

Decentralized evaluation for evidence-based decision making
WFP Office of Evaluation

Decentralized Evaluation Quality Assurance System (DEQAS)

Terms of Reference

**EVALUATION OF THE
ASSET CREATION AND PUBLIC WORKS ACTIVITIES IN LESOTHO
(2015-2019)**

Jointly Commissioned by



MINISTRY OF FORESTRY, RANGE AND SOIL CONSERVATION



&

WORLD FOOD PROGRAMME LESOTHO COUNTRY OFFICE



Terms of Reference

**EVALUATION of
ASSET CREATION AND PUBLIC WORKS ACTIVITIES IN LESOTHO
(2015-2019)
MINISTRY OF FORESTRY, RANGE AND SOIL CONSERVATION
&
WFP LESOTHO COUNTRY OFFICE**

Contents

1. Introduction	4
2. Reasons for the Evaluation	4
2.1 Rationale.....	4
2.2 Objectives	5
2.3 Stakeholders and Users	6
3. Context and subject of the Evaluation	6
3.1. Context.....	6
3.2. Subject of the evaluation	8
4. Evaluation Approach	10
4.1 Scope	10
4.2 Evaluation Criteria and Questions.....	10
Table 2: Criteria and evaluation questions	10
4.3 Data Availability.....	11
4.4 Methodology	11
Table 3: Potential risks and mitigation actions	13
4.5 Quality Assurance and Quality Assessment.....	14
5. Phases and Deliverables.....	15
6. Organization of the Evaluation & Ethics	16
6.1 Evaluation Conduct	16
6.2 Team composition and competencies	16
6.3 Security Considerations	17
6.4 Evaluation Management and Governance.....	18
6.5 Ethics	18
7. Roles and Responsibilities of Stakeholders	19
8. Communication and budget	20
8.1 Communication	20
8.2 Budget.....	20
Annex 1: WFP Operational areas and Government Public Works Pilot Sites	21
Annex 2: Preliminary Stakeholders’ analysis	22
Annex 3: Evaluation Schedule	24
Annex 4: Membership of the Evaluation Committee	27
Annex 5: Membership of the Evaluation Reference Group	27

Annex 6: Food Insecure population	28
Annex 7: Beneficiary figures of WFP FFA Activities.....	28
Annex 7.1: Table 1: Number of participants and beneficiaries of FFA activities, 2015-2019.....	28
Annex 7.2 Table 2: Number of participants by different projects, 2015-2019	28
Annex 8: Theory of Change for FFA Activities in Lesotho.....	29
Annex 9: Logical framework.....	29
Annex 9.1: Project: 200369: Country Programme- Lesotho (2013-2017) Component 1: Enhancing Resilience and Responsiveness	30
Annex 9.2: Lesotho Country Strategic Plan - LS01	32
Annex 10: Other Technical Annexes	33
Annex 10.1: A Summary of 2015 Cash for Asset Activities and Related Partnerships by WFP	33
Annex 10.2: 2016-2019 Assets created Mohale’s Hoek and Quthing	35
Annex 10.3: 2015 Mafeteng villages and number of participants.....	36
Annex 10.4: Stakeholder Roles and Responsibilities for FFA Activities.....	36
Annex 10.5 Adaptation Fund Results Framework.....	38
Annex 10: List of Acronyms.....	43

1. Introduction

1. These Terms of Reference (TOR) are for an evaluation of the Food Assistance for Assets (FFA) activities that were implemented through different projects, namely; i) the Country Programme 200369 (2013 – 2017) which aimed at enhancing community and household resilience and responsiveness through disaster risk reduction; ii) the Single Country Protracted Relief and Recovery Operations (PRRO 200980, June 2016-December 2017) through which technical assistance was provided to the Government public works programme hereafter referred to as the pilot public works and continued into the; iii) Transitional Interim Country Strategic Plan (January 2018 to June 2019) which also had an outcome that focused on enhancing resilience of vulnerable communities facing climatic shocks. WFP FFA project covered about 17,000 beneficiaries in Mafeteng, Mophale's Hoek and Quthing who received cash transfers with a budget of US\$4.4 million over the period of the evaluation. Since 2018, Ministry of Forestry, Range and Soil Conservation (MFRSC) and WFP implemented the pilot¹ public works covering about 2,400 households in Maseru, Berea and Butha-Buthe through which integrated watershed management (ICM) was introduced.
2. An internal audit² undertaken in 2019 recommended that WFP Lesotho should assess the impact of FFA. As such, this evaluation will meet the commitment made in response to the Audit recommendation while assessing progress made after implementing the recommendations of the 2015 evaluation. This evaluation will assess the impact of different FFA activities implemented since 2015. It will provide a comprehensive analysis of the WFP FFA projects which have been implemented in the southern districts (Mafeteng, Mophale's Hoek and Quthing) and the government pilot public works implemented in Maseru, Berea and Butha-Buthe. It will also form partial baseline for the Adaptation Fund project which has been approved and implementation will start in 2020. Information on achievements, lessons learned, and recommendations will be used to inform implementation of activity 5 of the CSP (2020-2024) as well as future programme design and implementation of the national public works programme. This evaluation is jointly commissioned by the MFRSC and the Lesotho WFP Country Office and will cover all WFP FFA activities as well as the national public works programme implemented during the period from January 2015 to June 2019.
3. This TOR was prepared in 2019 by the WFP Lesotho Country Office (CO) and the MFRSC with support of WFP Regional Bureau (RB), Johannesburg based upon an initial document review and consultation with stakeholders and following a standard template. Due to the COVID-19 crisis, the evaluation was postponed for 5 months and the process restarted in September 2020 with an update of these TOR to reflect the changes in context. The purpose of the TOR is twofold. Firstly, it provides the objectives of the evaluation and key information regarding the methodology and design to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the purpose of the evaluation. The evaluation serves the dual purpose of learning and accountability with emphasis on learning in order to inform implementation and future programming of the public works programme and other asset creation activities in Lesotho for the improvement of the livelihoods and resilience of vulnerable households and communities.

2. Reasons for the Evaluation

2.1 Rationale

4. This evaluation is being commissioned jointly with the Ministry as part of WFP's commitment under the Country Strategic Plan (CSP 2019-2024), strengthen the Government human capacity and programme delivery systems to implement the national public works programme. Through one of the three components of the multi-year Adaptation Fund Project entitled "Improving adaptive capacity of vulnerable and food-insecure populations in Lesotho, 2020-2023 to be implemented under the CSP, WFP will provide oversight and strengthen Government capacity and systems to promote a more standardised and sustainable approach that the MFRSC could incorporate into the national public works programme. Therefore, this evaluation will identify lessons learnt, successes and challenges from the past activities and inform decision making to strengthen the design and implementation of FFA activities under the Adaptation Fund component 3.
5. The Adaptation Fund project document noted with concern that Lesotho loses 3-5 percent of its topsoil every year and this aggravates soil erosion. The project aims to mitigate this situation through a range of **integrated watershed management activities** that promote soil conservation, household water harvesting and climate-smart irrigation techniques and forest and tree cover for household cooking and space heating. This evaluation will be helpful to

¹ This was recommended by the 2015 Mid-term evaluation of the Country Programme

² **Internal Audit of WFP Operations in Lesotho, 2019** - Office of the Inspector General Internal Audit Report AR/19/08

understand and conceptualise the extent to which FFA activities have put the environmental risks into consideration and what lessons can be drawn to inform the activities to be implemented.

6. Specifically, the evaluation is commissioned to:
 - i. Assess the effectiveness of the pilot public works programme and WFP FFA activities a) in achieving stated goals and b) in generating evidence on the impact of assets created in chronically food insecure areas vulnerable to recurrent incidences of droughts, dry spells, floods, early and late frost and storms, resulting in outbreaks of pests and diseases, hunger, destruction etc.
 - ii. Identify and recommend design adjustments that the Government with support from its development partners including WFP need to make in order to achieve the intended objectives of the national public works programme prior to WFP handing over of the FFA sites to the government.
 - iii. Draw lessons from the government pilot public works and the WFP FFA activities to facilitate gradual expansion³ of the national public works programme.
 - iv. Understand the extent to which FFA activities considered b) environmental risks and gender related issues such as gender equality, equity and discrimination, issues relating to resilience to climate change and c) whether they were implemented in a cost-efficient manner.
 - v. Assess WFP's support to the implementation of the pilot public works and identify gaps/areas where WFP can and should provide additional support as part of its five-year country strategic plan.
 - vi. Contribute to establishment of baseline data in order to inform the WFP Adaptation Fund project⁴. The Adaptation Fund project provides for a final evaluation to be completed within six months of project termination in 2023. The collection of partial baseline data for the Adaptation Fund project will enable a proper evaluation after the end of the project (Refer to Annex 10.5) for Results Framework for the Adaptation Fund Project particularly Outcome 3 related to the FFA).
 - vii. Assess the effectiveness of the targeting mechanism under the pilot public works and WFP FFA to determine the extent to which intended social groups including vulnerable labour constrained households and vulnerable households have been well targeted.
 - viii. Conduct a cost-benefit analysis⁵ to assess the cost effectiveness of the assets created. The cost benefit analysis will assist in selecting assets which will maximize the benefits in terms of achieving resilience.
7. The evaluation will be used by the Government and its partners to improve the design and implementation of the national public works programme as well as other ICM activities that are implemented by partners and complementary activities to enhance and diversify livelihoods of vulnerable households and communities.
8. Between different projects, the FFA activities were historically implemented using short-term funding from humanitarian funding. This evaluation will be used by the Government and WFP to also advocate for and mobilise more predictable and multi-year funding that will ensure the achievement of WFP's Strategic Outcome 4 of the 2019-2024 Country Strategic Plan, "Communities in targeted areas, especially women and youth have resilient, diversified livelihoods and increased marketable surplus by 2024".

2.2 Objectives

9. The main objective of this evaluation is to assess and report on the impact of past FFA activities on environmental, communal and household resilience to shocks and identify lessons learnt, successes and challenges. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on effectiveness, efficiency, performance and results of the WFP FFA intervention in the southern districts of Lesotho and the pilot public works that is implemented in collaboration with the Government in Maseru, Berea and Butha-Buthe.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making and thus contribute to improvements in future programming. The evaluation will deepen knowledge and understanding of underlying assumptions guiding the design and implementation of the

³ Adjustments to the national public works programme will be applied in stages to ensure that they are well

⁴ <https://www.adaptation-fund.org/project/improving-adaptive-capacity-vulnerable-food-insecure-populations-lesotho-2/>. The AF project has 3 components, only component 3 is within the scope of this evaluation as it is about resilience/asset creation

⁵ The result of this analysis will form the baseline for similar assets under the Adaptation Fund project

Government public works and WFP FFA activities. It will emphasize more on learning to inform decision making in the design and delivery of public works programme. The findings will be actively disseminated, and lessons will be incorporated into relevant lesson sharing systems and will inform implementation of strategic outcome 4 of the WFP CSP (2019–2024) and programme delivery of the national public works programme.

10. The specific objectives are to:

- Contribute to the evidence base on the impact of the FFA activities in resilience building and environment, thereby contributing to learning and decision-making for the delivery of the public works programme which is supported through the CSP (2019-2024). This evaluation will inform the scaling up and replication of the pilot public works and the intended handover of the WFP supported project sites to Government.
- Establish the successes and weaknesses of WFP FFA activities to understand their potential to strengthen resilience building.
- Provide evidence that will support advocacy and fundraising efforts.

2.3 Stakeholders and Users

11. **Stakeholders:** A number of stakeholders both inside and outside of the Government and 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, which should be deepened by the evaluation team as part of the Inception phase.

12. **Accountability to affected populations:** 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, elderly and persons with other diversities including ethnic and linguistic) in all aspects of WFP work including their participation in the full programme cycle including this evaluation.

13. **Users:** The primary users of this evaluation will be:

- The Government of Lesotho, particularly the MFRSC which is responsible for the national public works programme. Other relevant government ministries and institutions such as DMA, Ministry of Local Government and the Department of Water Affairs may use the findings of this evaluation to review and refine the design, possible scale up and implementation of the government public works.
- WFP and its partners in Lesotho for decision-making, notably related to programme implementation and/or design, Country Strategy and partnerships. The evaluation will particularly inform the approach and implementation of future FFA intervention in Lesotho as WFP shifts from direct implementation to supporting Government public works programmes.
- Given the core functions of the Regional Bureau, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight to the country office and may apply lessons learned from this evaluation to other country offices with similar programmes.
- WFP HQ may use the results of this evaluation for wider organizational learning and revision of FFA guidelines
- The Office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board on progress in the implementation of the evaluation policy.
- NGOs and UN agencies such as UNDP and FAO are partners that contribute to the realisation of the governmental objectives including achievement of the Sustainable Development Goals. Hence, they may use the evaluation evidence to review the impact of UN’s collective response to the development needs of Lesotho and strengthening of resilience building of government institutions and communities.
- The communities through existing local government structures that actively engage in the targeting and selection of catchment areas and FFA participants will use the findings to inform their future decisions regarding public works operations.

3. Context and subject of the Evaluation

3.1. Context

14. Lesotho is a small, mountainous, landlocked country with a population of 2 million people. It is a lower middle-income country yet ranked 160 out of 188 countries on the 2016 Human Development Index. More than half of the population live below poverty line. With a Gini coefficient of 0.53 in 2015, Lesotho is among the ten most

unequal countries in the world⁶. The economy of Lesotho is dominated by subsistence agriculture and small manufacturing of textiles, garments and apparel. Approximately 85 percent of the population lives in rural areas and 70 percent derive all or part of their livelihood from agriculture. However, the agricultural sector which employs most poor people has been deteriorating since the early 1990s primarily due to unpredictable weather conditions-. In addition, the effects of soil erosion, severe land degradation and climate change have reduced the productive capacity of Lesotho's croplands and rangelands⁷. In recent years, the country is only able to meet 30 percent (110,000 tonnes) of its annual cereal requirement (360,000 tonnes) during the best harvest years.

