



RVAA

Regional Vulnerability Assessment
& Analysis Programme

Informing resilient livelihoods

Terms of Reference

Joint Final Evaluation of the SADC Regional
Vulnerability Assessment and Analysis (RVAA)
programme [March 2017 to March 2022]

February 2021

Commissioned by:



Foreign, Commonwealth
& Development Office



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
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1. Introduction

1. These Terms of Reference (ToR) are for the joint final evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme 2017-2022. This joint thematic final evaluation will cover the period from May 2017 to June 2021 and the evaluation team is expected to determine the extent to which the programme has achieved or is likely to achieve all its targets by 2022. The evaluation will take place from March to August 2021.
2. This final evaluation is jointly commissioned by the SADC Secretariat, Foreign Commonwealth & Development Office (FCDO) and the Swiss Agency for Development and Cooperation (SDC), Landell Mills (LM) and the United Nations World Food Programme (WFP).
3. Considering the anticipated widespread disruptions caused by the COVID-19 pandemic, the evaluation team will develop a COVID-19 compatible process that is responsive to rapidly changing contexts in SADC Member States and does not compromise independence and impartiality.
4. The goal of the RVAA programme is to support resilient and sustainable rural and urban livelihoods, environments and institutions in reducing poverty and enhancing well-being in the SADC Region by strengthening and institutionalizing the region's vulnerability analysis and assessment system. The programme is coordinated by the SADC Secretariat's Disaster Risk Reduction Unit (DRRU) in the Office of the Executive Secretary through the Deputy Executive Secretary for Regional Integration. The first phase of the programme was from 2006 to 2011. The second Phase was from 2012 to 2016. The third phase, just like the previous one, is also funded by the FCDO and the SDC. WFP is supporting the SADC Secretariat in the technical implementation of the RVAA Strategic Plan 2017-2022 while Landell Mills is supporting the institutionalization component of the RVAA Programme.
5. These ToR were prepared based on an initial document review and consultation with stakeholders and following the WFP standard template for decentralized evaluations. The purpose of the ToR is threefold. Firstly, it provides key information to the evaluation team and guides them throughout the evaluation process; and secondly, it provides key information to stakeholders about the scope, implementation and management of the final evaluation. Lastly, the ToR clarify the roles and responsibilities of key stakeholders in the joint evaluation process.

2. Reasons for the Evaluation

2.1. Rationale

6. The SADC RVAA joint final evaluation is being commissioned in response to the contractual evaluation needs of the respective contribution agreements. Additionally, although the current cycle of the programme is coming to an end, findings from the final evaluation are intended to inform strategic and operational decision making about future programming, implementation modalities, strategic orientations, partnerships and sustainability.
7. Therefore, the evaluation is being commissioned to meet accountability requirements as well as for learning and strategic planning purposes.
8. The results and recommendations from the evaluation will be used by the SADC Secretariat, Member States, donors and key programme stakeholders, including service providers (WFP Johannesburg Regional Office and Landell Mills), to improve and strengthen future SADC RVAA programming.

2.2. Objectives

9. This joint evaluation serves the dual and mutually reinforcing objectives of accountability and learning. Given the requirements of the programme equal weight is placed on accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the SADC RVAA programme.
 - **Learning**–The evaluation will determine the reasons why certain activities led to certain results or not, to draw lessons, derive good practices and pointers for further learning. It will provide evidence-based findings to inform operational and strategic decision-making about future programming and design of the RVAA system. Findings will be actively disseminated, and lessons will be incorporated into relevant knowledge management systems.
10. The evaluation will provide an independent assessment of the performance of the RVAA programme, paying attention to its results measured against its objectives as well as any unintended (positive or negative) results.
11. As such, the evaluation will determine the extent to which the programme has achieved its key intermediate outcomes of increased legitimacy, credibility and influence of the RVAA system. This will include determining

the extent and the ways in which this has contributed to the final outcome of *“Institutionalised and sustainable VAA systems that enhance emergency and developmental responses at national and regional levels”*.

12. The specific objectives for this evaluation are:

- To provide an objective/impartial assessment of whether planned outputs have been delivered and whether or not the outputs have led and/or contributed to the achievement of the anticipated outcomes;
- To understand the processes/mechanisms by which the programme led to or contributed to outcomes;
- To examine programme achievements, identify reasons why the achievements have been/not been made, identify any broader consequences, positive or negative, intended or unintended, which have occurred as a result of the programme;
- To determine the extent to which the programme implemented the recommendations from the mid-term review;
- To examine progress in terms of sustainability of the RVAA system beyond the current donor funding;
- To provide recommendations on future programming, implementation modalities, strategic orientations, and partnerships.

13. It is anticipated that there is high possibility of the COVID-19 pandemic and associated lockdowns and travel restrictions having an impact on the evaluation process. Therefore, to ensure that the objectives of the evaluation are adequately met, the evaluation team is expected to develop a COVID compatible evaluation design that utilizes remote data collection and/or limited in-country travel. The evaluation team will be required to also outline how it will mitigate potential risks and limitations of remote data collection

2.3. Stakeholders and Users

14. The primary users of this evaluation are the SADC Secretariat, Member States, FCDO, SDC, WFP and Landel Mills as well as international cooperating partners (FAO, WFP, ARC, UNICEF, OCHA, OXFAM, World Vision and FEWSNET).

15. International cooperating partners (ICPs) are key partners for the implementation of the RVAA programme and they bring complementary support and technical expertise to support National Vulnerability Assessment Committee (NVAC) capacity strengthening. They are members of Technical working groups (TWGs) which have become an integral parts of the SADC RVAA system’s implementation structure. TWGs are formally established and mandated by the Regional Vulnerability Assessment Committee (RVAC) to broaden and deepen various technical aspects of the RVAA system that require greater and dedicated specialised attention to develop and/or support implementation of¹.

