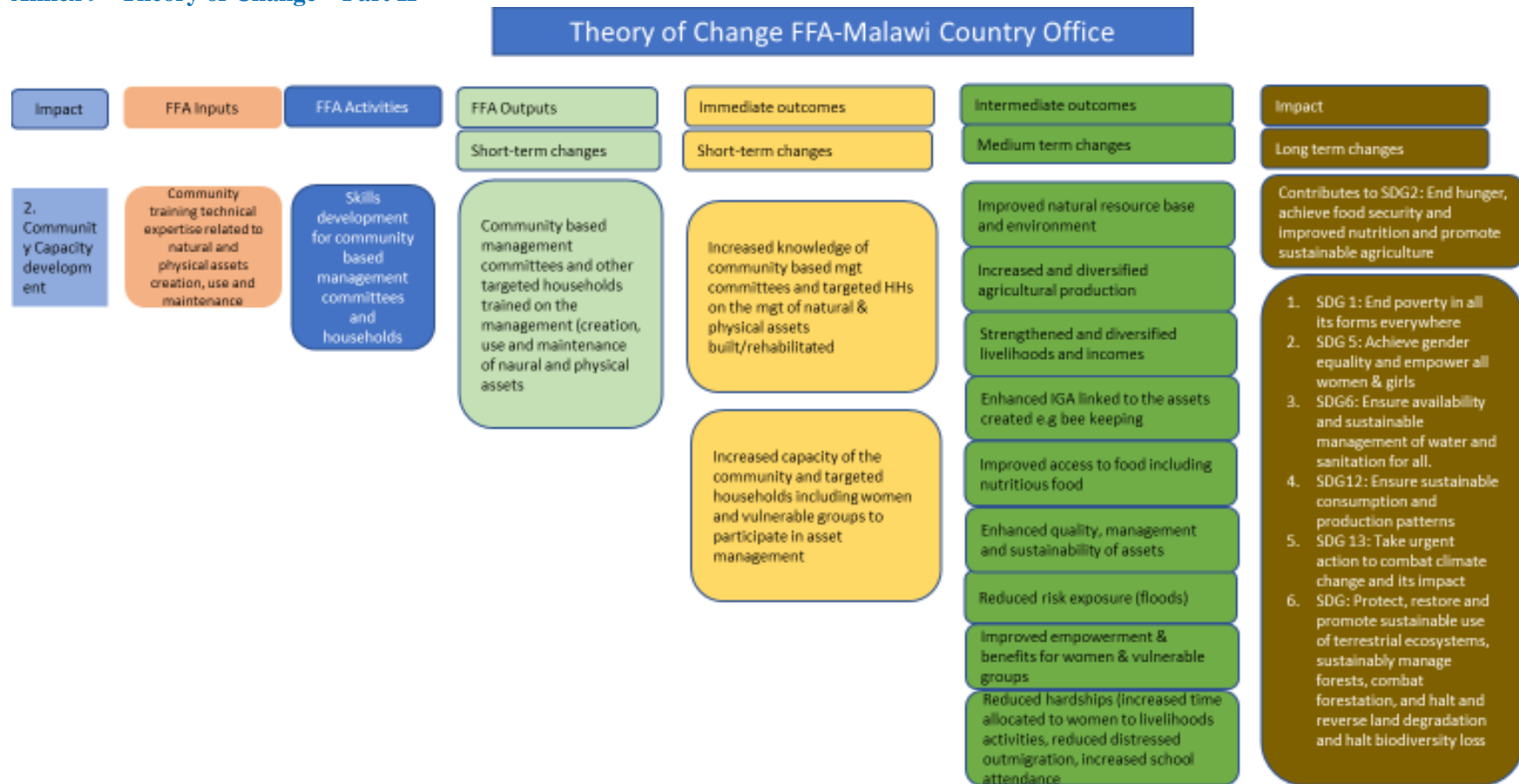
All assets created should be compliant with all national technical standards, particularly those relating to concrete adaptation measures, including water and soil conservation, integrated watershed management, and crop management and quality standards, among others. Specifically, the Malawi National Guidelines: Integrated Catchment Management and Rural Infrastructure will guide the technical design and implementation of CA activities and accompanying land and soil structures. Additionally, the project team will work closely across relevant entities to design and implement the work, linking experts at the national and subnational levels. This also includes a required link with other relevant sector leads such as hydrology, forestry, and others, as needed.