15. Aggravating factors especially for poor rural households are inadequate access to agricultural land and lack of resources such as fertilizers and high-yielding seeds. According to the Bureau of Statistics, production of staple food declined by 36 percent in 2017/18 compared to the previous year and 70 percent in 2018/19⁸ compared to the already stressed year (2018/19). Low crop production coupled with low purchasing power has affected the main livelihood of many poor households as they rely on in-kind or income paid through casual labour. The population affected skip meals or sell off assets to cope, thus further compromising their livelihoods and adaptive capacity.
16. Lesotho has significant national chronic food insecurity, with an estimated 34 percent of households living below the food poverty line (US\$0.61 per day)⁹. Over the years, the Lesotho Vulnerability Assessment Committee (LVAC) reports have shown a fluctuating trend of food insecure population in rural areas, with the current population estimated at 433,000 people (over 30 percent of the population) in IPC Phase 3¹⁰ (refer to Figure 1 in Annex 6). This is an increase from the previous year which recorded about 257,300 people comprised of the very poor and poor wealth groups.
17. In 2016, when the country and the southern African region experienced the strongest El Nino induced drought, over 680,000 people were in urgent need of food assistance¹¹. According to the LVAC, the trend of food insecurity (Figure 2 in Annex 6) is inversely correlated to production. In years of drought or dry spells such as 2012 and 2016, food production drops significantly and the population at risk increases.
18. About 25 percent of the total population is undernourished with 33.2 percent of children stunted and 14.8 percent severely stunted. Over 27 percent of girls and women and 14 percent of boys and men in the 15 – 49 age range are also anaemic¹². Nationally, the prevalence of global acute malnutrition (GAM) remains well below the threshold of 5 percent at 2.8 percent. However, 89 percent of children aged 6-23 months do not receive a minimum acceptable diet¹³. The country loses slightly more than 7 percent of its GDP to chronic malnutrition¹⁴. It has been chronically food deficit since the early 1960s and continues to be a net importer of food to meet basic needs¹⁵. With 25.6 percent of persons aged 15-59 years living with HIV/AIDS, Lesotho has the second highest HIV prevalence in the world, coupled with a high incidence of tuberculosis (TB)¹⁶. HIV prevalence is significantly higher among women (30 percent) than men (21 percent).
19. The Fill the Nutrition Gap (FNG) study in Lesotho (August 2019) confirmed that due to low food production in the country, most foods consumed are obtained from the market, yet prices are high especially in rural areas where the cost of a nutritious diet is ≥ 10 percent more than in urban areas, and during the lean season the cost becomes unaffordable for many households. More than half of the population are unable to meet their dietary requirements. The FNG further revealed that due to unemployment rate of 24 percent and declining remittances which contribute only 17 percent to GDP in 2016 compared to 72 percent in the 1990s, existing safety nets such as old age pension, child grants, school feeding and cash for work have become an important livelihood source for Basotho¹⁷. Yet, even

⁶ World Bank, 2015: Lesotho: Systematic Country Diagnostic

⁷ Office of the Prime Minister 2019. Lesotho Zero Hunger Strategic Review 2018.

⁸ Crop Estimates Report, Bureau of Statistics, 2019

⁹ Government of the Kingdom of Lesotho National Social Protection Strategy, 2014/15 – 2018/19

(<http://extwprlegs1.fao.org/docs/pdf/les166451.pdf>)

¹⁰ IPC acute food insecurity analysis, Government of Lesotho represented by Lesotho Vulnerability Assessment Committee (LVAC)

¹¹ Lesotho Vulnerability Assessment Report, 2016. LVAC

¹² Lesotho Government, 2015. National School Feeding Policy.

¹³ Lesotho 2014 Demographic and Health Survey, <https://www.dhsprogram.com/pubs/pdf/SR230/SR230.pdf>

¹⁴ [Government of Lesotho and others, 2016. Cost of Hunger in Africa, Lesotho. Available at https://reliefweb.int/report/lesotho/cost-hunger-social-and-economic-impact-child-undernutrition-lesotho-vision-2020](https://reliefweb.int/report/lesotho/cost-hunger-social-and-economic-impact-child-undernutrition-lesotho-vision-2020)

¹⁵ Lesotho Vulnerability Assessment Committee, 2016.

¹⁶ Lesotho Population Based HIV Impact Assessment (LePHA), 2017

¹⁷ Basotho refers to Lesotho population

if a household benefits from a number of these safety nets, it remains difficult for such a household to achieve a nutritious diet for an active and healthy living.

20. The incidence of poverty is persistently higher among female-headed households at approximately 64 percent, which is well above the national average of 58 percent and a male-headed average of 57 percent. Over 60 percent of the agricultural labour force is constituted by women, yet only 30 percent of women own land. While the Land Act 2010 provides for equal title to land for both women and men and introduces lease holding in rural areas, customary law still considers an adult woman to be a minor and not entitled to inherit land. Moreover, women are less likely to hold leadership positions and have less employment security than men¹⁸.
21. Lesotho's national strategic development plan¹⁹ promotes inclusive and sustainable economic growth and private sector-led job creation, with a focus on strengthening human capital, building enabling infrastructure and strengthening national governance and accountability systems in order to address unemployment, poverty, gender inequalities and HIV and AIDS.
22. The CO compiled the 5-year gender action plan (2016 -2020) and was informed by the gender analysis. The analysis was also done for FFA activities through participatory action learning sessions that were conducted with FFA participants -during the partnership the CO had with Institute of Development studies (UK).
23. The Government allocates at least 9 percent of its GDP to social assistance schemes which have been beneficial in helping poor families. WFP, the UN and Non-Governmental Organizations (NGOs) such as World Vision International and Lesotho Red Cross have implemented humanitarian programmes to save lives and protect livelihoods. In addition to school feeding and nutrition interventions, WFP has implemented FFA activities which have been funded mainly by European Civil Protection and Humanitarian Aid Operations (ECHO), Russia and Australia. Between 2015 and 2019, FFA activities received over UDS\$4.4 million that aimed at building assets to achieve resilience, strengthen the capacity of the MFRSC to deliver programme activities. ECHO also funded the study that to assess the adequacy of the guideline and design of public works. The United Nations Development Assistance Framework (UNDAF 2019-2023) has encouraged collaboration between UN agencies and as such FAO provided complementary activities such as garden inputs to WFP beneficiaries.

3.2. Subject of the evaluation

24. WFP implemented the Country Programme 200369 (2013-2017) with long-term goals to i) enhance resilience and responsiveness to food-security shocks; and ii) enhance the nutritional and social well-being of vulnerable groups. The CP was designed to re-position WFP's support from: i) recovery to development to prioritize development, food security and nutrition objectives; ii) food aid to food assistance to change organisational focus towards creating assets that strengthen community and household resilience. The 2015 mid-term evaluation of the CP 200369²⁰ noted that the selection of assets was not in line with building resilience or reducing disaster risk in the long term.
25. With the introduction of the 3-Pronged Approach (3PA)²¹, selection of operational districts was guided by the Integrated Context Analysis (ICA)²², which identified areas with severe land degradation and chronic food insecurity challenges (Mafeteng, Mohale's Hoek and Quthing). In November 2016, the launch of the community-based participatory planning (CBPP) approach brought together multiple stakeholders from the government and NGOs such as MFRSC, World Vision, Red Cross and Caritas who provided technical support, non-food items and guided communities to identify assets and develop community action plans. WFP partnered with Women and Law in Southern Africa, Research and Educational Trust (WLSA) to raise gender awareness, empower the participants and enhance their protection.

¹⁸ United Nations Development Programme, 2015. Lesotho National Human Development Report, 2014/2015.

¹⁹ National Strategic Development Plan, Government of Lesotho, 2018/19-2022/23

²⁰ Centralised Operations Evaluation (OpEv) conducted in 2015: Lesotho CP 200369.

²¹ Three-Pronged Approach (3PA) is WFP's operational approach to resilience for food security and nutrition; It is comprised of 3 processes: (i) Integrated Context Analysis (ICA) – which helps to identify programmatic strategies and entry points for partners at the national level; (ii) Seasonal livelihood programming - which sets the foundations for targeted joint efforts with communities and partners to plan and implement programmes through and (iii) Community based participatory approach (CBPP) brings together communities, partners and local government to identify issues and tailor programme responses to local requirements.

²² Integrated Context Analysis, WFP and DMA, December 2015

26. The MFRSC implements the national public works programme which aims to rehabilitate degraded land while providing cash transfers to the participants. In 2017, the Government commissioned a study²³ of its public works programme that was undertaken by the National University of Lesotho with support of WFP, which reinforced the need to address challenges in the design and delivery of public works programme, putting more emphasis on targeting, monitoring and the application of soil and water conservation (SWC) techniques and gender specific approaches for sustainable assets. This led to the design of the pilot public works²⁴ which introduced new approaches with enhanced guideline, targeting criteria, community-based participatory planning, selection of assets, enrolment period of targeted households in the programme as well as monitoring and evaluation, and is implemented in Maseru, Berea and Butha-Buthe.
27. The assets created under different projects ranged from planting of fruit and agro-forest trees, rehabilitation of land through removal of invader crops and replanting of range grass, building of gully head and silt trap structures, tanks and dams for irrigation purposes, community gardens and orchards. Under the T-ICSP (2018-2019), FAO, Ministry of Agriculture and Food Security (MOAFS) and MFRSC supported construction of six water tanks, one check dam, two community gardens and two orchards. WFP distributed 2,000 agricultural working tools to facilitate timely completion of work. MOAFS trained the beneficiaries in nutrition and conservation agriculture and rearing of small animals such as chickens, World Vision International trained them on creation of income savings groups. The MFRSC supported the community bee keeping project. With funding from ECHO, WFP procured and distributed beehives to facilitate production of honey (refer to Annex 10.2 for types of assets). The number of beneficiaries supported under the WFP FFA activities ranged from 1,200 to 18,800 (refer to Table 1 and 2 in Annex 7 for disaggregation by different projects).
28. WFP supported two study tours in 2018 for technical staff in the MFRSC, DMA, Ministry of Local Government, Department of Water Affairs and Ministry of Social Development. The Ethiopian study tour supported by WFP and World Bank opened an opportunity for South-South Cooperation to exchange knowledge between three countries - Ethiopia, Lesotho and Eswatini on shock responsive safety nets and quality assurance features of public works programmes. The Eastern Cape study tour to South Africa for MFRSC technical staff aimed to explore different livelihoods that could be adopted. In addition, 36 staff (26 males and 10 females) were trained on quality assurance in the creation of physical and bio physical assets using integrated catchment management (ICM) approach.
29. WFP, Lesotho Meteorological Services and MFRSC applied for the climate change adaptation fund which was approved in 2019 and will be implemented as part of the CSP 2019-2024. The main goal of the Adaptation Fund project is to enhance the adaptive capacity and build the resilience of vulnerable and food insecure households and communities to the impacts of climate change on food security. The geographic focus of the project is the low-lying areas of Lesotho (Mafeteng, Mohale's Hoek and Quthing) which have poor socio-economic status and high risk of climate impacts. The specific objectives of the Adaptation Fund Project are as follows:
- Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks, mobilise early action, and co-develop tailored and locally relevant climate services for communities;
 - Raising awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management; and
 - Designing and implementing, through a community-based planning process, local resilience and adaptation plans focusing on robust FFA schemes, income diversification and market linkages, for increased adaptive capacity and household resilience
30. In order to ensure that the objectives of the adaptation fund and CSP are fully met, WFP plans to hand over its 11 FFA project sites in Mohale's Hoek and Quthing to the government and focus on capacity strengthening activities of the national public works programme. In this regard, WFP is in the process of developing a Country Capacity strengthening strategy to provide a road map towards successful handover. The findings and recommendations from this evaluation will guide decision making on issues that need to be considered for successful and sustainable hand over of WFP project activities to the Government. It will also inform the scaling up and replication as appropriate as part of a longer-term shift towards strengthening the national public works programme.

²³ Evaluation of Fato Fato Programme in Lesotho: Volume I: Qualitative Socio-Economic Impact Assessment, 2017

²⁴ Pilot public works is designed by MFRSC with WFP in 2018, supported under the WFP PRRO 200980 and the Transitional Interim Country Strategic Plan (T-ICSP January 2018 to June 2019).

4. Evaluation Approach

4.1 Scope

31. This Evaluation will be conducted in the southern districts of Lesotho, namely Mafeteng, Mphahlele, Maseru, Bera and Butha-Buthe where MFRSC implements the pilot public works with technical expertise from WFP.
32. The evaluation will assess FFA activities in term of relevance, effectiveness and efficiency, impact and sustainability. It will take into account targeting criteria, selection of participants, transfers, duration of enrolment in the programme, environmental risk, protection and gender analysis among other things.
33. The type of assets created will be looked at in terms of short and longer-term benefits. The complaints and feedback mechanisms will be assessed to determine how it was incorporated and to what extent it was used by the participants or the communities at large. Stakeholder participation will also be looked at to assess the role they played and the complementarities. The lessons learnt will be drawn from the study to inform future FFA activities.