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

Table 1: Preliminary Stakeholder analysis

Stakeholders	Interest in the evaluation
Steering Committee (STEERCOM)	The RVAA STEERCOM is the supervisory authority of the programme and as such provides high-level oversight, guidance and strategic direction to RVAA programme work. It is comprised of Permanent Secretaries of lead Member State Ministries that house VAA secretariats/coordination units. The STEERCOM has an interest in being informed about the effectiveness of RVAA programme work, progress towards policy uptake of VAA products and institutionalization of the VAA system across Member States. Key findings from this evaluation will be presented to the STEERCOM and will feed into strategic decision-making and learning processes. Findings that provide insight into future implementation modalities, strategic orientations and partnerships will also be of interest to the STEERCOM.
Regional Vulnerability	The RVAC is responsible for technical co-ordination of VAA programme activities and advises the programme Steering Committee on technical and strategic

¹ There are four technical working groups (Nutrition, HIV/AIDS and Gender TWG; Urban and markets TWG; Data and Information TWG; Integrated Food Security Phase Classification TWG)

Assessment Committee (RVAC)	<p>issues. The RVAC has an interest in being informed about progress towards achieving results including programme successes and key challenges, as well as insights and inputs into future implementation modalities, strategic orientations and partnerships. Recommendations from the evaluation to improve programme performance will be presented to the RVAC for collective decision-making where appropriate. Additionally, the RVAC will serve a vital role in building technical, institutional and programmatic consensus to ensure timely management response to the evaluation recommendations. RVAC members will be consulted from the planning phase of the evaluation to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p>
SADC Secretariat	<p>The SADC Secretariat is responsible for oversight of programme quality and is the custodian of the RVAA Monitoring and Evaluation Framework. SADC has interest in the independent and impartial account of the operational performance of the RVAA programme as well as in learning from the evaluation findings to apply this learning at a regional level and to support application at a national level. The secretariat also has interest in the lessons that emerge from the evaluation about programme delivery mechanisms and the efficacy of activities; modalities and strategies in increasing harmonisation of VAA methods and approaches in the region, institutionalization, sustainability and innovation. Evaluation findings that provide insight and input into future implementation modalities, strategic orientations and partnerships will also be of interest to SADC.</p>
National Vulnerability Assessment Committee (NVAC)	<p>NVACs are inter-agency, multi-sectoral committees that are established under the leadership of national governments in member states (MS). They are responsible for the planning and implementation of VAA processes at country level. NVACs have a direct stake in the evaluation and an interest in learning from experience to inform their decision-making. They are also called upon to account for the programme's performance and achievement of results as outlined in the RVAA logframe. Additionally, they have a stake in determining whether RVAA programme delivery mechanisms are appropriate and effective. As such, active and substantive NVAC participation in the evaluation process and their respective perspectives will be sought.</p>
SADC Member States (MS)	<p>Member States have a direct interest in knowing whether RVAA programme activities are aligned with national priorities, harmonised with the action of other partners and meet the expected results. Findings, recommendations and key lessons from the evaluation that are related to policy uptake, institutionalization and sustainability will be of particular interest.</p>
RVAA Programme Management Committee (MANCO)	<p>The programme management committee (MANCO) is responsible for providing direction for operational and programme management issues. It is comprised of the SADC Secretariat Programme Coordinator, the FCDO programme representative, the SDC programme representative and service providers (WFP and Landell Mills). The MANCO has a direct stake in the evaluation and the actionable management information it will provide. It has a keen interest in knowing about the achievement of programme outcomes, a deeper understanding of the effectiveness and efficiency of programme delivery mechanisms.</p>
International Cooperating Partners (ICPs) & Key Stakeholders	<p>ICPs are key partners for the implementation of the RVAA programme while at the same time having their own interventions. They bring complementary support to the programme and have an interest in ensuring that the VAA processes are robust and relevant to the needs of the region. ICPs currently comprise representatives of FAO, WFP, ARC, UNICEF, OCHA, OXFAM, World Vision and FEWSNET. They have an interest in understanding programme performance and whether harmonized action has led to the achievement of programme results. Furthermore, they have a direct interest in lessons and recommendations pertaining to how their role can be further strengthened and expanded to support future programme modalities beyond the current programme cycle.</p>
Donors	<p>The RVAA programme is jointly funded by the UK Foreign Commonwealth Development Office (FCDO) and the Swiss Agency for Development and Cooperation (SDC). They have an interest in an independent assessment of the</p>

	achievement of programme results as well as the sustainability of the programme. Additionally, the findings, recommendations and key lessons from the evaluation that are related to policy uptake, institutionalization and sustainability will be of particular interest.
Service Providers (WFP & Landell Mills)	Two service providers have been appointed to support the implementation of the RVAA programme. The United Nations World Food Programme (WFP) is the technical assistance service provider (TSP) and Landell Mills is the institutionalization service provider (ISP). The evaluation provides an opportunity for the assessment of their activities and their contribution to the achievement of results. Additionally, findings and recommendations that identify and clarify future programme modalities and support areas beyond the current programme cycle will be of interest.

17. To ensure accountability to affected populations, programme stakeholders are committed to substantive inclusion and participation of beneficiaries as key stakeholders in the programme and in the evaluation. In the SADC RVAA programme, National Vulnerability Assessment Committees and their members are direct beneficiaries whilst national and regional actors such as users of VAA products, policy makers and decision makers are indirect beneficiaries. The evaluation will ensure participation and consultation of direct and indirect beneficiaries including women and men from different groups.