It is important to stress that in all FFA activities, the CO complies with the global WFP’s environmental policy.

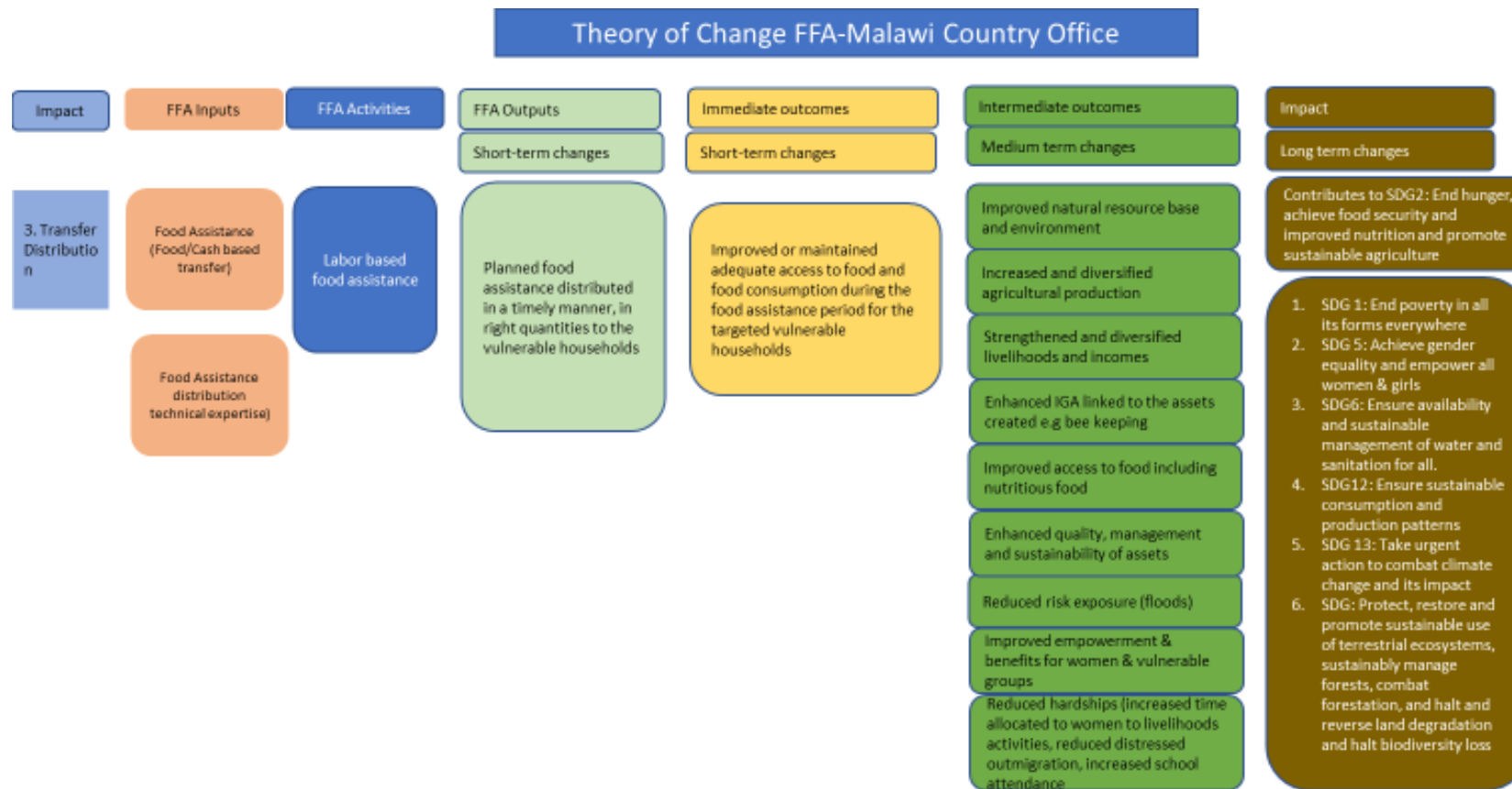
Annex 9 Theory of Change – Part I



Annex 9 Theory of Change – Part II

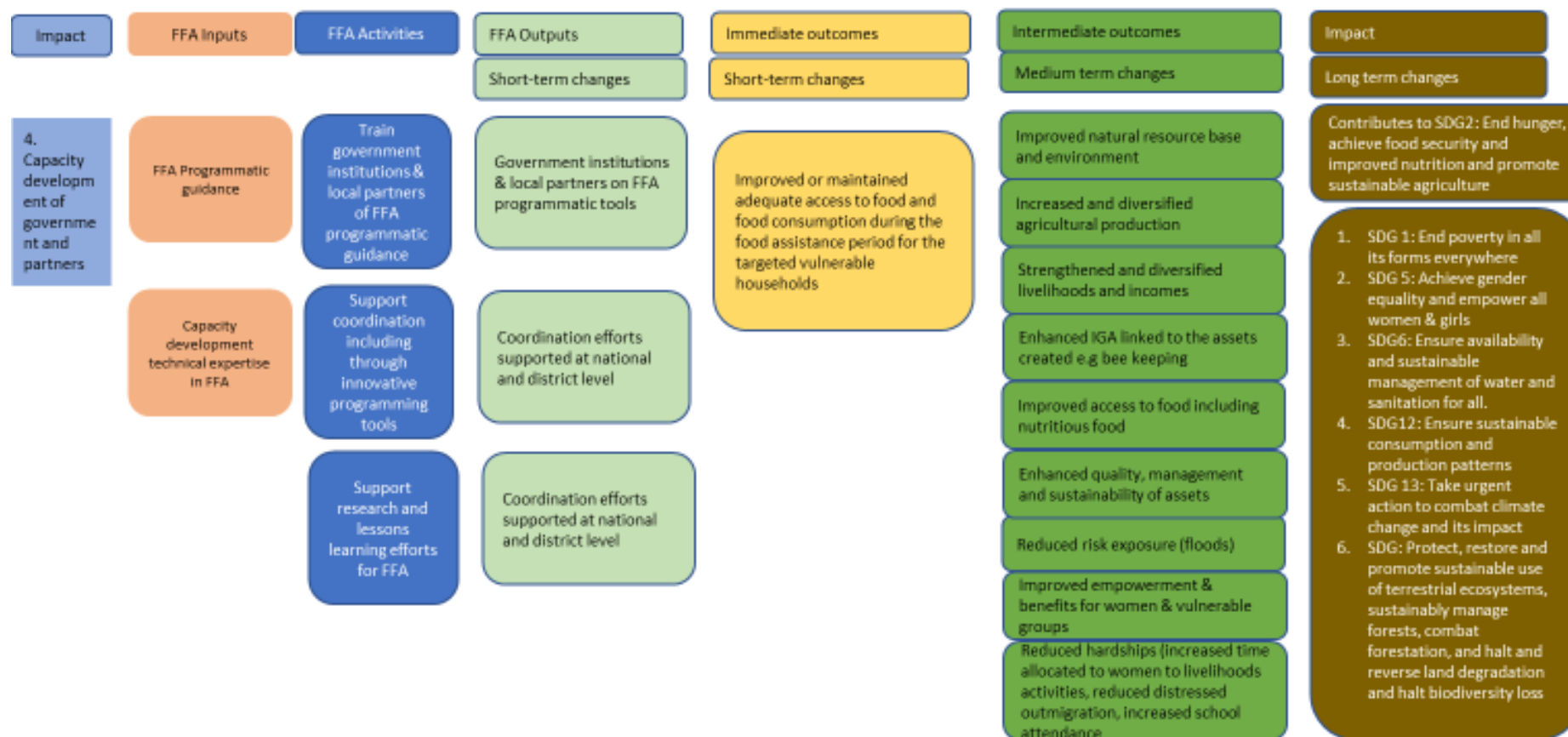


Annex 9 Theory of Change – Part III

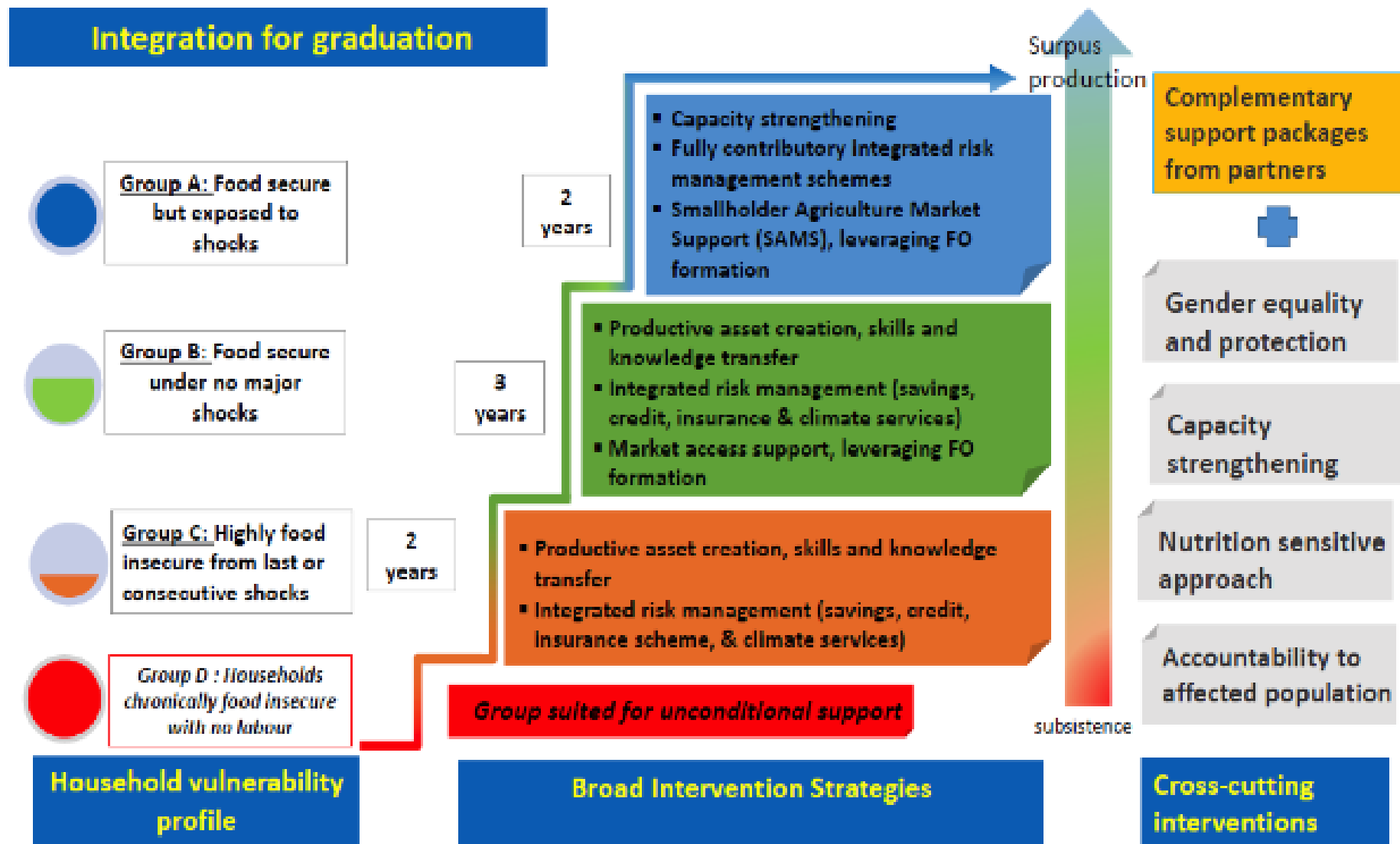


Annex 9 Theory of Change – Part IV

Theory of Change FFA-Malawi Country Office



Annex 10 WFP Malawi's Integrated Resilience Framework and Coverage



Source: WFP Malawi, reproduced in Annex 6 of the Mid-term Evaluation of Integrated Risk Management Programme, 2019

Acronyms

| | |
|--------|--|
| 3PA | Three-Pronged Approach |
| ASWAP | Agriculture Sector-wide Approach |
| CBPP | Community-based participatory planning |
| CBT | Cash-based transfers |
| CO | Country Office |
| DCCMS | Department of Climate Change and Meteorological Services |
| DIFD | UK Department for International Development |
| EC | Evaluation Committee |
| ERG | Evaluation Reference Group |
| ET | Evaluation Team |
| FFA | Food for Assets |
| GEWE | Gender equality and women's empowerment |
| FGCS | Global Framework for Climate Services |
| ICT | Information, Communication and Technology |
| IRMP | Integrated Resilience Management Programme |
| MGDs | Malawi Growth and Development Strategy |
| MVAC | Malawi Vulnerability Assessment Committee |
| NGO | Non-governmental Organization |
| NICO | National Insurance Company |
| PISCA | Participatory Integrated Climate Service for Agriculture |
| RB | Regional Bureau |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| USD | United States Dollar |
| VSL | Village Savings and Loans |
| WFP | World Food Programme |
| WFP HQ | World Food Programme Headquarters |