4.2 Evaluation Criteria and Questions

34. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. Gender Equality and empowerment of women (GEWE) should be mainstreamed throughout these criteria. 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.
35. **Evaluation Questions:** The evaluation will seek to answer the overarching question *"How effective is the government pilot public works and WFP FFA interventions in building resilience and sustainable livelihoods for vulnerable men, women, boys and girls in areas prone to climate-related shocks?"* To answer this question, the evaluation will answer a number of sub-questions along each of the five evaluation criteria as shown in Table 2 with more emphasis on effectiveness and sustainability as this evaluation is expected to inform the delivery of the national public works programme to achieve resilience. These evaluation sub-questions will be further developed by the evaluation team during the inception phase. 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. Collectively, the questions aim at highlighting the key lessons and performance of the Government public works and WFP food assistance for assets activities, which could inform future strategic and operational decisions by the Government supported by WFP and other partners.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Sub-Questions
Relevance	<ol style="list-style-type: none"> 1. To what extent is the design, targeting and implementation of Government pilot public works and WFP FFA activities in line with and relevant to the needs of the most vulnerable and food insecure people groups (men and women, boys and girls)? 2. To what extent are the FFA activities aligned with Government, WFP and UN policies and priorities at the time of design and over time including gender policies where/as appropriate? 3. To what extent were the Government public works programme and WFP FFA activities based on sound gender analysis? To what extent was the design and implementation of the intervention GEWE sensitive?
Effectiveness	<ol style="list-style-type: none"> 4. To what extent were the outcomes /objectives of the Government public works programme and WFP FFA activities achieved /are likely to be achieved? 5. What were the major internal and external factors influencing the achievement or non-achievement of the outcomes/objectives? 6. To what extent has WFP technical support to the government public works contributed to the achievement of the objectives of the activities?
Efficiency	<ol style="list-style-type: none"> 7. Were the FFA activities implemented in a timely way? 8. What are the key cost drivers of the FFA activities? Were activities implemented in a cost-efficient way? What are the cost benefits of assets created? 9. Did the targeting of FFA activities allow resources to be allocated efficiently?
Impact	<ol style="list-style-type: none"> 10. What are the unintended [positive/negative] effects of FFA and public works programme on targeted individuals, households and communities? 11. What has been the impact of the FFA and public works programme activities on the environment and on targeted individuals, households and communities? What evidence is there that these activities assisted people to withstand climate shocks (e.g. droughts, floods, etc.)? 12. What were the gender-specific impacts? Did the intervention influence the gender context?

Sustainability and scalability	<p>13. What factors are likely to affect the scalability of the pilot public works to cover more areas and/or more participants?</p> <p>14. To what extent will the benefits of the FFA activities continue after WFP hands over the FFA sites to the Government or after WFP's work ceases?</p> <p>15. To what extent did the intervention implementation arrangements include considerations for sustainability, such as transition to government (national and local), communities and other partners?</p> <p>16. What capacities have been built at national, district and community level to ensure continuity of the FFA programme beyond WFP support?</p> <p>17. What was the asset maintenance plan for pilot public works and WFP FFA by WFP and MFRSC? How effective was the maintenance plan?</p>
--------------------------------	--

4.3 Data Availability

36. The main sources of information available to the evaluation team are;

1. Interim Country Strategic Plan – 2018-2019
2. Country Programme CP 200369 project document
3. PRRO 200980 project document – 2017-2018
4. Standard Projects Reports – 2015 to 2017
5. Annual Country Report - 2018
6. Centralised Operations Evaluation (OpEv) conducted in 2015: Lesotho CP 200369.
7. Cash for Assets pilot in Mohale's Hoek: Evaluation Report conducted in 2015.
8. Evaluation of Fato Fato Programme conducted in 2017.
9. Public works guidelines - 2018
10. Post Distribution Reports and other monitoring survey reports.
11. Output Reports – 2015-2019
12. Integrated Context Analysis Report - 2015
13. Lesotho Vulnerability Assessment Reports – 2015-2019 by the Government.
14. Integrated Phase Classification (IPC – Acute Food Insecurity) Analysis Reports (2016-2019)
15. Seasonal Livelihood Programming (SLP), 2019
16. Community Based Participatory Planning (CBPP), 2015-2019
17. Disaster Risk Reduction policy – 2011
18. Resilience framework – 2019
19. WFP gender policy -2015-2020
20. The National Gender and Development Policy;
21. WFP Lesotho Audit Report – 2019
22. The Adaptation Fund Project Proposal "Improving adaptive capacity of vulnerable and food-insecure populations in Lesotho".

37. Concerning the quality of data and information, the evaluation team will:

- assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection. Should this assessment point to the need to gather primary data, the evaluation team will be expected to collect and quality-assure primary data
- 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

38. A sequential mixed methods approach is proposed for this evaluation as follows:

- **Desk Review and context Analysis:** A careful analysis of existing data and information from secondary sources including policy documents, programme documents, monitoring reports, annual project reports; past reviews and evaluations. At the inception stage, the evaluation team will assess the utility of the logical frameworks (Annexes 9 and 10.5) and identify data gaps that could be collected during the evaluation for a comprehensive analysis. The evaluation team will also identify indicators that can be collected to provide baseline for the Adaptation Fund Project (refer to the Adaptation Fund project Results Framework in Annex 10.5). Some of these indicators include the percentage of targeted communities where there is evidence of improved capacity to manage climate shocks and risks, the number of community-based resilience and adaptation plans in targeted areas, number of community productive assets created through the project, number of targeted households (male/female headed) with natural and physical livelihood assets created and improved.

- Considering that the comprehensive list of assets that have been created for government public works is not necessarily available, the Evaluation Team will first identify and profile all assets that have been created as part of the inception phase.
 - **Data collection and analysis:** To assess the impact of the programmes it is proposed that the evaluation apply theory-based methods as explained below.
 1. The **Contribution Analysis method** to construct a “performance story” of the FFA Programme in Lesotho. This will be done by making best use of existing secondary data (documents, reports, and quantitative data) and where applicable collecting primary data to fill gaps through interviews, focus group discussions and observations.
 2. The **Qualitative Comparative Analysis (QCA)**: If during the inception phase it is confirmed that data on key outcome indicators is available or can be collected, QCA can be used to systematically identify key factors which are responsible for achievement of the outcomes. This will allow for more nuanced understanding of how different combinations of factors lead to success of public works and FFA interventions and the influence of the context has on this success.
39. During the inception phase, the team will transparently present a detailed approach on how this mixed methods approach will be done for consideration by stakeholders. The evaluation team will be expected to devise a sampling strategy and develop an evaluation matrix in which the evaluation team will identify specific methods for collecting data to answer the evaluation questions. This will be detailed in the inception report. The methodology will be discussed and finalised, after the first draft of the inception report has been submitted, during a design workshop to be attended by key technical stakeholders.
40. The methodology will be refined by the evaluation team during the inception phase. It should:
- a. Employ the relevant evaluation criteria above; Relevance, Effectiveness, Efficiency, Impact and Sustainability.
 - b. Demonstrate impartiality and lack of bias by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field sites to visit will also need to demonstrate impartiality.
 - c. Review the monitoring data collected and establish to what extent it covers gender and human rights issues, and clearly indicate who this data will be collected where there are gaps.
 - d. The logical framework will also serve as a guide through which gender indicators were designed and evaluation can be made in that respect. The evaluation team will undertake a gender analysis to check the extent to which GEWE elements were included in the programmes.
 - e. Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
 - f. Apply an evaluation matrix that shows how the team will address the key evaluation questions taking into account the data availability challenges, budget and timing constraints.
 - g. Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups including the most vulnerable people participate and that their different voices are heard and used.
41. The evaluation team should go for field test of the data collection tools to ensure that the data and information gathered can be used to address the questions listed in table 2 fully address gender equity issues and allow triangulation. The methodology should ensure that GEEW is a core part of this evaluation and it a requirement there is a wide diversity of data sources & processes and 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.
42. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins. The evaluation team should ensure that findings fully address gender equity issues and any unintended effects
43. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future. Furthermore, conclusions and recommendations must address GEWE issues and propose priorities for action.

44. Noting WFP's commitment to core humanitarian principles of humanity, neutrality, impartiality and operational independence,²⁵ 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 Lesotho and the subject under evaluation.
45. The following mechanisms for independence and impartiality will be employed.
- The staff appointed to manage this evaluation is not responsible or involved directly with the implemented-on FFA activities.
 - An internal evaluation committee (EC) co-chaired by the WFP Lesotho Deputy Country Director and the Ministry of Forestry, Range and Soil Conservation Director will be appointed and involved through all the evaluation phases (See Annex 4). 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 provide in an advisory manner inputs to the evaluation process and comment on the products against biasness and influence. The ERG will also exercise oversight over the evaluation methodology (See Annex 5).
 - All tools and products from the Evaluation team will be externally and independently quality assured (both by the ERG and the DEQAS); RB will provide the second level quality assurance of all evaluation products.
 - The Evaluation team will be asked to set out how ethics can be ensured at all stages of the evaluation.
46. The following potential risks to the methodology have been identified and corresponding mitigation actions have been identified in the table below. The evaluation team will need to reconsider these risks and where appropriate deepen mitigation measures in consultation with the evaluation co-managers.

Table 3: Potential risks and mitigation actions

#	Potential Risk	Mitigation actions
1	Limited availability of key data on type of assets built, costs of inputs, (though a detailed assessment of data available has not been conducted at the time of preparing these TOR)	<ul style="list-style-type: none"> Conduct a detailed assessment of available data at the start of the inception phase, identifying any gaps; Collect qualitative data during the field work to fill the identified data gaps and to understand the assets created and the impact they have on community and household resilience in order to make a meaningful analysis. Utilise data from the Government, agencies and other sources where appropriate.
2	Difficulties in getting partners participation in the evaluation process due to staff turnover within government may result in significant changes in personnel and especially in key positions related to financing and implementation of the Government public works	<ul style="list-style-type: none"> From each institution, identify more than one person and ensure that there is a good understanding of the importance of this evaluation. WFP Country Office to use their long-term relationship with Government to establish means of reaching the key persons even if they no longer work with the Ministry of Forestry;
3	Political changes resulting in turn over in key high-level government positions	<ul style="list-style-type: none"> The Co-Evaluation Managers will ensure that government officials holding permanent positions such as Director level are well sensitised and regularly given updates on the progress of the evaluation. WFP will sign a letter of intent committing to jointly commission the evaluation.
4	Complexity related to managing a joint evaluation, requiring coordination between Co-Evaluation managers and Co-Evaluation committee Chairs, which may cause delays in the process	<ul style="list-style-type: none"> Co-Evaluation Managers and Co-Evaluation Committee Chairs will ensure that there is a common understanding of the evaluation and of the letter of intent from the beginning of the evaluation. Have regular evaluation committee meetings and updates to ensure that all concerns or disagreements are addressed in time.
5	COVID-19 related restrictions: Due to restriction of movement, some of the activities/approaches may not work as planned, further complicating the process. This includes the design workshop, stakeholder learning workshop and field data collection	<ul style="list-style-type: none"> Organise the workshops/meetings with a combination of physical presence (minimum #of people in a room) and others joining virtually Use the WFP call centre at the National University of Lesotho to collect quantitative data, therefore limiting movements of lots of people (enumerators/research assistants) Observe COVID-19 protocols throughout the process

²⁵ WFP recently conducted an Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts. The report is available here <https://docs.wfp.org/api/documents/WFP-0000072044/download/>

47. In relation to the cost-benefit analysis, the evaluation team will measure the extent to which assets created translate inputs (resources – cash transfers, non-food items, time etc) into possible outputs and outcomes and the extent to which these assets achieve the expected results at the minimum cost. The study will use financial data on asset creation, all direct and indirect costs of the programme intervention will be included in the analysis. Data available is on the following categories: Cash to Beneficiaries, Transfer fees, Feedback mechanisms, PDM and Training and workshop. Additional information will be provided on the costs of Non-food items (NFIs) procured. Data on the beneficiaries will be used to estimate cash transfers and while data on the benefits of the assets created will be collected by the evaluation team. The Evaluation team will expand on the methodology.

4.5 Quality Assurance and Quality Assessment

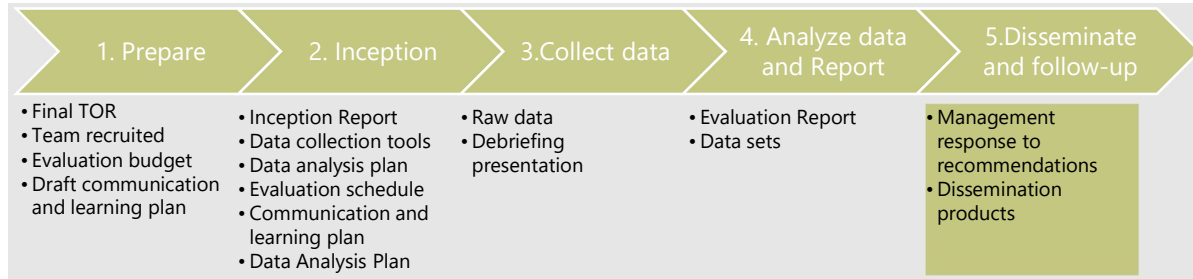
48. While this is a joint evaluation with the Ministry of Forestry, Range and Soil Conservation, WFP is availing its systems and tools to support the Government to generate and use evidence to inform its programs using evaluations to strengthen national M&E capabilities.
49. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is 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. The Government does not have its own Quality Assurance System and therefore it will rely on DEQAS.
50. DEQAS will be systematically applied to this evaluation. The Evaluation co-Managers 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. The RB will provide support in this regard.
51. 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.
52. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
- i) systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - ii) recommendations on how to improve the quality of the final inception/evaluation report.
53. The evaluation co-managers 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 standards²⁶, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
54. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
55. 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.
56. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

²⁶ UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

5. Phases and Deliverables

57. The evaluation will proceed through the following five phases presented in Figure 1. The deliverables and deadlines for each phase are as follows:

Figure 3: Summary Process Map



58. **Preparation phase (13th September to 20th September 2020):**²⁷ The Evaluation Manager with support from the RB will conduct background research and consultations with WFP CO and Government; prepare the terms of reference finalise provisions for impartiality and independence, quality assure and consult stakeholders on the TOR; finalise the evaluation TOR based on stakeholder feedback; CO management select the Evaluation committee as well as Reference group; the Evaluation Manager select the Evaluation Team and finalise the budget, Prepare the document of library and develop a Communication and Learning Plan. The Evaluation Manager will share the TORs for review by different stakeholders and then share with the internal evaluation committee for approval.

The deliverable for this phase is the TORs and existence of Evaluation Committee and Reference Group, Team recruited (contracts), evaluation budget confirmed, draft communication plan [By EMs].