3. Context and subject of the Evaluation

3.1 Context

18. The Southern African Development Community (SADC) region continues to be afflicted by natural hazards that adversely affect food security, vulnerability and livelihoods. Southern and Eastern Africa has been particularly badly hit by drought and floods during this century including the extended El Niño. The proportion of food insecure households in the region remains high despite improved food production in some Member States. According to SADC vulnerability data, close to 44.8 million people in both urban and rural areas of Southern Africa are food insecure. Since 2015 the number of food insecure people in the SADC region has remained above 25 million and has been on a gradually increasing trend². Refer to **Annex 1** Southern Africa regional food and nutrition insecurity snapshot
19. The trend of increased food insecurity recorded over the last five years suggests that food insecurity is not simply a transitory phenomenon caused by short term, climatic shocks. The persistently high numbers indicate a deeper problem that goes beyond the impact of natural hazards to more structural underlying causes of vulnerability. Additionally, it is expected that the COVID-19 pandemic further exacerbated the high levels of food and nutrition insecurity in the region. This requires more complex and broadened vulnerability assessment and analysis (VAA) in the light of climate change, poverty reduction and resilience building.
20. There have been efforts to address the burden of HIV and AIDS in the region as demonstrated by the declining number of people who are newly infected with HIV, as well as by the decline in AIDS-related deaths. However, the region continues to experience the most severe HIV epidemic in the world. Eight countries - Botswana, Lesotho, Mozambique, Namibia, South Africa, eSwatini, Zambia and Zimbabwe - have adult HIV prevalence rates of over 10%. At an estimated 27%, eSwatini had the highest HIV prevalence in the world, followed by Lesotho (24%) and Botswana (23%) in 2018³. Food insecurity is a critical barrier to adherence to antiretroviral treatment (ART) and retention in care among HIV- and TB-infected adults, HIV-infected pregnant women and their HIV-exposed infants. There is growing evidence that links food and nutrition security with an increase in health-seeking behaviour, adherence to HIV and TB treatment, reduction in morbidity, prevention of transmission among adolescent girls and reduction in mortality among people living with HIV/AIDS.
21. Climate change risks for the SADC region are serious and exacerbate the factors affecting vulnerability. SADC countries are especially vulnerable to climate change because of dependency on subsistence agriculture, with over 95% of regional agriculture being rain fed. The Intergovernmental Panel on Climate Change (IPCC 2014) has identified rising trends for the African continent in annual mean, maximum and minimum temperatures

² <https://www.sadc.int/news-events/news/sadc-member-states-urged-strengthen-mechanisms-mitigate-impact-covid-19-45-million-people-across-region-face-increasing-food-ins/>

³ <https://www.sadc.int/news-events/news/sadc-member-states-urged-strengthen-mechanisms-mitigate-impact-covid-19-45-million-people-across-region-face-increasing-food-ins/>

during 1950-2000. And by the end of the 21st century, temperatures are projected to increase by 3-6°C under the IPCC high emission scenario. Important transboundary water resources are affected by climate change, and major rivers could become regional sources of tension.

22. **Angola:** Over the years the country has experienced multiple shocks and challenges including drought in the southern provinces, service and product price increases, increasing malnutrition rates as well as urban-rural migration, particularly of youth. Between October 2019 and February 2020, an estimated 562,000 people were in IPC 3 or higher in the southern provinces of Cunene, Huila and Namibe. As per satellite imagery, about 1.7 million people were exposed to drought/lack of rain in Angola, of whom 1 million may experience food insecurity during the 2020/2021 period. In February/March an assessment was conducted in the two municipalities in the Bie Province⁴.
23. **Democratic Republic of Congo:** Apart from agricultural constraints, the country faces armed conflicts and natural disasters (floods) which cause population movements mainly in the eastern part of the country (5 million people are internally displaced in DRC). On top of this volatile security situation, a prolonged humanitarian crisis is affecting food security, nutritional status, epidemics of measles, cholera, and malaria in addition to Ebola virus disease (EVD). Chronic food insecurity is increasing and correlated with malnutrition and shocks that disrupt access to food markets. According to the Integrated Food Security Phase Classification (IPC), about 13 million people suffer from acute food insecurity and would be classified in phase of food crisis and acute livelihoods. A basic well-being survey showed that around 1 in every 2 households in DRC are affected by food insecurity, 16.4% of which severely so. About 52% of households allocate more than 65% of their monthly expenses to the purchase of food⁵.
24. **Botswana:** Rainfall distribution was very poor during the 2018/19 rainfall season and temperatures above normal. The number of people permanently and temporarily destitute was 38,300, which was 9.3% higher than the previous year. The Government assisted with food baskets, cash and clothing. The percentage of children underweight increased to 4.3%. The government continued with direct feeding in localities with high rates of total underweight (10% and above); and with the introduction of special food baskets to children at all mobile shops in needy districts⁶.
25. **eSwatini:** Delayed onset of the rainfall season and dry spells in November and December 2020 led to a delayed start of the farming season, negatively impacting on food production. Unusually high commodity prices further restricted food access and exacerbated the already compromised food availability in most poor households, further heightening their poverty levels. An estimated 335,000 people in rural areas are in IPC 3+, which constitutes 38% of the rural population of Eswatini. Furthermore, the impact of COVID-19 has been felt across economic sectors. Loss of employment due to the lockdown has resulted in reduction of incomes, impacting negatively on households' ability to purchase food and farm inputs⁷.
26. **Lesotho:** Between October 2019 and March 2020, about 30% of the rural population – 433,410 people – required humanitarian assistance, compared to 18% in 2018. In addition, 13.3% of the urban population – 75,000 people – also required humanitarian assistance, compared to 9.2% in 2018. In 2020 the country experienced numerous shocks and stressors including severe drought in October/November 2019 – rains were received in December at the end of the planting period; high food prices; COVID-19 and the lockdown, which also caused job losses adding to already high unemployment as well as restricted movement for individuals and entrepreneurs; especially to and from South Africa to access some commodities. Several assistance interventions are ongoing. However, food insecure people are likely to increase further due to decreased livelihoods opportunities like remittances, loss of employment, decreased income from livestock sales as well as increased commodities prices. Poorer households are anticipated to employ coping strategies that are not acceptable if immediate action is not taken⁸.
27. **Madagascar:** The country experienced multiple crises such as drought, floods and epidemics. Southern Madagascar has experienced drought conditions, significantly affecting the harvest and disrupting food stocks

⁴ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

⁵⁵ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

⁶ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

⁷ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

⁸ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

and household livelihoods. According to African Risk Capacity (ARC), in April 2020 the drought affected 1,468,717 people in the 8 districts of the south. According to the April 2020 IPC update, between April and July 2020, 554,000 people (24% of the population in the most vulnerable southern districts) are expected to be in "crisis" and "emergency" situations "(IPC phase 3+) of acute food insecurity. The districts of Ampanihy and Tsihombe are the most affected, with 25% of households expected to be in phase 3 (crisis) and 5% in phase 4 (emergency)⁹.

28. **Malawi:** is currently experiencing a slowdown in economic activity due to both the domestic and global impacts of the COVID-19 pandemic. Despite Malawi receiving above-normal rains across the country. However, most southern districts experienced early cessation of rains, which affected late planted crops. Fall army worm and African army worm was also observed. Overall, the food situation in the country is improved from last year, with most districts having less than 3% of households that currently food insecure. The most recent nutritional standardized monitoring and assessment of relief and transition (SMART) survey conducted in July 2019 shows that the overall national prevalence of global acute malnutrition was low at 0.5%, which falls within "acceptable" levels according to WHO classification. The impact of COVID-19 may reverse this trend. Once finalised, the MVAC VAA report will inform the humanitarian response during the 2020/2021 consumption season. To shield vulnerable people from the impact of COVID-19, the Government has conducted cash transfers (four months upfront) to 291,235 rural households, who received at K7,000 (USD 10) per month from March to June 2020¹⁰.
29. **Mauritius:** has recently been reclassified by the World Bank as a high-income country. Mauritius remains a net food importer. It imports 77% of food requirements, exposing it to international pressures, such as fluctuating freight prices, exchange rate fluctuations and sourcing concerns. About 40% of the country's land is used for crop cultivation, of which about 90% is sugarcane, with the remaining land planted with tea, tobacco and a small number of food crops. With climate change, rainfall patterns have changed, leading to longer periods of dry season and huge rainfalls during short periods. These extreme weather events put further pressure on the agricultural sector, thus exacerbating food insecurity in Mauritius. The COVID-19 pandemic and lockdown has led to the country's first recession in 40 years, mainly due to the halt in tourism, which accounts for 25% of gross domestic product¹¹.
30. **Mozambique:** About 80% of Mozambicans reside in the rural areas and depend on agriculture, livestock, hunting, forestry and timber harvesting - activities often affected by the effects of climate change (drought, irregular rainfall, floods, etc.) and pest infestations, as well as crop and animal sicknesses. The population residing in urban and peri-urban areas relies on informal trade activities, a sector hard hit by the COVID-19 lockdown. Mozambique's Technical Secretariat for Food Security and Nutrition (SETSAN) was unable to carry out regular assessments in February-March 2020 due to the COVID-19 lockdown. Instead a pilot study on the status of acute food insecurity in the context of COVID-19 was undertaken in the cities of Maputo and Matola in April 2020. It found that currently, 15% of people living in the two cities are in IPC Phase 3 (crisis), meaning 365,000 people need humanitarian assistance¹².
31. **Namibia:** Although the country had a good harvest in 2020 it is affected by poor global and local economic performance; prolonged drought in parts of the country as well as the continued effects of the COVID-19 lockdown (price increases, job losses, reduced access to food, reduced access to remittances, etc.). Based on the IPC projections of October 2019, an estimated 354,000 Namibians are in IPC Phase 3 (crisis). These figures are expected to rise especially in urban settlements due to the COVID-19 impact. Assessments are currently underway to estimate food insecurity between January 2020 and March 2021¹³.
32. **South Africa:** Despite the disruptions brought about by the COVID-19 pandemic, the country can meet its national food requirements. Drastic measures to manage COVID-19 included a 21-day national lockdown to curb the spread of coronavirus in the country. The country has been battling economic challenges for nearly ten years, such as the sluggish growth, deteriorating public finances, mass unemployment and power outages. The household income pressure caused by the national lockdown has become a reality of many South African households. This has a negative impact on affordability and accessibility of food. Indications are that the economic impacts of COVID-19 have dramatic effects on the well-being of families and communities. About

⁹ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹⁰ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹¹ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹² SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹³ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

3,370,177 households faced food access problems in 2018, of which 1,664,770 were male-headed and 1,705,406 female-headed¹⁴.

33. **United Republic of Tanzania:** For the 2019/2020 consumption year, the country experienced some shocks likely to reduce food production, (COVID-19 pandemic and lockdown; Heavy rains which led to floods, destruction of transportation infrastructure, property loss and water logging in some areas of the country; Outbreak of crop pests such as quelea (birds) and fall armyworm in some areas of the country). Generally, food availability is sufficient and stable countrywide. Rice and maize yields are expected to increase by 6% from last year. Food stocks and accessibility are expected to increase at household level in the 2020/21 consumption year. Prices of major staple food commodities, i.e. maize, rice and beans, have been declining since June 2020. Good rainfall performance and availability of pasture has also contributed to livestock population increase¹⁵.
34. **Zambia:** Preliminary 2018/19 assessment findings indicated that about 19% of the rural population – 1,724,614 people - would require urgent assistance to protect their livelihoods and reduce food consumption gaps. About 16% of the rural population was already in IPC Phase 3, marginally able to meet minimum food needs but only by depleting essential livelihood assets or through crisis-coping strategies. An estimated 3% were in IPC Phase 4 and facing large food gaps. In the three most affected districts, the number of households in IPC Phase 4 was expected to increase as people resort to selling their livestock (a livelihood asset). In the projected period - October 2019 to March 2020 - an estimated 2,330,182 people were estimated to be in IPC phase 3 and 4¹⁶.
35. **Zimbabwe:** In 2019 poor rainfall and extended dry spells exacerbated poor economic performance and the limited availability - or unaffordability - of agricultural inputs for most communal farmers. The Fall Armyworm, livestock diseases and Tropical Cyclone Idai also impacted livelihoods and agricultural production. Cash shortages remained the most prevalent shock experienced by households (81.5%) followed by changes in cereal prices (78.8%) and drought (75.9%). Most households (53%) were consuming borderline to poor diets – an 8% increase from 2018. The 2019 national global acute malnutrition is 3.6%, an increase from 2.5% in 2018. The highest prevalence is in Mashonaland East (4.4%) and lowest in Midlands (2.3%). There was also an increase in the proportion of households with at least one member living with HIV/AIDS: from 12% in 2018 to 27% in 2019. Between January and March 2019, an estimated 59% of the rural households were cereal insecure – about 5.53 million people. Assistance required amounts to 818,323 tons of maize, costed at USD 217.66 million. The COVID-19 lockdown has affected most urban households' livelihoods and is likely to worsen the food and nutrition security status. Furthermore, households with livelihood options such as petty trade, vending, casual labour, skilled trade and own businesses were likely to experience the most impact of no trade during the lockdown period¹⁷.
36. Based on a review of available monitoring data as well as consultation with programme stakeholders during the inception phase, the evaluation team will produce a table which provides a comparative outline of the status of VAA in each Member State. This will be used to inform sampling as required.