59. **Inception phase (21st September to 20th November 2020):** This phase aims to prepare the evaluation team by ensuring that the evaluators have a good grasp of the expectations for the evaluation and prepare a clear plan for conducting it. The Evaluation Managers will facilitate the briefing of the Evaluation Team. In this phase, the evaluation team will carry out desk review to understand all the existing data and documents including analysis of secondary data, initial interaction with the main stakeholders; deeper discussions on the methodological approach upon review of baseline data and data sets; and design of evaluation, including the evaluation matrix, methodology, data collection tools, data analysis plan and field work schedule. The Country Office, MFRSC and the evaluation team will discuss the draft communication and learning plan and finalise it during this phase There will be interactions between the Evaluation team, internal evaluation committee, reference group and other stakeholders until the Inception Report is approved.

The deliverables for this phase include the Inception Report with data collection tools, analysis plan, evaluation schedule, communication and learning plan [By ET].

60. **Data collection phase (21st November to 8th December 2020):** The data collection phase will span over 2 weeks and will include remote data collection, visits to project sites and primary and secondary data collection from stakeholders. All the administration issues that include travel and accommodation will be taken care of by WFP. Once data collection and initial analysis is completed, the evaluation team will do a debriefing/presentation of preliminary findings to the internal evaluation committee.

Deliverables for this phase are PowerPoint for exit Briefing/Presentation of Preliminary Findings and raw data sets [By ET].

61. **Data analysis and reporting phase (9th December to 7th March 2021):** once data is received from the field; the evaluation team will analyse data and triangulate it with desk review and information received from consultative meetings with stakeholders. The evaluation team will produce an Evaluation Report which will be submitted to the Evaluation Managers for quality assurance. Stakeholders will be invited to provide comments, which will be recorded

²⁷The process was postponed in March 2020 due to COVID-19 before this stage was completed. It was restarted in August 2020

in a matrix by the evaluation manager and provided to the evaluation team for their considerations before they finalise the report.

The deliverables for this phase are the Evaluation report and clean data sets [By ET].

62. **Dissemination and follow up phase (8th March 2021 to 26th May 2021):** The Government and WFP share the final evaluation report and recommendations with wider stakeholders and users; and prepare an action plan with clear timelines for the implementation of the evaluation recommendation. The final report will be shared widely and there will be dissemination action plan to share lessons so that they inform programme interventions. The evaluation team will be required to identify ways of sharing the evaluation findings with beneficiary groups (men, women, boys and girls).

The deliverables for this phase are Management Responses, action plans & Published Evaluation report; other products as required [by CO management].

6. Organization of the Evaluation & Ethics

6.1 Evaluation Conduct

63. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation co-manager (Vulnerability Analysis and Mapping & Monitoring and Evaluation Unit of Lesotho country office). On day to day evaluation process, the team leader will liaise with WFP staff co-managing the evaluation, keeping the MFRSC co-manager in copy. All the final evaluation products (Terms of Reference, inception report and evaluation products) will be approved by the co-Evaluation Committee Chairs from MFRSC and WFP. MFRSC and WFP will jointly prepare a management response action plan to respond to the evaluation recommendations ensuring sufficient consultations with other key identified stakeholders.
64. The selection of the team will be guided by WFP guidelines on recruiting evaluation teams. Both WFP and MFRSC will participate in the selection process of the evaluation team. The guidelines give three options: (a) identifying individual consultants through HR process; (b) using long term agreements established by the Office of Evaluation through procurement process; and (c) open competitive tendering procurement process. The evaluation committee recommended option (a) to use individual consultants following appropriate HR procedures.
65. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).
66. The evaluation will be conducted in line with the evaluation scheduled outlined in Annex 3.

6.2 Team composition and competencies

67. The evaluation team is expected to include three members (two national and one international evaluator) including the team leader. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience and national context.
68. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- **Climate Change and resilience building:** with a good background of climate change or environmental science and in-depth understanding of climate change programmes implemented within a middle country context. A good background of soils/land degradation to evaluate the appropriateness of assets in terms of suitability, location, effectiveness is required, fully conversant with the context and principles of FFA activities. Understanding of food security, rural livelihoods and resilience and with good understanding of food assistance for assets and public works programmes.
 - **Quantitative and Qualitative Analysis** with skills and proven experience in the use of use theory-based evaluation approaches such as contribution analysis and/or Qualitative Comparative Analysis in assessing programme performance and contribution to stated outcomes.

- **Evaluation expertise:** proven practical expertise of designing and implementing rigorous evaluations, ideally of FFA/resilience activities, using different approaches.
 - Competence in conducting the cost efficiency of a project is required.
 - At least one team member will have gender expertise /good knowledge of gender issues.
 - Familiarity with the Lesotho country context and/or the Southern Africa regional context is required.
69. All team members should have strong analytical and communication skills, evaluation experience and at least one team member should fluently speak Sesotho. Communication with some stakeholders will be done in English and the Evaluation report will be written in English. Sesotho is also required because communication with community members will be mainly in the local language.
70. 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. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills. The team leader must have strong diplomatic and inter-personal skills.
71. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
72. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
73. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

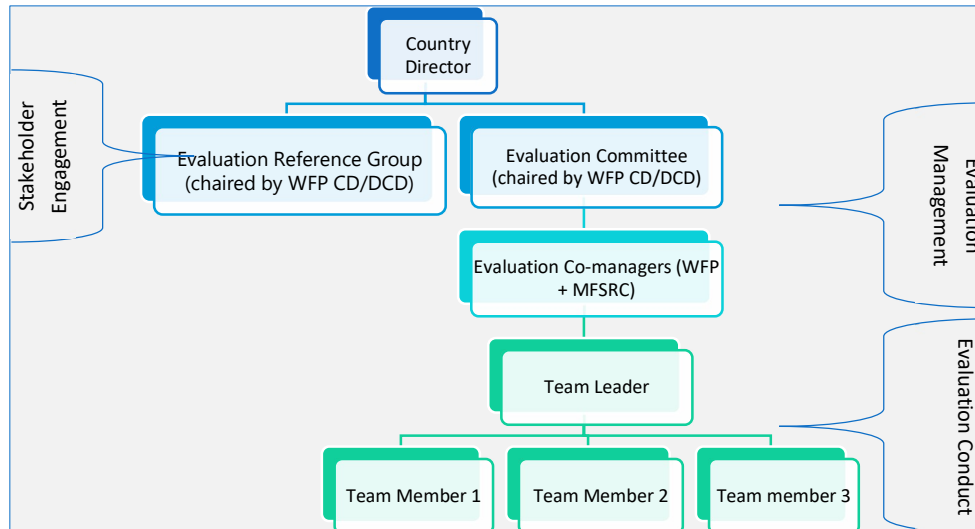
6.3 Security Considerations

74. **Security clearance** where required is to be obtained from the UN Department of Safety and Security (UNDSS) in Maseru, Lesotho.
- Consultants hired independently are covered by the UNDSS system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.²⁸
75. However, to avoid any security incidents, the Evaluation Co-Managers are requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfews etc.

²⁸ Field Courses: [Basic](#); [Advanced](#)

6.4 Evaluation Management and Governance

76. This is a decentralised evaluation, commissioned and managed jointly by Ministry of Forestry, Range and Soil Conservation and WFP Lesotho country office with support from the WFP Regional Bureau, and applying WFP evaluation management processes, systems and tools. To ensure independence and impartiality, the following mechanisms will be established and used:



- Evaluation manager:** who is not part of the day-to-day decision-making and implementation of the programme;
 - Evaluation committee:** Which will support the evaluation manager in the day-to-day management of the evaluation process and will make key decisions (see Annex 4 for the purpose of the committee and the list of members);
 - Evaluation Reference group:** provide subject matter expertise in an advisory capacity (See Annex 5 for the purpose of the committee and the list of members).
77. The evaluation co-managers will work with the committee members to ensure that the appropriate safeguards for impartiality and independence are applied throughout the process. As a member of the evaluation committee, the WFP Regional Evaluation Officer will provide additional support to the management process as required.

6.5 Ethics

78. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations 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.
79. Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:
- A plan in place to protect the rights of the respondent, including privacy and confidentiality.
 - The interviewer or data collector is trained in collecting sensitive information.
 - The interviewer or data collector will sign of confidentiality clause prior data collection.
 - Data collection tools are designed in a way that is culturally appropriate and does not create distress for respondents, e.g.: field tools will be in local language(s).
 - Data collection visits are organized at the appropriate time and place to minimize risk to respondents and to create the least distraction.
 - In case of interview, the individual should give his/her verbal informed consent
 - The interviewers or data collectors are well trained and informed to provide information on how individuals in situations of risk can seek support (i.e. awareness of referral systems as appropriate).

80. Evaluators are responsible for managing any potential risks to ethics and must, in consultation with the Evaluation Manager, put in place processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. WFP will confirm requirement for ethical approvals and reviews by relevant national review boards before contracting is concluded.
81. The inception report must include a section on how ethical issues will be addressed, and the evaluation report must have a section setting out clearly how ethical issues were actually managed, what safeguards have been put in place in practice and what lessons can be drawn for future evaluations.

7. Roles and Responsibilities of Stakeholders

82. The **Permanent Secretary**, Ministry Forestry, Range and Soil Conservation and WFP **Country Director**, as heads of commissioning units, will take responsibility to:
 - Assign Evaluation Managers for the evaluation: **Moeketsi Matia, Chief Economic Planner** at the Ministry and **Likeleli Phoolo, Programme Policy officer (VAM/M&E)**, WFP have been appointed to co-manage the evaluation process. These staff are not directly responsible for day to day implementation of the FFA activities and public works programme;
 - 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 the Evaluation 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 two separate debriefings, one internal and one with external stakeholders
 - Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.
83. The **Co-Evaluation Managers will**:
 - Manage the evaluation process through all phases including drafting this TOR
 - Ensure quality assurance mechanisms are operational
 - Consolidate and shares comments on draft TOR, inception and evaluation reports with the evaluation team
 - Ensure expected use of quality assurance mechanisms (checklists, quality support
 - Ensure that the team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
 - Organise security briefings for the evaluation team and provides any materials as required
84. An **internal Evaluation Committee** has been formed as part of ensuring independence and impartiality of the evaluation. The members and summary of roles are listed in Annex 4.
85. An **Evaluation Reference Group** has been formed, as appropriate, with representation from WFP, Government and UN agencies. It will review the evaluation products as further safeguard against bias and influence. The members and summary of their roles are listed in Annex 5.
86. **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.
 - The regional evaluation Data Analyst [Hegel Balayanga] will support technical design of the evaluation including sampling, design of the data collection tools, training of research assistants/enumerators, preparation of data analysis planning and follow up to ensure that the plan is implemented.
87. **Relevant WFP Headquarters Resilience Team though the designated RB focal points** 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.
88. **Government Ministries**, particularly those identified as having a role in the implementation of the Government pilot programme and WFP FFA activity will be part of the reference group and therefore will be able to provide their inputs in the process from the inception until the report is finalised. They will be key informants as required and they will comment on the evaluation products and participate in meetings. As the evaluation is intended to inform Government decisions across ministries, these will, in consultation with and support of WFP, discuss the evaluation recommendations participate in preparation of action plan for implementation;
 89. **UN agencies and NGOs** will be members of the reference, and through this membership they will review and comment on the inception report and the evaluation report.
 90. The **Office of Evaluation (OEV)**. OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.
 91. **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.

8. Communication and budget

8.1 Communication

92. The co-**Evaluation Managers**, in consultation with the Evaluation Committee and support from the Regional Evaluation Officer, will develop communication and learning plan that will outline processes and channels of communication and learning activities. The Communication and Learning Plan should include a GEWE responsive dissemination strategy, indicating how findings including GEWE will be disseminated and how stakeholders interested or affected by GEWE issues will be engaged. This communication and learning plan with clear timelines will be elaborated at inception in consultation with the evaluation team to ensure that the results of this evaluation reach the relevant people and are used to inform decision making. Where appropriate the communication and learning plan should have a sufficient budget.
93. 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 including beneficiaries. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
94. 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, a stakeholder workshop will be conducted through which the evaluation findings and recommendations will be presented, and way forward will be discussed. The report will also be shared with the high-level government officials in line ministries to ensure that the evaluation information is used. The report will be published in WFP websites. Opportunities to publish some of the results in academic journals and/or prepare conference papers will be explored jointly with the evaluation team members, as appropriate.
95. To enhance the use of the evaluation findings, WFP and MFRSC officials will hold a dissemination and learning workshop targeting key government officials, donors, UN staff and partners. The team leader may be called upon to co-facilitate the workshop.

8.2 Budget

96. Budget: The total budget for this evaluation is US\$141,843.33 and the actual budget will be determined by level of expertise and experience of the individual consultants recruited. At the time the CSP was approved, the evaluation of resilience activities was planned for 2022. However, two factors have led to anticipating the evaluation to 2020: first, the WFP Audit that recommended that the FFA activity be evaluated by April 2020 because it has not been evaluated in a long time. Second, the approval of the adaptation fund project requires establishment of a baseline while also learning from the past. However, at the moment the funding level for the strategic objective 4 under which FFA falls is very low and the adaptation fund money will not be received until next year. To ensure that the evaluation starts on time, WFP Country Office will apply for the 50 percent of the evaluation budget from the

contingency evaluation fund, managed by OEV and finance the remaining 50 percent from the adaptation fund and other CO budget sources. Government's contribution is through the adaptation fund given that they will be the implementing agency for the fund.