3.1 Subject of the evaluation

37. Since the RVAA system was established in 1999, NVACs have been established in 14 of the 16 SADC Member States, with NVACs yet to be established in Mauritius and Comoros. Information generated by NVACs is expected to be credible and to play an important role in informing policy and programming. While information on acute food and nutrition vulnerability is frequently generated, little information has been generated on chronic food and nutrition vulnerability. The RVAA Programme's 2017-2022 Strategic Plan aims to address this gap by broadening the scope of NVAC assessments to provide more comprehensive assessment and analysis of the causes of chronic vulnerability, especially in the light of climate change.
38. The RVAA Strategic Plan 2017-2022 focuses on:
 - Consolidating and protecting the gains made by the programme;
 - Broadening and deepening the scope of the RVAA to include chronic vulnerability, poverty reduction, resilience, gender, HIV and Aids, nutrition and climate change;

¹⁴ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

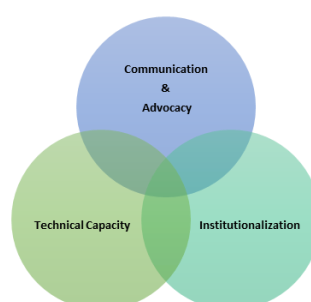
¹⁵ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹⁶ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

¹⁷ SADC Synthesis Report on the state of food and nutrition security and vulnerability, Southern African Development Community (SADC), July 2020, https://www.sadc.int/files/3715/9644/8328/Synthesis_Report_2020_EN.pdf

- Strengthening the existing vulnerability assessment and analysis process; and
 - Contributing to the institutionalization of these processes in national systems (including full funding and ownership) within the SADC region.
39. The goal of phase III of the RVAA Programme 2017-2022 is to support resilient and sustainable rural and urban livelihoods, environments and institutions in reducing poverty and enhancing well-being in the SADC Region. The key outcome for this phase is *"Institutionalised and sustainable VAA systems that enhance emergency and developmental responses at national and regional levels"*.
 40. In 2019 a comprehensive midterm review of the programme was completed, and a set of management actions was identified to ensure course correction and programme improvement (refer to **Annex 2** SADC RVAA Midterm Review poster). The review put forward a set of thirteen recommendations across all three programme components as well as programme management related recommendations. Key recommendations from the MTR included the streamlining of regional support services and revision of the programme Theory of Change to identify high impact priority areas so that there is focus on a small number of key lines of support in both the technical and institutionalisation workstreams. Additionally, a review of modalities for support provision by service providers to ensure that support is tailored for each MS context and that the programme provides coherent, integrated and value adding support. To ensure sustainability it was recommended that Phase Out Plans should be developed for each MS and maximization of the cost-effectiveness of assessments post-2021 be explored.
 41. Additionally, the MTR recommended that strategy development support be prioritised in all member states and that the offer of backstopping to MS should be repackaged into a coherent and tangible service offer around Strategic Planning and M&E systems development informed by the RIST learning agenda on effective institutionalisation strategies.
 42. To secure sustainable results in terms of use, uptake and influence of VAA products the MTR recommended that the RVAA communications and advocacy strategy must be based on a coherent and explicit advocacy agenda and that it be complemented by regional and national advocacy activities for the uptake and use of VAC findings and the production of influencing documents about the causes and consequences of rising vulnerability levels, and the nature and urgency of the problem.
 43. Progress of implementation of the mid-term review recommendations as well as the implementation of the programme has been affected by the advent of the COVID -19 pandemic and associated travel restrictions. Through a series of reflective exercises including two commissioned studies the programme is engaged in deliberate reflection on the status of implementation and programme delivery in light of the disruptions caused by the COVID-19 pandemic.
 44. The RVAA Programme Theory of Change and Logframe (refer to **Annex 3** SADC RVAA programme Theory of Change) were revised in line with the recommendations of the RVAA midterm review. The revised RVAA ToC was approved by the RVAC at its Annual Organizational Meeting in Dar es Salaam, Tanzania in February 2020.
 45. As outlined in the revised RVAA Theory of Change (ToC) legitimacy, credibility and influence of the RVAA system have been identified as the key interrelated intermediate outcomes required to ensure achievement of the final outcome. In line with the causal pathways articulated in the revised RVAA ToC this phase of the programme is comprised of three interrelated components at national and regional levels, which are underpinned by regional coordination and leadership:

Figure 1: 2017-2022 RVAA Programme components



46. All programme components are implemented across all SADC MS where NVACs have been established. The technical capacity component focuses on capacity strengthening to ensure that credible, high quality assessments are produced by each NVAC in a timely manner. The institutionalization component aims to enhance the legitimacy and sustainability of the VAA system by supporting NVACs to be incorporated into government administrative and financial structures. The communications and advocacy component seeks to increase the influence of the VAA system by facilitating increased access, use and uptake of VAA information and products. The RVAA Programme is coordinated by the SADC Secretariat's Disaster Risk Reduction Unit (DRRU) in the Office of the Executive Secretary through the Deputy Executive Secretary for Regional Integration. FCDO and SDC have provided a five-year budget of USD 11,649,741.
47. In May 2017, FCDO and SDC appointed WFP as the technical assistance service provider (TSP) and the STEERCOM approved. WFP is responsible for facilitating and providing RVAA support to the SADC Secretariat and Member States through the RVAA Technical Support Team (RTST) that has been deployed within the DRR Unit. The RTST plans and prioritizes technical support activities to ensure that all Member States are supported as per the Steering Committee approved workplan. WFP is responsible for managing the financial contributions for the technical assistance scope of work.
48. The regional institutionalization support team (RIST), Landell Mills, was recruited by SDC in June 2018 to support the institutionalization component of the RVAA programme. Landell Mills is responsible for supporting the SADC Secretariat and Member States in identifying strategies for the future of the VAA programme in national and regional policies and structure. Landell Mills is responsible for managing the financial contributions for the institutionalization scope of work.
49. In July 2018, an evaluability assessment of the programme was conducted to ensure that the prerequisites are in place for the programme to be reliably and credibly evaluated and recommendations were made to strengthen monitoring and evaluation of the programme.
50. An independent final evaluation of Phase II of the RVAA Programme 2012—2016 was not conducted, however a Policy Impact Study and an Outcomes Evaluation were undertaken, and they identified key opportunities and areas of improvement which have informed phase III of the programme.
51. The above stated reports as well as relevant programme documentation will be made available to the evaluation team and will be included in the document library for the evaluation.

4. Evaluation Approach

4.1 Scope

52. Building on the comprehensive RVAA midterm review, this evaluation will assess all three programme components (technical capacity, institutionalization, communication & advocacy) across the 16 member states with a focus on determining the outcomes achieved by the programme including an examination of how and why the programme contributed to observed changes.
53. The specific programme outcomes and outputs are described in Annex 5: RVAA Programme 2017-2022 Theory of Change. Annex 8: RVAA Programme 2017-2022 Logframe provides details of indicators, targets and baseline values for the programme. To ensure that all evaluation questions are effectively addressed both direct and indirect beneficiaries will be engaged and consulted to understand what and how outcomes have been achieved.
54. To maximise the utility of the evaluation, major findings are required by stakeholders before August 2021. As a result, the joint final evaluation will cover the period from May 2017 to June 2021. The evaluation is expected to assess the extent to which the programme has achieved or the likelihood of the programme achieving all its targets by March 2022.

4.2 Evaluation Criteria and Questions

55. The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Impact, Sustainability. In line with stakeholder evidence needs and interest, Value for Money is an additional criterion which will be applied in this evaluation. Given the interests and evidence needs of the key stakeholders of this joint evaluation, the selected criteria have equal weighting.
56. Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting

the key lessons and performance of the SADC RVAA programme, which could inform future strategic and operational decisions. Gender Equality and empowerment of women should be mainstreamed throughout.

Table 2: Criteria and evaluation questions

Criteria	#	Evaluation Questions
Relevance	1	Is the RVAA Programme aligned with the needs, priorities and policies of Member States and of SADC across the region?
	2	To what extent is the design of the programme, its components and expected results as outlined in the TOC relevant to the achievement of the stated final outcome”
	3	Has the RVAA Programme been able to adapt and be responsive to emerging needs and changing contexts?
Effectiveness	1	To what extent has the programme achieved the planned outputs and have these led to or likely to lead to achievement of the outcomes of the RVAA Programme?
	2	Has VAA capacity been strengthened and institutionalized?
	3	Is there evidence of increased legitimacy, credibility and influence of the RVAA Programme at national and regional levels?
	4	To what extent has the programme been responsive to changing operational context including disruption and unexpected shocks? (Conflicts, COVID 19 pandemic etc.)
	5	What internal and external factors enabled or constrained the achievement of programme results?
	6	What are the key achievements and challenges of the technical assistance offered by WFP and Landel Mills?
Value for Money	1	Has RVAA delivered VfM? Elements to consider include economy, efficiency, cost-effectiveness and equity. What has been achieved at what cost?
Sustainability	1	To what extent have NVACs/VAA been integrated into national systems and processes (administrative, financial structures, planning, information systems etc)?
	2	How sustainable is the RVAA system beyond the current donor funded cycle?
Impact	1	What are the positive and/or negative, intended and unintended effects of the RVAA programme?
	2	Has the RVAA Programme influenced emergency and developmental policy and programming?

57. During the inception phase, the evaluation team will assess the feasibility of the proposed scope, proposed methodology and the most appropriate sampling based on data availability, time and budget. The evaluation team will be expected to develop a full evaluation framework detailing how the evaluation questions will be answered and which data sources/evidence will be drawn on to answer them. The evaluation team is required to develop a COVID-19 compatible process that is responsive to prevailing contexts in Member States.

4.3 Data Availability

58. Key findings of the 2018 evaluability assessment indicate that across the three programme components the necessary prerequisites for evaluation exist. A key recommendation from the assessment was the strengthening of the coherence of the programme design through greater conceptual clarity about programme components as well as explicit articulation and clarification of linkages and dependencies between different programme components. Additionally, explicit articulation of key measures for institutionalization and sustainability as well as alignment of monitoring and evaluation efforts at different levels. Furthermore, although there is clarity in the programme about the data to be collected and the ways in which it will be made available, the assessment found that there are constraints in monitoring and evaluation and resources at national level that hinder the ability of the programme to implement a robust RVAA programme M&E system.

59. In line with the recommendations of the evaluability assessment the programme developed and further clarified the theory of change, the logframe was reviewed to explicitly articulate the measures for institutionalization and NVAC M&E focal points were appointed.

60. As outlined in the RVAA Monitoring and Evaluation Framework, routine monitoring data has been collected across Member States, these include the RVAA Activity Trackers, RVAA Functionality Scorecards, RVAA Institutionalization Index, episode studies as well as annual programme performance reports. Due to M&E capacity constraints in Member States, there are limitations in the quality and consistency of reliable monitoring data across Member States.

61. The evaluation team will be provided with a range of documents for review as part of the inception including the SADC RVAA 2017-2022 Strategy and Funding Proposal and associated standard programme frameworks, monitoring reports and updates.
62. There are also a variety of national and regional data sources such as Annual Vulnerability Assessments, Regional synthesis reports as well as numerous Knowledge Assets and RVAA information and communication products. RVAA Programme data and documentation is available on a central repository.
63. Concerning the quality of data and information, the evaluation team should:
 - assess data availability and reliability as part of the inception phase to inform the data collection activities so that data collected during the evaluation complements existing data;
 - Prepare an **analysis plan for all the existing data and planned primary data** to ensure maximum use of the data
 - systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations in drawing conclusions using the data. The evaluation report will have a section on limitations and how/whether they affected answering of the evaluation questions.
64. In light of COVID-19 it is envisaged that the evaluation will utilize a COVID-19 compatible process that relies primarily on remote data collection and/or limited in-country travel. During the inception phase the evaluation team will also be required to identify mitigation actions to address the risks and limitations associated with remote data collection.

4.4 Methodology

65. The evaluation design adopts a theory-based approach, applying a mix of methods which will include detailed analysis of monitoring and programme implementation data as well as Primary data which will be collected to fill gaps as appropriate through online survey, focus group discussions and interviews. The evaluation team will propose a methodology that allows for a deeper understanding of how the RVAA programme has contributed to observed/reported changes. This theory-based evaluation will be guided by and will test the programme TOC find in Annex 3.
66. During the inception, the evaluation team will refine the evaluation methodology which should:
 - Employ the relevant evaluation criteria (Relevance, Effectiveness, Value for Money, Sustainability, Impact)
 - Demonstrate impartiality and lack of bias by relying on a cross-section of information sources. The selection of field visit sites will also need to demonstrate impartiality.
 - Use robust quantitative and qualitative methods to ensure triangulation of information through a variety of means and perspectives.
 - Ensure triangulation of sources of information and methods of analysis and logical link between evidence and conclusions/recommendations:
 - Source triangulation: data and information should be compared from different sources.
 - Method triangulation: use of a mix of methods to analyse data and information collected.
 - Using evaluation framework that logically identifying key findings and conclusions, and link these to recommendations.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - Utilize a participatory approach to ensure that different stakeholder groups participate and that their different voices are heard and used.
67. While the evaluation will cover all the 16 member states as stated above through detailed analysis and survey, the evaluation will sample a few of them to conduct a detailed analysis of specific elements to answer the questions related to impact. The evaluation team will determine the sample for this detailed analysis, taking into consideration representation of the different socio-economic and political contexts of the SADC Member States, varying levels of development of NVACs and the multi-sectoral nature of the programme. The evaluation will include field visits to be agreed on during inception. Assessment of progress towards achievement of the results will be done through analysis of monitoring and programme implementation data. Primary data will be collected to fill gaps as appropriate.
68. It is anticipated that there is high possibility of the COVID-19 pandemic and associated lockdowns and travel restrictions having an impact on the evaluation process. Therefore, to ensure that the objectives of the evaluation are adequately met, the evaluation team is expected to develop a COVID compatible evaluation

design that utilizes remote data collection and/or limited in-country travel. The evaluation team will be required to also outline how it will mitigate potential risks and limitations of remote data collection.

69. In addition to producing an evaluation report, the evaluation team will also develop a set of evidence summaries to meet stakeholder evidence needs. The evidence summaries will be short free-standing products that collate and visualize key evidence pertaining to predefined themes of interest and will clarify key achievements, lessons including effective modalities across Member States. The content and sequencing of the evidence summaries will be determined during the inception phase in close consultation with key programme stakeholders.
70. To ensure independence and impartiality the evaluation will be managed by the joint evaluation management group and it will be governed by a Steering Committee and Evaluation Reference Group which are both chaired by the SADC Secretariat.
71. The following potential risks to the methodology have been identified:

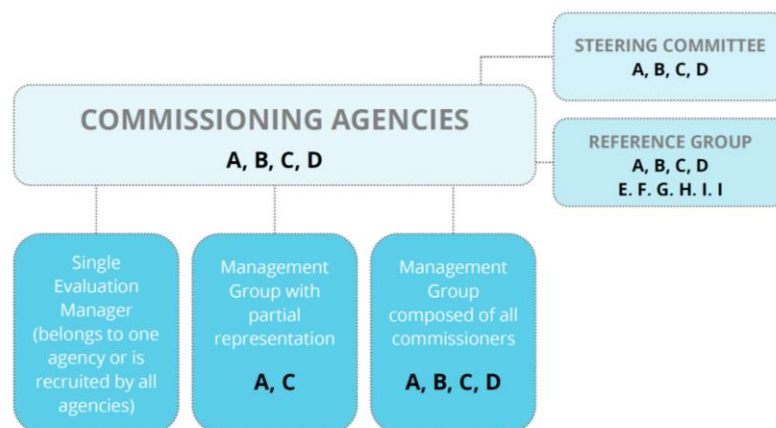
Table 2: Potential Risks and Mitigation Actions