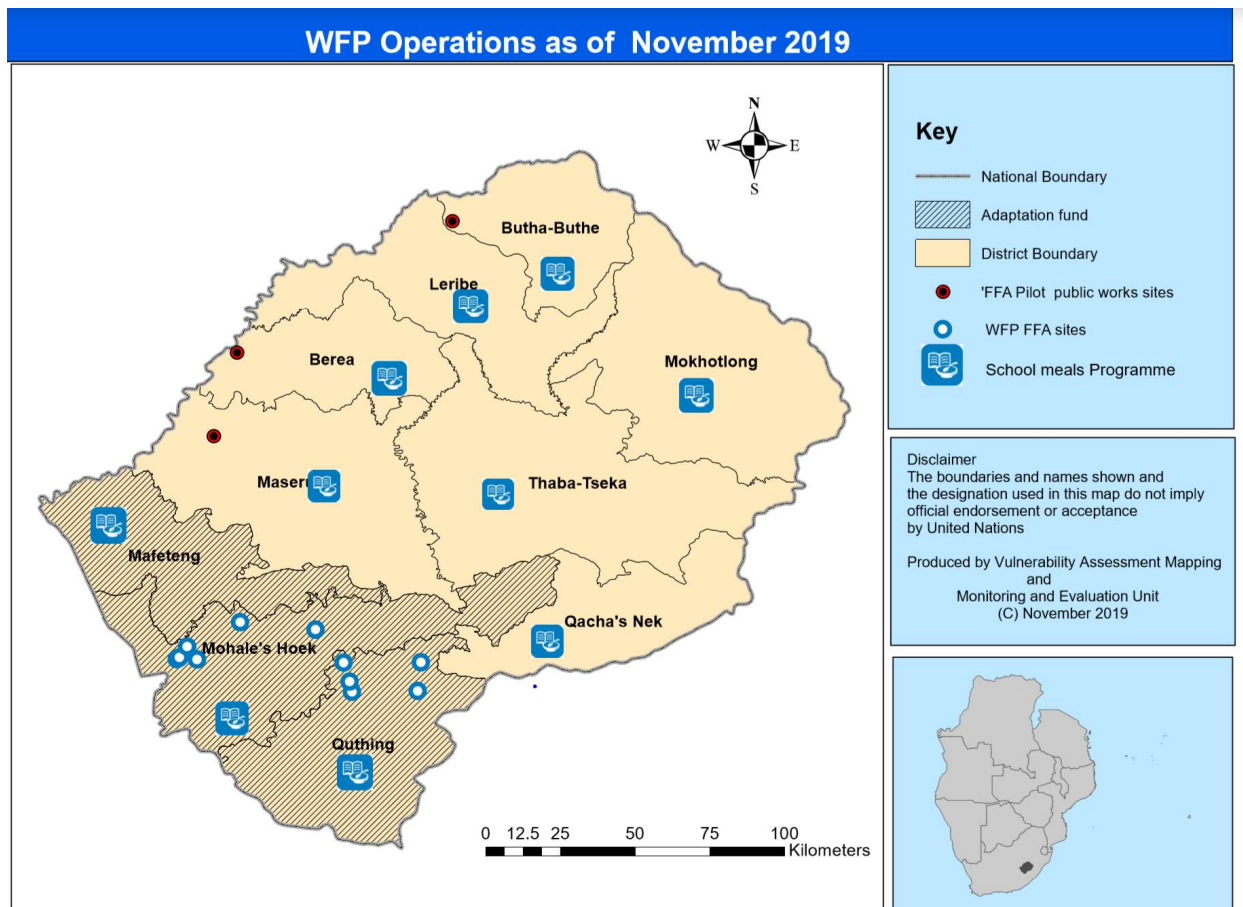
97. For the purpose of this evaluation, WFP will hire consultants through WFP HR processes, therefore rates will be determined by WFP 'HR regulations on consultancy rates. For the purpose of this evaluation, the budget will cover DSA expenses, data collection costs as well as other direct costs covering debriefing and dissemination meetings and workshops.

Please send any queries to:

Please send any queries to the following contact persons:

- Marian Yun, marian.yun@wfp.org
- Likeleli Phoolo, likeleli.phoolo@wfp.org
- Elias Sekaleli, elias_sekaleli@yahoo.com
- Moeketsi Matia, maxmatia89@gmail.com
- Grace IGWETA, grace.igweta@wfp.org

Annex 1: WFP Operational areas and Government Public Works Pilot Sites



Annex 2: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder	How will they be involved?
INTERNAL STAKEHOLDERS		
WFP Country Office (CO) Lesotho	Responsible for the planning and implementation of 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 to its beneficiaries and partners for performance and results of its programmes. The CO will identify lessons learnt to inform future FFA activities that will be created under the public works programme within the 2019-2024 Country Strategic Plan (CSP) and supporting advocacy and fundraising efforts.	As commissioner of the evaluation, CO will manage the process, providing relevant data and documents to the evaluation team. Key staff will be key informants in addition to providing other information. The CO 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/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officers supports CO/RB management to ensure quality, credible and useful decentralized evaluations.	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 also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.	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
WFP 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.	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
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.	
EXTERNAL STAKEHOLDERS		
Beneficiaries (women, men, girls, boys including the disabled, the elderly and other minority groups) and communities	As the ultimate recipients of food and cash transfers, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.	The level of participation in the evaluation by women, men, boys and girls; the disabled and the elderly and minority groups will be determined at inception and their perspectives will be sought during data collection

<p>Government Ministry of Forestry, Range and Soil Conservation (MFRSC), Disaster Management Authority (DMA); Ministry of Agriculture</p>	<p>The Government has a direct interest in knowing whether FFA activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The Ministry of Forestry, Range and Soil Conservation and WFP have implemented the pilot public works in collaboration and therefore would like to draw lessons from in order to scale up to the national public works programme. DMA coordinates issues of resilience in the country and it is important to understand to what extent are FFA contributing towards resilience building. DMA coordinates issues of resilience in the country and it is important to understand to what extent are FFA activities contributing towards resilience building. The Ministry of Agriculture provides extension services to programme beneficiaries involved in agricultural related assets. The Ministry of Agriculture will be important in understanding the sustainability of these assets and the extent to which agriculture related assets contribute to building the resilience of the targeted communities.</p>	<p>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</p> <p>The MFRSC will co-manage the evaluation as it is jointly commissioned with WFP.</p>
<p>UN UNCT</p>	<p>The United Nations Country Team (UNCT)'s harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. FAO has provided complementary activities and therefore would like to draw lessons to inform other activities.</p>	<p>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.</p>
<p>NGOs World Vision, Women in Law in Southern Africa, Lesotho Red Cross Society</p>	<p>NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.</p>	<p>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 the inception report and evaluation report</p>
<p>Donors ECHO, AUSTRALIA, CANADA, Strategic Resource Allocation Committee (SRAC)</p>	<p>WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.</p>	<p>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.</p>
<p>Private sector, Standard Lesotho Bank</p>	<p>WFP has interest in drawing lessons learnt in its collaboration with the private sector.</p>	<p>The bank will be interviewed as key informant as appropriate and lessons learned from the evaluation will be used to foster a partnership in relevant areas</p>

Annex 3: Evaluation Schedule

AC=activity
MS=Milestone
QA=Quality Assurance

Phase	Type	Task	Done by	Start	End
Preparation	AC	1.01 Desk review, produce draft 1 of TOR and quality assurance (QA) using TOR QC	EM/REO	Fri 13/09/19	Wed 13/11/19
Preparation	MS	1.02 Submit draft 1 TOR to outsourced quality support service (QS) for review and feedback	EM	Thu 14/11/19	Thu 14/11/19
Preparation	QA	1.03 Review draft 1 TOR against the DE QS quality matrix and provide recommendations	QS	Fri 15/11/19	Wed 20/11/19
Preparation	AC	1.04 Revise draft 1 TOR based on DE QS feedback to produce draft 2	EM/REO	Thu 21/11/19	Sat 23/11/19
Preparation	MS	1.05 Circulate draft 2 TOR for review and comments to ERG members and other stakeholders	EM/AC	Sun 24/11/19	Sun 24/11/19
Preparation	AC	1.06 Review draft 2 TOR and provide comments using the provided comments matrix	ERG	Sun 24/11/19	Thu 28/11/19
Preparation	AC	1.07 Revise draft 2 TOR based on comments received from stakeholders to produce final TOR	EM/REO	Sun 24/11/19	Thu 28/11/19
Preparation	MS	1.08 Submit the final TOR to the internal evaluation committee for approval	EM	Fri 29/11/19	Fri 29/11/19
Preparation	AC	1.09 Share final TOR with key stakeholders	EM	Fri 06/12/19	Fri 06/12/19
Preparation	MS	1.10 Finale Selection and recruitment of evaluation team using LTAs	EM/REO	Mon 23/12/19	Mon 14/09/20
Inception	MS	2.01 Briefing Evaluation team	CO Man	Fri 18/09/20	Fri 18/09/20
Inception	AC	2.02 Evaluation design, including reviewing documents and existing data, interactions with stakeholders to understand the subject and stakeholder expectations	Evaluation team [ET]	Fri 18/09/20	Wed 23/09/20
Inception	AC	2.03 Develop a data analysis plan and communication and learning plan	EM/REO/TL	Fri 18/09/20	Wed 23/09/20
Inception	AC	2.04 Design workshop to discuss the scope, focus and overall	ET	Wed 23/09/20	Thu 23/09/20
Inception	MS	2.05 Draft inception report, including methodology, data collection tools and schedule	TL	Fri 25/09/20	Thu 08/10/20
Inception	AC	2.06 Submit draft 1 inception report (IR) to EM and Regional Evaluation officer	TL/EM	Fri 09/10/20	Fri 09/10/20
Inception	AC	2.07 Review draft 1 inception report, if it is complete, submit to quality support, otherwise return to the team leader with specific things that needs to be done before it can be submitted	EM/REO	Mon 12/10/20	Tue 13/10/20
Inception	QA	2.08 Develop a data analysis plan and communication and learning plan	ET	Mon 12/10/20	Tue 13/10/20
Inception	MS	2.09 Share draft IR with DE QS for review and feedback	EM	Wed 14/10/20	Wed 14/10/20
Inception	QA	2.10 Review draft 1 IR against the DE QS quality matrix and provide recommendations	QS	Thu 15/10/20	Thu 22/10/20

Inception	AC	2.11 Revise draft IR based on feedback received by DE QS and EM/REO additional comments	ET	Fri 23/10/20	Wed 28/10/20
Inception	MS	2.12 Submit revised <u>Draft 2 IR</u> based on DE QS and EM QA comments	TL	Wed 28/10/20	Wed 28/10/20
Inception	QA	2.13 Review draft 2 IR against the QS recommendations to ensure that they have been addressed and for any recommendation that has not been addressed, a rationale has been provided	EM/REO	Thu 29/10/20	Thu 29/10/20
Inception	MS	2.14 Circulate draft 2 IR for review and comments to ERG members and other stakeholders	EM	Fri 30/10/20	Fri 30/10/20
Inception	AC	2.15 Review draft 2 IR and provide comments using the provided comments matrix	ERG	Sat 31/10/20	Mon 09/11/20
Inception	AC	2.16 Consolidate Stakeholder comments and submit to the team leader	EM	Tue 10/11/20	Tue 10/11/20
Inception	AC	2.17 Revise draft 2 IR based on stakeholder comments received to produce draft 3	ET	Wed 11/11/20	Mon 16/11/20
Inception	MS	2.18 Submit draft 3 IR to the evaluation manager	TL	Mon 16/11/20	Mon 16/11/20
Inception	QA	2.19 Review draft 3 IR against stakeholder comments to ensure that they have all been addressed, and for those not addressed there is a rationale provided. If Ok, submit for approval	EM/REO	Tue 17/11/20	Thu 19/11/20
Inception	MS	2.20 Submit the final IR to the internal evaluation committee for approval	EM	Thu 19/11/20	Fri 20/11/20
Inception	AC	2.21 Share of final inception report with key stakeholders for information	EM	Fri 20/11/20	Fri 20/11/20
Field work	AC	3.01 Prepare for data collection phase [recruit research assistants, program data collection tools on tablets, finalize travel and accommodation arrangements and other logistics issues]	EM/Evaluation Analyst (EA)	Wed 11/11/20	Mon 23/11/20
Field work	AC	3.02 Briefing with CO management	CO/EM/AC	Tue 24/11/20	Tue 24/11/20
Field work	AC	3.03 Training research assistants and testing data collection tools, adjustments if required	ET/EA	Wed 25/11/20	Wed 25/11/20
Field work	AC	3.04 Conduct Fieldwork [quantitative data collection, interviews, FGDs etc]	ET	Tue 24/11/20	Mon 07/12/20
Field work	MS	3.05 End of Fieldwork Debriefing [the PowerPoint should be submitted the data before]	ET	Tue 08/12/20	Tue 08/12/20
Reporting	AC	4.01 Clean, analyze and triangulate data to produce draft 1 of the evaluation report (ER)	ET	Wed 09/12/20	Tue 22/12/20
Reporting	MS	4.02 Submit draft 1 of the evaluation report and all associated data sets	TL	Tue 22/12/20	Tue 22/12/20
Reporting	QA	4.03 Review draft 1 ER against the evaluation report quality check list to ensure that it is complete	EM/REO	Wed 23/12/20	Thu 31/12/20
Reporting	MS	4.04 Share draft 1 ER with outsourced quality support service (DE QS)	EM	Mon 04/01/21	Mon 04/01/21
Reporting	QA	4.05 Review draft 1 ER against the DE QS quality matrix and provide recommendations	QS	Tue 05/01/21	Wed 13/01/21
Reporting	AC	4.06 Revise draft 1 ER based on feedback received by DE QS and EM to produce draft 2	ET	Fri 15/01/21	Sun 24/01/21
Reporting	MS	4.07 Submit draft 2 ER to the EM	TL	Sun 24/01/21	Sun 24/01/21
Reporting	QA	4.08 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	EM/REO	Mon 25/01/21	Wed 27/01/21
Reporting	AC	4.09 Circulate draft 2 ER for review and comments to ERG, RB and other stakeholders	EM	Thu 28/01/21	Thu 28/01/21

Reporting	AC	4.10 Review draft 2 ER and provide comments using the provided comments matrix	ERG	Fri 29/01/21	Mon 08/02/21
Reporting	AC	4.11 Consolidate comments and submit to team leader for review	EM	Tue 09/02/21	Wed 10/02/21
Reporting	AC	4.12 Revise draft 2 ER based on stakeholder comments to produce draft 3	ET	Thu 11/02/21	Fri 19/02/21
Reporting	MS	4.13 Submit draft 3 ER to the evaluation manager	TL	Fri 19/02/21	Sun 21/02/21
Reporting	QA	4.14 Review draft 3 ER against stakeholder comments to ensure that they have all been addressed, and for those that have not been addressed a rationale has been provided	EM/REO	Sun 21/02/21	Mon 22/02/21
Reporting	MS	4.15 Prepare Summary Evaluation Report	EM/RB	Tue 23/02/21	Fri 26/02/21
Reporting	AC	4.16 Stakeholder workshop to present evaluation findings	TL/EM/RB	Mon 01/03/21	Mon 01/03/21
Reporting	AC	4.17 Revise Summary Evaluation Report and Evaluation Report based on stakeholder feedback	EM/RB	Tue 02/03/21	Fri 05/03/21
Reporting	AC	4.18 Submit final ER (Draft 4) to EM	TL	Tue 02/03/21	Sun 07/03/21
Reporting	AC	4.19 Submit the final ER to the internal evaluation committee for approval	EM	Sun 07/03/21	Sun 07/03/21
Reporting	AC	4.20 Sharing of final evaluation report with key stakeholders for information	EM	Mon 08/03/21	Mon 08/03/21
Dissemination	AC	5.01 Prepare management response and submit to RB for review	CO	Tue 30/03/21	Wed 14/04/21
Dissemination	QA	5.02 Review the MR and provide feedback on actions planned to respond to recommendations	RB	Thu 15/04/21	Thu 22/04/21
Dissemination	AC	5.03 Finalize MR based on feedback from RB	CO	Fri 23/04/21	Thu 29/04/21
Dissemination		5.04 First level approval of MR by Co-EC chairs		Fri 30/04/21	Fri 30/04/21
Dissemination	MS	5.05 Share final ER for approval at RB and share MR with OEV for publication	RB	Sat 01/05/21	Sat 01/05/21
Dissemination	AC	5.06 Document lessons from the management of this evaluation and share	EM/REO	Mon 03/05/21	Wed 26/05/21

Annex 4: Membership of the Evaluation Committee

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:

- Supporting the evaluation manager throughout the process, including resolving any issues that may affect the quality of the evaluation;
- Making decisions on evaluation budget, funds allocation and selection of evaluators;
- Reviewing evaluation deliverables (TOR, inception report and evaluation report) and submitting them to the EC co-chairs for approval;
- 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.

The internal Evaluation Committee for this evaluation will be composed of the following:

1. DCD: Marian YUN (Chair of the evaluation committee)
2. Director of Forestry (MFRSC): Elias Sekaleli (Co-chair of the evaluation committee)
3. VAM/M&E: Likeleli Phoolo, National Policy Officer (Evaluation manager)
4. Programme/Gender Focal Point: Makhauta Mokhethi, National Policy Officer (Alternate Evaluation manager)
5. Programme: Washi Mokati (National Policy Officer, Resilience)
6. Programme: Nkopo Matsepe, Programme Officer (Activity Manager)
7. Economic Planner: Moeketsi Matia (MFRSC, Co-Evaluation Manager)
8. Assistant Economic Planner: Tholang Mohlali (MFRSC, Alternate CO-Evaluation Manager)
9. Communications Officer: Kathleen Marcarthy
10. RB Regional Evaluation officer: Grace Igweta

Annex 5: Membership of the Evaluation Reference Group

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:

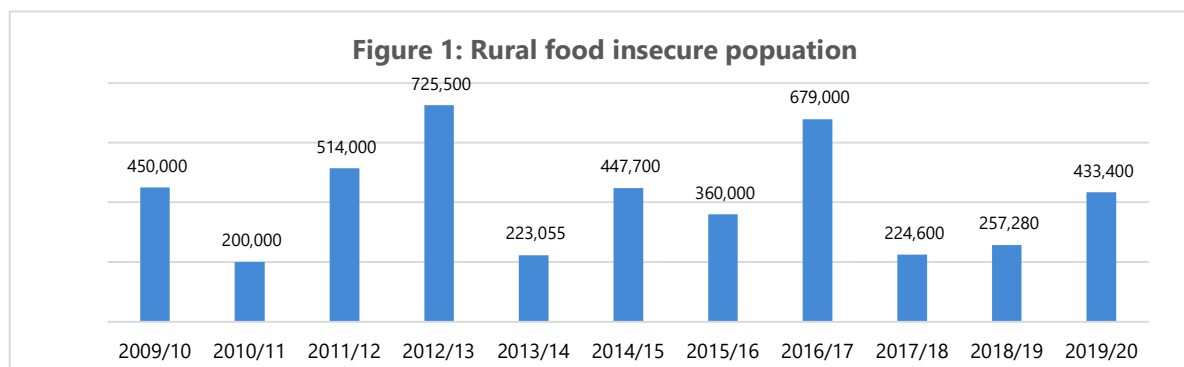
- Providing a systematic mechanism for engaging stakeholders in the evaluation process;
- Reviewing draft evaluation products and providing feedback;
- Attending the debriefing sessions to discuss preliminary findings;
- Attending other dissemination sessions as required; and
- Support use of evaluation findings through implementation of evaluation recommendations.

The Evaluation Reference Group will be composed of:

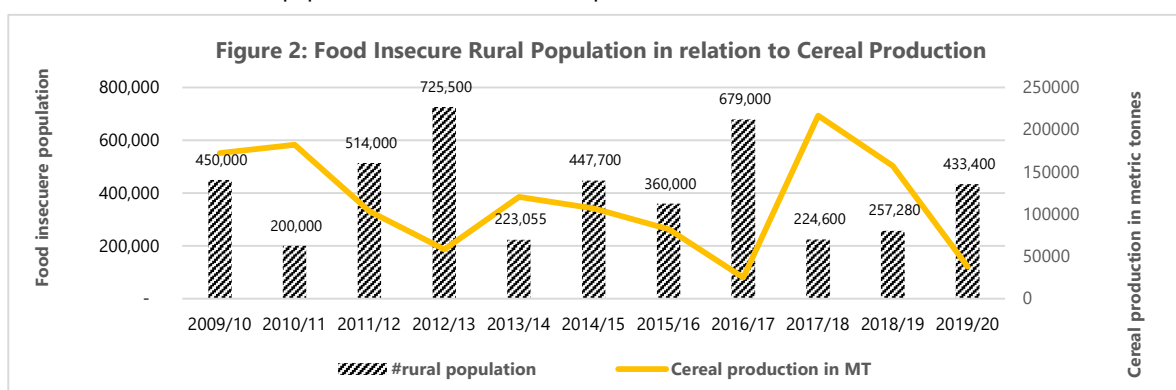
1. DCD (WFP): Marian YUN (Chair of the evaluation committee)
2. Director of Forestry (MFRSC): Elias Sekaleli (Co-Chair of the evaluation committee)
3. VAM/M&E: Likeleli Phoolo, WFP, National Policy Officer (Evaluation manager)
4. Chief Economic Planner: Moeketsi Matia (MFRSC, Co-Evaluation Manager)
5. Assistant Economic Planner: Tholang Mohlali (MFRSC, Alternate Co-Evaluation Manager)
6. Programme: Nkopo Matsepe (Adaptation Fund Project Coordinator)
7. Programme: Washi Mokati (WFP, National Policy Officer, Resilience)
8. Programme/Gender: Makhauta Mokhethi, (WFP, National Policy Officer)
9. Communications Officer: WFP, Kathleen Marcarthy
10. Regional Bureau: Grace Igweta (WFP, Regional Evaluation Officer)
11. Regional Bureau: Caterina Kireeva (WFP, Regional Monitoring Advisor)
12. Regional Bureau: Giovanni La Costa (WFP, Programme officer, RBJ Resilience and Market Access)
13. Ministry of Forestry, Range and Soil Conservation
14. Ministry of Agriculture (representatives from Department of Crop Services and Department of Livestock Services)
15. Ministry of Water
16. Red Cross Society of Lesotho
17. World Vision Lesotho
18. Disaster Management Authority representative
19. United Nations: UNDP and FAO representatives

Annex 6: Food Insecure population

Annex 6.1: Rural food insecure population



Annex 6.2: Food insecure population in relation to cereal production



Annex 7: Beneficiary figures of WFP FFA Activities

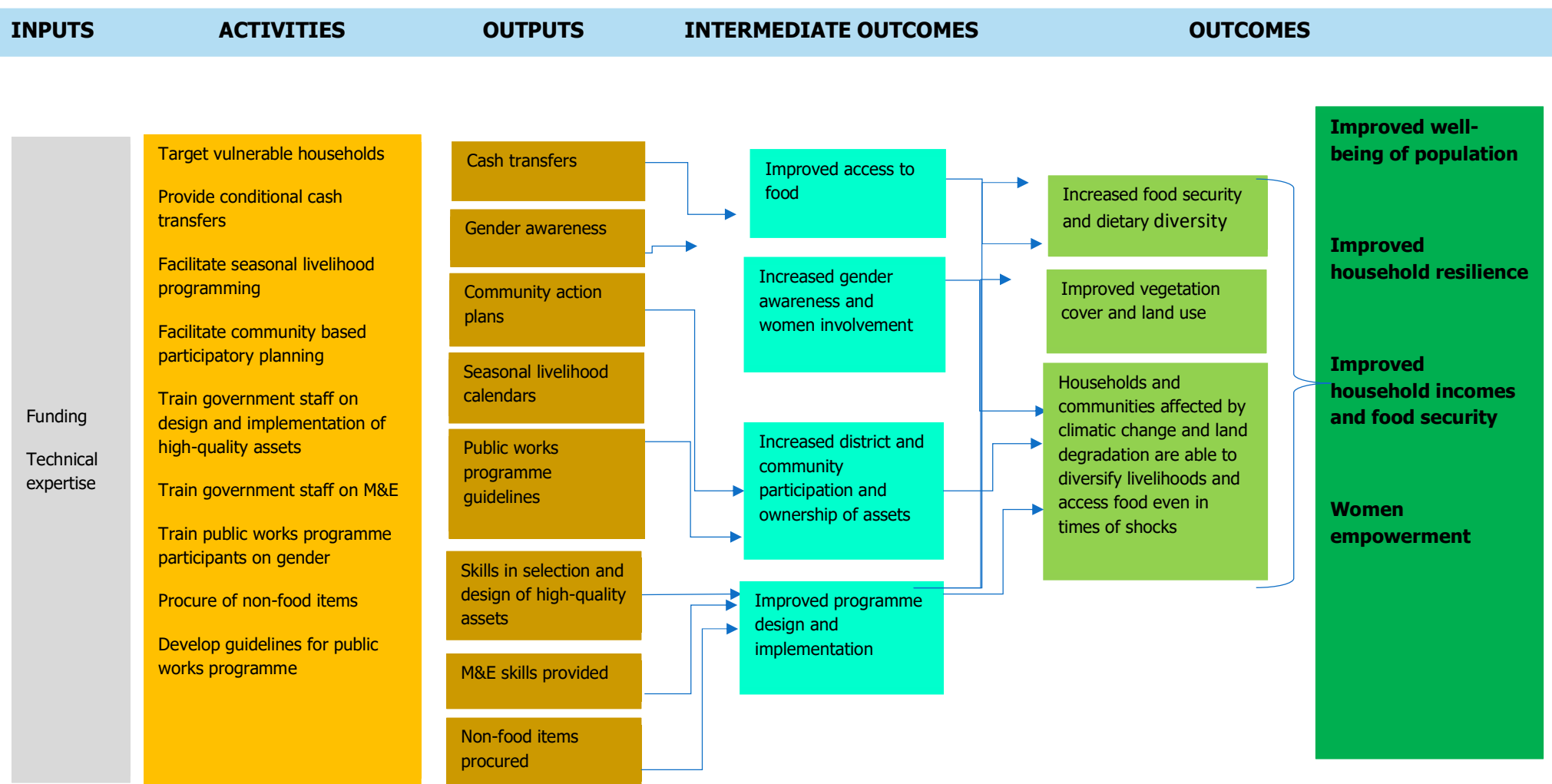
Annex 7.1: Table 1: Number of participants and beneficiaries of FFA activities, 2015-2019

PROJECT	DATE	LOCATION	PARTICIPANTS	BENS	MODALITY
CP 200369.C1	Apr-15	MAFETENG	1,000	5,119	INKIND
CP 200369.C1	Aug-15	MOHALESHOEK	2,000	10,000	INKIND
PRRO 200980	Nov-16	QUTHING	2,819	12,788	INKIND
PRRO 200980	Dec-16	MOHALESHOEK	3,656	17,295	INKIND
PRRO 200980	Jun-17	MAFETENG	2,602	11,327	INKIND
PRRO 200980	Jun-17	MOHALESHOEK	3,976	18,865	INKIND
PRRO 200980	Jun-17	QUTHING	2,545	11,715	INKIND
PRRO 200980	Jan-17	MAFETENG	3,384	14,034	CASH
PRRO 200980	Jan-17	MOHALESHOEK	4,232	16,806	CASH
ICSP	Dec-18	QUTHING	311	1,560	CASH
ICSP	Dec-18	MHOEK	357	1,642	CASH
ICSP	Oct-19	QUTHING	450	2,250	CASH
ICSP	Oct-19	MOHALESHOEK	550	2,750	CASH
ICSP	Oct-19	MAFETENG	250	1,250	CASH

Annex 7.2 Table 2: Number of participants by different projects, 2015-2019

Project	Implementation period	USD\$	Beneficiaries	Areas
Country Programme 200369	2015-2017	573,663.78	10,000	Mafeteng, Mohale's Hoek, Quthing
PRRO 200980	2017	1,065,854.59	18,865	Mohale's Hoek, Quthing
T_ICSP	2018-2019	2,792,484.12	2,750	Mohale's Hoek, Quthing

Annex 8: Theory of Change for FFA Activities in Lesotho



Assumptions: funding is adequate; training is provided to the relevant; there is buy-in at district and community levels; community leaders and people participate and support the activities; government institutions are willing to strengthen the interventions; there are stakeholders and partners to support the interventions.

Annex 9: Logical framework

Annex 9.1: Project: 200369: Country Programme- Lesotho (2013-2017) Component 1: Enhancing Resilience and Responsiveness

LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
Cross-cutting indicators		
Cross-cutting result 1 GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> Proportion of assisted women and men (together) who make decisions over the use of cash, voucher or food within the household Proportion of women beneficiaries in leadership positions of project management committees Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Proportion of assisted men who make decisions over the use of cash, voucher or food within the household Proportion of assisted women who make decisions over the use of cash, voucher or food within the household 	Women will be confident to assume leadership roles in project committees
Cross-cutting result 2 PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain) Proportion of assisted people (men) who do not experience safety problems to/from and at WFP programme sites Proportion of assisted people (women) who do not experience safety problems to/from and at WFP programme sites Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain) 	Project sites are within the vicinity of communities so that beneficiaries will not have to walk long distances and be exposed to security risks.
Cross-cutting result 3 PARTNERSHIP: Food assistance interventions coordinated, and partnerships developed and maintained	<ul style="list-style-type: none"> Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks) Number of partner organizations that provide complementary inputs and services Proportion of project activities implemented with the engagement of complementary partners 	Partners' commitment to foster partnerships with WFP Partners' willingness and commitment to contribute towards funding of common areas of implementation.
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	<ul style="list-style-type: none"> FCS: percentage of households with poor Food Consumption Score (male headed) Target: 2.6 (Dec 2014) FCS: percentage of households with borderline Food Consumption Score (male-headed) Target: 6.4 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead Government agency for CHS 	The CO will get implementation technical assistance from Government (Ministry of Forestry and Land Reclamation)
	<ul style="list-style-type: none"> FCS: percentage of households with poor Food Consumption Score (female-headed) Target: 3.4 (Dec 2014) 	

	<p>Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead Government agency for CHS</p>	
	<ul style="list-style-type: none"> • Diet Diversity Score (female-headed households) Target: > 4.4 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead Government agency for CHS 	
	<ul style="list-style-type: none"> • Diet Diversity Score (male-headed households) Target: > 4.6 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek 	
	<ul style="list-style-type: none"> • CAS: percentage of communities with an increased Asset Score Target: 60 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: WFP programme monitoring 	
	<ul style="list-style-type: none"> • CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index Target: 100 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead by Government agency for CHS 	
	<ul style="list-style-type: none"> • CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index Target: 100 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead by Government agency for CHS 	
	<ul style="list-style-type: none"> • CSI (Food): Percentage of female-headed households with reduced/stabilized Coping Strategy Index Target: 100 (Dec 2014) ° Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead by Government agency for CHS 	
	<ul style="list-style-type: none"> • CSI (Food): Percentage of male-headed households with reduced/stabilized Coping Strategy Index Target: 100 (Dec 2014) Location: Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek Source: Joint survey Notes: The survey is conducted with the Disaster Management Authority which is a lead by Government agency for CHS 	
Outcome SO3.2 Risk reduction capacity of countries and communities strengthened	<ul style="list-style-type: none"> • NCI: Resilience programmes National Capacity Index Target: > 13 (Dec 2014) Location: Maseru, Lesotho Source: WFP survey 	Political commitment by Government in particular the Disaster Management

		Authority and stakeholders for coordination at central, district and local level.
Output SO3.1 Food, nutritional products and non-food items, cash transfers and vouchers distributed in sufficient quantity, quality and in a timely manner to targeted beneficiaries	Number of women, men, boys and girls receiving food assistance (disaggregated by activity; beneficiary category, sex, food, non-food items, cash transfers and vouchers) as % of planned	Delivery mechanisms in place Availability of resources
	Quantity of food assistance distributed, as % of planned distribution (disaggregated by type)	
	Quantity of non-food items distributed, as % of planned distribution (disaggregated by type)	
	Total amount of cash transferred to targeted beneficiaries (disaggregated by sex, beneficiary category), as % of planned	
Output SO3.2 Community or livelihood assets built, restored or maintained by targeted households and communities	Number of assets built, restored or maintained by targeted communities and individuals, by type and unit of measure	The CO will get technical assistance from Government (Ministry of Forestry and Land Reclamation)
Output SO3.3 Community or livelihood assets built, restored or maintained by targeted households and communities	Number of assets built, restored or maintained by targeted communities and individuals, by type and unit of measure	

Annex 9.2: Lesotho Country Strategic Plan - LS01

STRATEGIC GOAL 1: Support countries to achieve zero hunger

STRATEGIC OBJECTIVE 1: End hunger by protecting access to food

STRATEGIC RESULT 1: Everyone has access to food

STRATEGIC OUTCOME 01: Households in chronically food insecure areas are able to meet their basic food and nutrition requirements throughout the year, including in times of shock

Logframe Period: Jan 2018 Jun 2019	Indicators	Assumptions
Outcome Category: Maintained/enhanced individual and household access to adequate food	<ul style="list-style-type: none"> Consumption-based Coping Strategy Index (Average) Emergency Preparedness Capacity Index Food Consumption Score Food Consumption Score – Nutrition Food Expenditure Share Livelihood-based Coping Strategy Index (Average) 	Targeted households and communities are fully committed and own the assets created beyond food assistance. Continued government support and ownership of the capacity strengthening

	<ul style="list-style-type: none"> Minimum Dietary Diversity – Women Proportion of the population in targeted communities reporting benefits from an enhanced asset base Zero Hunger Capacity Scorecard 	
Activity	Outputs	
Strengthen the resilience of communities in shock-prone areas (ACL: Asset creation and livelihood support activities)	People in shock-prone areas benefit from the Government’s strengthened capacity to plan and prepare for, respond to and recover from shocks in order to meet their basic needs in times of crisis (C: Capacity development and technical support provided)	
	Targeted food insecure communities benefit from creation and/ or rehabilitation of nutrition-sensitive assets and skills development that improve food security and build resilience to natural shocks and climate change (A: Resources transferred)	
	Targeted food insecure communities benefit from creation and/ or rehabilitation of nutrition-sensitive assets and skills development that improve food security and build resilience to natural shocks and climate change (D: Assets created)	

Annex 10: Other Technical Annexes

Annex 10.1: A Summary of 2015 Cash for Asset Activities and Related Partnerships by WFP

	SITES	MOLETSANE	MOHAPELOA	TLOKOTSING	MOHALINYANE	LIPIRING
BENEFICIARIES	Number of workers ²⁹	248	349	105	191	141
	Number of villages engaged	8	17	7	5	4
	Days worked per beneficiary	84 days (12 days x 7 months)	84 days (12 days x 7 months)	72 days (12 days x 6 months)	48 days (12 days x 4 months)	72 days (12 days x 6 months)
TYPE OF ASSETS	Water harvesting	Drinking water tank (silt box and water tap) Open irrigation tank to capture overflowing water from drinking water tank Road built to facilitate access to the tanks	Large dam to harvest water from a natural spring, as well as rainwater	Silt tank attached to natural spring to ensure drinking water quality. Water flows to water tap through gravity	Drinking water tank (silt box and water tap)	

²⁹ Workers enrolled in the project site continuously for a period of six months.

Soil preservation and prevention of soil erosion	Stone lines on the hill to reduce speed of water after rainfall and trap soil Silt traps in gullies	Silt traps to refill gullies	Stone lines on the hill to reduce speed of water after rainfall and trap soil	Silt traps in gullies. Head structures	Silt traps in gullies Infiltration dishes Head structures
Supervision Status	Assets completed in 2015 (additional assets i.e. trees are being constructed by the community in 2019 through lean season support)	Assets completed	Assets completed	Assets completed	Assets completed

Annex 10.2: 2016-2019 Assets created Mohale's Hoek and Quthing

ELECTORAL DIVISIONS	ASSETS CREATED	ASSETS STATUS	HOUSEHOLDS PARTICIPATING IN THREE MONTHS ROTATION (APPROXIMATELY 20 MONTHS WORKED)	VILLAGES COVERED
NTJEPELENG	STONE TERACES, IMPROVED RANGELANDS, CATCHDAMS, FRUIT TREE PLANTING	Gulley structures-ongoing	140	Ha Kaphe, Ha Mphena, Ha Tapa, Ha Ramatlali, Lehlakeng, Ha Taela, Fasekere, Ha Sepinare, Ntsirele, Sekiring, Nomoroane, Ha Khanyane, Ha Sekunyane, Ha Ntsapi and Khohlong
DRAAIHOEK	STONE TERACES, IMPROVED RANGELANDS, TWO WATER PONDS, TREES PLANTED, WATER POND, TWO FENCED VEGETABLES GARDENS	Completed-land preparation-ongoing	140	Ha Bokoro, Kalakeng, Ha Mothe, Ha Mahlelebe, Try Hoek, Ramahlolonyane, Lekhalong, Ha Soere.
LITHAKALING	STONE TERACES, CATCH DAMS, IMPROVED RANGELANDS, TREES PLANTED	Completed-catch dams ongoing	140	Lifateng, Ha Chefa, Lithakaling, Thoteng, Matebeleng, Belebesi, Mapuru and Lekhalong
MANEO	STONE TERACES, IMPROVED RANGELANDS, CATCH DAMS	Completed-Rangelands-ongoing	140	Ha Rants'oeu, Ha Mokolane, Seterekemane, Thaba-Masimo, Lefikeng, Matsaung, Ha Rank'henk'hu
HA NCHOBA, MATEBELENG, HA MOSOLOANE, LENKOROTILE BONGALLA MAPHOHLOANE MAJAPERENG	STONE TERACES, CATCHDAMS, IMPROVED RANGELANDS, FENCED WATER POND	Range improvements-ongoing	140	Ha Nchoba, Matebeleng, Ha Mosoloane, Lenkorotile and Bongalla
HA POTSO	IMPROVED RANGELANDS, CATCHDAMS	Ongoing	140	Majapereng, Ha Keke, Lipeleng, Boikano.
MAHLOMOLA	IMPROVED RANGELANDS, STONE TERACES, CATCHDAMS, IRRIGATION TANK	Ongoing	190	Ha Maime, Maekheng, Porotong, Swatsi, Ha Monese, Lipokothong, Macomeng, Ha Filane, Makotong, Tsita, Seputeng, Makotong, Nkotjeng, Seputeng, T'sita, Lipokothong, Swatsi, Makotong, Filane, Porotong, Monese, Macomeng, Maekheng, Maime
		Range and Irrigation Tanks-ongoing	190	Ha Pali, Ha Mahlomola, Ha Masenkane, Ha Motau, Ha Rasepeleman, Ha Ramosetsanyane, Ha Pali, Ha Motau, Motebele, Ha Masenkane.

LEBELONYANE	IMPROVED RANGELANDS	Ongoing	140	Tsekong, Lebelonyane, Ha Ratema, Tobia, Matamong, Ha Jobo, Ha Tobia, Ratema, Thepung, Ha Jobo Moreneng, Ha Molati, Khohlong, Thepung, Ha Setoi
MOHLAKOANA	IMPROVED RANGELANDS, STONE TERACES, THREE WATER PONDS, TWO VEGETABLE PRODUCTION GARDENS, CATCHDAMS,	Production of vegetables-ongoing	140	Letsatseng, Moeaneng, Nonyana, Tiping, Bolula, Chache, Moaeaneeng, Tolong, Letlapeng, Tolong, Bolula, Tiping, chache, Nonyana, Mokobobong, Lilapeng Lelepeng, Thabana-Mofuli, Ha Ramollo, Lintlheng
MASHAPHA	IMPROVED RANGELANDS	Ongoing	100	Ha Mashapha, Khubetsoana, Ha Mashapha, Peka, Koung, Ha Moletsane, Ha Popolosi, Mat'soareng, Ha Raselepe

Annex 10.3: 2015 Mafeteng villages and number of participants

COUNCILS	ASSETS CREATED	ASSETS STATUS	NUMBER OF PARTICIPANTS	VILLAGES
METSIMAHOLO - Ha Ramohapi	Stone lines, tree planting, gully structures	Completed, but have new ongoing activities	120	Ha T'sooana, Makhalong, Likokong, Ha Rapata, Ha Moqhosha, Ha Rakherere, Ha Leteketa, Ha Mapitse, Ha Rakhoboko, Makhemeng, Ha Hlelesoa, Mamphaneng, Ha Mphulenyane, Khotsoaneng, Ha Ramohapi and Rammso
Malumeng	Stone lines, tree planting, gully structures, water tank	Completed	120	Malumeng

Annex 10.4: Stakeholder Roles and Responsibilities for FFA Activities

Project Partner	Role and Responsibilities
Ministry of Forestry, Range and Soil Conservation	<ul style="list-style-type: none"> In charge of the day-to-day running of the project and supervision of asset construction. Liaises directly with foremen and secretaries in each site. Responsible for monitoring project progress and beneficiary attendance. Provided technical input on the selection and location of assets. Provided technical training on the construction of assets to foremen. Provides technical supervision of asset construction and assists in monitoring progress made on assets.
World Vision	<ul style="list-style-type: none"> Implementing Agency In charge of the day-to-day running of the project and supervision of asset construction. Liaises directly with foremen and secretaries in each site. Responsible for monitoring project progress, changes in local markets, beneficiary attendance.

	<ul style="list-style-type: none"> • Provided complementary activities to the CFA, e.g. seed distribution for keyhole gardens, distribution of clothes.
Standard Lesotho Bank	<ul style="list-style-type: none"> • Service Provider • Distributed cash payments to beneficiaries on designated pay days • Compiles a list of paid beneficiaries during pay day.
Private Water Tank Specialist	<ul style="list-style-type: none"> • In charge of providing technical supervision for the construction of the water tanks.
Disaster Management Authority	<ul style="list-style-type: none"> • Assists through the LVAC in the geographical targeting of community councils with particularly high levels of food insecurity. • Leading on the community-based targeting process. • In charge of organising monthly coordination and operational meetings with all project partners at the national and district level. • In charge of providing technical supervision for the construction of the water tanks.
Department of Rural Water Supply	<ul style="list-style-type: none"> • Collaborated on identifying appropriate water harvesting assets.
Ministry of Social Development	<ul style="list-style-type: none"> • Provided NISSA lists for the first targeting phase.
Ministry of Health	<ul style="list-style-type: none"> • Provided workshops in household hygiene and nutrition.
Ministry of Gender	<ul style="list-style-type: none"> • Provided training in income-generating activities to CFA beneficiaries.
Ministry of Agriculture	<ul style="list-style-type: none"> • Provided training on the vegetable production and irrigation tanks.
Ministry of Police (CGPU)	<ul style="list-style-type: none"> • Education of gender issues and on community policing
Women and Law in Southern Africa	<ul style="list-style-type: none"> • Provided education on gender protection
RED CROSS LESOTHO	<ul style="list-style-type: none"> • Education on Fist aid • Provided wood trees
FAO	<ul style="list-style-type: none"> • Provided vegetable seeds, Shade Nets and Training on Keyhole gardens
Ministry of Agriculture, FNCO,	<ul style="list-style-type: none"> • Provided workshops in household hygiene and nutrition. • Provided training in income-generating activities to CFA beneficiaries. • Provided training on the vegetable production and irrigation tanks.

Annex 10.5 Adaptation Fund Results Framework

Project strategy		Objectively verifiable indicators			
Goal		<i>To enhance the adaptive capacity of vulnerable communities to the effects of climate change on food security.</i>			
Impact:	Indicator	Baseline	Target (MT and End)	Source of verification	Risks and assumptions
Enhanced resilience to climate shocks and reduced food and nutrition insecurity developed due to resilience building and adaptation measures	Vegetation index in low-lying southern districts (as a proxy for enhanced ecosystem resilience to climate change)	High levels of land degradation in three southern districts; vegetation index baseline to be developed using Land Degradation Framework (LDSF) ³⁰	10% improvement in vegetation index in low-lying project areas, as measured by the LDSF	LDSF baseline and measurement at end of project	
	Household dietary diversity score ³¹	4 food items in household diet	Increased HH dietary diversity to 6 items	Project reports	

<i>Component 1: Institutional capacity and systems building to support national and community adaptation and management of climate change impacts</i>					
Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Outcome 1.1: Increased knowledge and technical capacity at national and district levels to forecast, plan and anticipate responses to climate change impacts	Capacity to produce sub-seasonal to seasonal forecasts, issue sector specific EW, develop drought preparedness protocols & respond accordingly	Limited national tools/ capacities to downscale seasonal forecast SOPs for drought preparedness based on S2S EW do not exist at national or district level	LMS has enhanced tools & capacity to downscale forecast and provide accurate drought EW SOPs based on drought EW are developed at national level and in pilot districts	Project reports District and National SOPs	National authorities are committed to strengthening their capacities for inter-sectoral drought forecasting and related responses (A)
Output 1.1.1: Strengthened sub-seasonal to seasonal (S2S) precipitation and temperature forecasting to feed into National Early Warning System (to trigger early action through government safety net programs)	# Staff trained to maintain and integrate new observational data into database (gender disaggregated) # web-based map rooms installed in LMS to share observations, develop EW thresholds and triggers, and process S2S forecasts S2S forecasting system to cover national and sub-national levels, with 6-month horizon	0 0 0	MT: 12 End: 12 MT: 2 End: 3 MT: Specialised S2S forecasting system operational End: As for MT	Pre- and post-training assessments Web-based map rooms Project reports Seasonal and sub-seasonal forecasts Project reports	National authorities are committed to strengthening their capacities related to inter-sectoral drought forecasting and related responses to support local populations (A)

³⁰ ICRAF is currently developing the biophysical baseline using LDSF and will do annual monitoring for WAMPP, baseline includes a site each in Mohale's Hoek and in Quting; project will follow up on feasibility and cost of extending this to cover Mafeteng too and any associated costs of annual monitoring

³¹ Used as a proxy measure of household food access, i.e. measures the impact of the project on food access

Output 1.1.2: Capacities strengthened through development of standard operating procedures in response to climate change-related drought shocks	Thresholds validated and triggers and actions developed for national SOPs on drought # district-level SOPs for drought that define field-level actions developed and applied Number of government staff sensitized and trained at national and district level on drought SOPs, disaggregated by sex	Thresholds, triggers and actions for national SOPs on drought outdated / not in place 0 National and district staff have limited technical capacities to develop and implement drought SOPs for early action	MT: Thresholds, triggers and actions for national SOPs on drought in place End: As for MT MT: 3 End: 3 MT: 100 officials at national level trained (50% women) End: 100	Stakeholder workshop report District drought SOPs workshop reports Pre- and post-training assessments Workshop reports	National authorities are committed to strengthening their capacities related to inter-sectoral drought forecasting and related responses to support local populations (A)
Outcome 1.2: Strengthened access to tailored climate services by vulnerable communities to improve decision making for food security and livelihoods	% of households using seasonal forecast in resilient decision making on agricultural / livelihood strategy	No targeted climate information based on sub-seasonal to seasonal forecasting reaching the targeted communities	MTR: 10% of targeted villagers End: At least 50% of community members (50% male & 50% female) in target villages use seasonal forecast in decision making	Project reports Baseline and completion survey Final project evaluation	
Output 1.2.1: Enhanced understanding of local knowledge and beliefs on climate change and acceptability of climate services	# of studies on local knowledge and beliefs on climate change and acceptability of climate services	No documented understanding on local knowledge and beliefs on climate change/ acceptability of CIS	MT: 1 End: 1	Study report	
Output 1.2.2: Strengthened access to tailored seasonal forecasts that meet the needs of vulnerable communities	# partners capacitated on using seasonal forecasts to develop culturally appropriate CIS % of targeted people understand the information	0 Community members in targeted villages do not understand nor rely on climate information	MT: 10 partners End: 20 partners MT: 50% End: At least 80% of the people having access to climate information can understand and interpret it	Training reports Project reports Baseline and final project evaluations	Communities respond positively to sensitisation and training on understanding messages and taking informed decisions (A) Religious leaders participate in conveying the messages (A)

Component 2: Increased awareness and knowledge of communities and youth on the impact of climate change and the importance of climate change adaptation.

Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Outcome 2.1: Strengthened awareness of climate change	% of targeted community members (M/F/MY/FY)	Community members often do not understand the objectives	At least 90% of community members	-Baseline and final project evaluations	

<i>Component 2: Increased awareness and knowledge of communities and youth on the impact of climate change and the importance of climate change adaptation.</i>					
Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
impact on food security amongst vulnerable communities and youth and knowledge of adaptation actions	receiving key messages on climate change adaptation, food security and nutrition % of people having knowledge/awareness, attitude and practice on climate adaptation initiatives	of projects and do not take ownership over adaptation plans Very few communities/households have knowledge on/ practice climate adaptation	(50% male and 50% female) in target villages are sensitized (of whom 20% are youth) At least 70% of community members have knowledge & practice adaptation actions	KAP survey in baseline and final evaluation	
Output 2.1.1: Coherent and institutionalized multi-level programme on awareness raising on climate change designed and operationalized	Presence of National Climate Change Awareness Raising and Communication Strategy (NCCAR & CS) # Gender-transformative awareness raising materials on climate change/ food security/ nutrition links for govt., youth, children, herders, etc developed	No coherent approach to awareness raising and communication on climate change 0	MT: NCCAR&CS developed and operational End: As for MT MT: 4 End: 10	Baseline and final project evaluations	Demand for climate change awareness and adaptive strategies among communities Demand for climate information and adaptive strategies among communities
Output 2.1.2: Enhanced capacity of media houses and reporters to effectively write and publish climate change stories	# journalists trained on climate change reporting # climate change impacts and adaptation stories published	0 Climate change rarely appears in mass media	MT: 10 journalists from TV/radio/ print End: 20 journalists from TV/ radio/ print MT: At least 2 climate change stories covered per quarter per media type (TV, radio, TV, print)	Training Reports Media Reports	Media editorial policy places an importance on climate change reporting (A)
Output 2.1.3: Communities understand and use climate information and are aware of climate change threats and impacts on food security	# District CC AR Strategies and Action Plans, to interface with existing activities and ongoing projects in each of 3 districts # district and community level CC AR activities implemented # people reached through inter-personal SBCC	0 0 (under coherent district strategy) 0	MT: 2 End: 3 District CC AR Strategy and Action Plans, one in each of 3 districts MT: 2 per district End: 8 per district MT: 21,420 (50%)	Project reports District AR Strategies and Plans Project reports Project reports Final evaluation	

<i>Component 2: Increased awareness and knowledge of communities and youth on the impact of climate change and the importance of climate change adaptation.</i>					
Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
	approaches (sex- and age-disaggregated)		End: 42,840		
Output 2.1.4: Raised awareness of children through integration of climate change into school curricula and training of teachers on climate change impacts	# teachers trained on using updated climate change toolkits in schools # of schools implementing CSA activities (via upscaled RVCC CSA manuals)	0 (in targeted schools) 0	MT: 300 teachers End: 600 teachers MT: 100 schools End: 295 schools	Baseline and final project evaluations Project reports	

<i>Component 3: Strengthened resilience at community level through community-based concrete adaptation measures and improved food systems</i>					
Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Outcome 3.1 Increased adaptive capacity of communities and households to respond to droughts and water-related hazards	% targeted communities where there is evidence of improved capacity to manage climate shocks and risks Coping Strategy Index	0 32% of households use stress, crisis and emergency coping strategies	At least 80% of community councils should have the capacity to manage climate shocks and risks Less than 20% HHs using stress, crisis and emergency coping strategies even during drought periods	Focus groups Household Surveys	Communities have access to diversified nutritious foods and develop Communities are open to producing e.g. indigenous vegetables, and project can source appropriate seeds (A)
Output 3.1.1: Community-based resilience and adaptation plans developed through community-based participatory approaches	# community-based resilience and adaptation plans in targeted areas # cost-benefit analyses on concrete community adaptation measures	0 - Climate risks and adaptation are not integrated into local community action plans No existing research on adaptation costs/benefits in targeted districts	MT: At least half of targeted villages have local adaptation plans End: 21 plans MT: End: Cost-benefit analyses carried out for each adaptation measure	List of community-based resilience and adaptation plans Report on cost-benefit analyses	There is a risk that communities may consider FFA activities as social safety net programme and not take much interest in its continuity beyond the project.
Output 3.1.2: Community nutrition-sensitive productive assets and other livelihood resources developed to support climate risk reduction and adaptation measures	# community productive assets created through the project # of target HHs (M/F headed) with natural and physical livelihood assets created and improved Total amount of cash transferred to targeted beneficiaries	0 0 0	MT: 105 community assets established End: 105 community assets established MT: 11,500 households (50%) End: 23,000 households	Project reports, site visits and attendance records Project reports Final evaluation Project reports Final evaluation	Adequate monitoring oversight and fiscal control mechanisms in place for effective payment delivery through existing village service delivery and farmer organizations

<i>Component 3: Strengthened resilience at community level through community-based concrete adaptation measures and improved food systems</i>					
Outcome/Outputs	Indicator	Baseline	Target	Source of verification	Risks and assumptions
			MT: USD 1,250,437.50 End: USD 2,500,875.00		
Output 3.1.3: Established market linkages for sustained income generation activities	# smallholder farmers supported/trained on reducing post-harvest losses	0	MT: 1,500 End: 3,000 farmers in 3 districts	Mid-term & final project evaluations	Severe recurrent drought during project implementation might limit ability of smallholders to produce surplus, despite adaptation measures (R) Data can be collected to measure post-harvest losses (A) Farmers are motivated to cooperate in order to generate volumes to meet demand (A)
	# Value chain analysis studies for district-relevant drought-resistant crops	0	MT: 2 End: 4	Supply chain reports	
	Quantity of food procured from local farmers	0 MT at baseline	MT: 0 End: 500 MT direct purchase (mainly beans)	Project reports	
	Quantity of fortified food including complementary foods and special nutrition products purchased from local suppliers for school feeding	0 MT at baseline	MT: 0 End: Processed fortified foods – 2,500 MT (maize and sorghum meal)	Project reports	

Annex 10: List of Acronyms

CAS	Community Asset Score
CBPP	Community Based Participatory Planning
CD	Country Director
CFA	Cash for Assets
CGP	Child Grand Programme
CHS	Community and Household Survey
CO	Country Office
CP	Country Programme
CSI	Coping Strategy Index
CSP	Country Strategic Plan
DCD	Deputy Country Director
DEQAS	Decentralized Evaluation Quality Assurance System
DMA	Disaster Management Authority
EB	Executive Board
EC	Evaluation Committee
ECHO	European Commission Humanitarian Aid
EM	Evaluation Manager
ER	Evaluation Report
ERG	Evaluation Reference Group
FAO	Food Agriculture Organization
FCS	Food Consumption Score
FFA	Food Assistance for Assets
FFW	Food for Work
FGD	Focus Group Discussions
FNCO	Food and Nutrition Coordinating Office
FNG	Fill the Nutrient Gap
GAM	Global Acute Malnutrition
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
ICA	Integrated Context Analysis
ICM	Integrated Catchment Management
ICRAF	International Centre for Research in Agroforestry
IR	Inception Report
KAP	Knowledge, Attitude and Practices
LVAC	Lesotho Vulnerability Assessment Committee
M&E	Monitoring and Evaluation
MFRSC	Ministry of Forestry, Range and Soil Conservation
MR	Management Response
MT	Metric tonnes
NCCAR&CS	National Climate Change Awareness Raising and Communication Strategy
NCI	National Capacity Index
NGO	Non-Governmental Organization
NISSA	National Information System for Social Assistance
OpEv	Operation Evaluation
OEV	Office of Evaluation
PRRO	Protracted Relief and Recovery Operation
QA	Quality Assurance
QS	Quality Support
RB	Regional Bureau
REO	Regional Evaluation Officer

RVCC	Responding to Vulnerability and Climate Change
SBCC	Social and Behaviour Change Communication
SO	Strategic Outcome
TICSP	Transition Interim Country Strategic Plan
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDSS	United Nations Department of Safety and Security
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VAM	Vulnerability Analysis and Mapping
WAMPP	Wool and Mohair Promotion Project
WLSA	Women and Law in Southern Africa, Research and Educational Trust
WFP	World Food Programme