Potential Risk	Mitigation actions
1. Given the complexity of the programme, there is a concern that the proposed scope may try to cover too much ground. Compounded by time constraints for data collection and data availability limitations this could lead to findings being judged as superficial.	The evaluation team is hence required to propose a design and analytical framework that facilitates a structured and robust enquiry which takes into account this complexity.
2. There is a high demand by the RVAA programme's numerous stakeholders to be substantively engaged in the evaluation process. There is a concern that due to cost and time constraints there could be limited and inadequate engagement of programme stakeholders in the evaluation process. This could compromise the quality of findings, stakeholder ownership, transparency and legitimacy of the process.	The evaluation team is required to ensure that sufficient time is allocated for in-depth stakeholder consultation during the inception phase so that an appropriate participatory and inclusive methodology is designed. In the inception report the evaluation team must provide a detailed rationale and sampling criteria. Furthermore, an outline of how different programme stakeholders will be included and engaged in facilitated collective learning and reflection moments throughout the evaluation process must also be included in the inception report.
3. Limited availability of key data from secondary sources	Plan on analysis of secondary sources Choose samples that allow to fill in the gaps and provide sampling criteria
4. Difficulties in getting access to institutional partners and representatives including the COVID-19 pandemic and associated travel restrictions	During inception phase clarify how those engaged in the evaluation will be protected from undue risk of infection. Additionally, the evaluation team will develop a COVID compatible methodology which will include virtual engagement as required and identify more than one contact for each stakeholder/institution. During the inception phase the evaluation team will also outline how it will limit the risk of infection of the evaluation team and participants/respondents should travel be undertaken.
5. Depending on political events at the time there may be security issues in some countries	The evaluation team is required to closely monitor the social, political and economic context of the MS.

4.5 Quality Assurance and Quality Assessment

72. For this joint evaluation the commissioners decided to use WFP systems and procedures because they are rigorous and well established. WFP procedures will be tailored as appropriate to fit the context of the RVAA programme.
73. WFP provides three options for the management of evaluations. See Figure 2 below. A management group composed of all commissioners was established to manage this evaluation.

Figure 2: Options for the management of joint evaluations



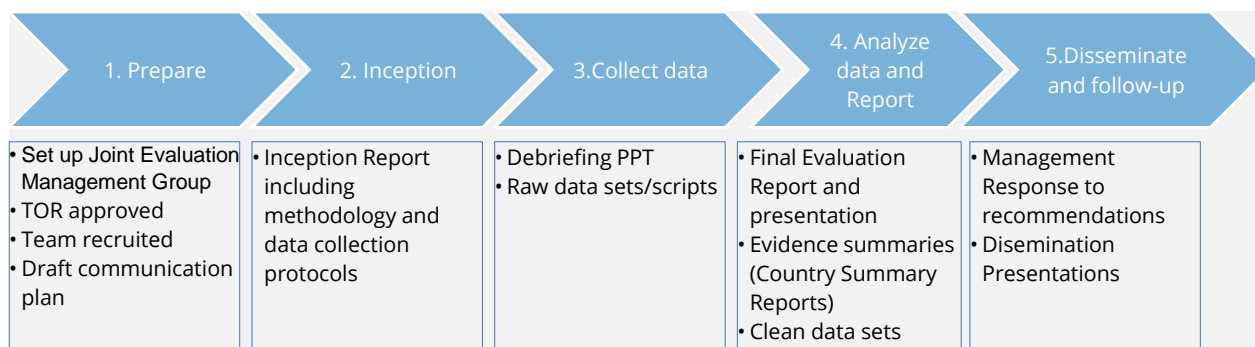
74. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the [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.
75. DEQAS will be systematically applied to this evaluation. The Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
76. DEQAS includes a set of [Quality Assurance 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.
77. To enhance the quality and credibility of decentralized evaluations (DEs), an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation (OEV) in HQ provides review of the draft TOR, inception and evaluation report.
 - a. systematic feedback from evaluation perspective on the quality of the drafts;
 - b. recommendations on how to improve the quality of the final TOR, inception and evaluation report.
78. Additionally, a Joint Evaluation Management Group (JEMG) was established to support the evaluation and ensure independence and due process in the management of the evaluation. The JEMG will be chaired by the SADC Secretariat as the party responsible for oversight of RVAA programme quality and as the custodian of the RVAA Monitoring and Evaluation Framework and will be comprised of representatives of FCDO, Landell Mills, SDC and WFP independent evaluation units/teams.
79. The joint evaluation management group will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
80. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions and makes recommendations on that basis.
81. 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.
82. The final evaluation report will be subjected to the WFP post hoc quality assessment (PHQA) 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.

^[1] [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

83. The evaluation will proceed through the five phases, with milestones and deliverables as summarised in figure 1 and detailed in **Annex 4** Evaluation Schedule.
84. To ensure cost efficiency the evaluation processes will be synchronized with standing RVAA meetings in as far as possible. The deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



85. **Preparation phase** (November 2020–March 2021): The Joint Evaluation Management Group will conduct background research and consultation to frame the final evaluation; prepare the draft ToR; finalise provisions for impartiality and independence, quality assure and finalise the ToR, select the evaluation team in consultation with the MANCO, prepare the document library and draft the Communication and Learning Plan.
Deliverables: Approved TOR, Evaluation team contract, draft communication plan; by Early March 2021
86. **Inception phase** (March-Mid May 2021) In light of the disruptions created by the COVID-19 pandemic it will be important to allocate sufficient time for the evaluation team to develop a COVID-19 compatible process that does not compromise independence, impartiality and transparency of the evaluation. The inception phase will include orientation of the evaluation team, a desk review of secondary data and initial interaction with the key programme stakeholders. Deeper discussions on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection tools and field work schedule.
Deliverables: Inception Report with methodology, evaluation matrix, data collection tools, field schedule; and comments matrix detailing how the evaluation team dealt with stakeholder comments. By mid May 2021
87. **Data Collection phase** (Mid May – Mid June 2021): The fieldwork will include primary and secondary data collection from national and regional RVAA programme stakeholders. Additionally, it and may include field visits to engage with stakeholders in Member States and a debriefing upon completion of the field work to present preliminary findings. **Deliverable: PowerPoint presentation of preliminary findings; By mid-June 2021**
88. **Data Analysis and Reporting phase** (June - September 2021): The evaluation team will analyse the data collected, conduct additional consultations with stakeholders, as required, and produce evidence summaries and the evaluation report. These will be submitted to the JEMG for quality assurance. The first drafts will be submitted to the independent quality support service, the evaluation team will revise to produce draft 2. Stakeholders will be invited to provide comments on the second draft, which will be recorded in a matrix by the JEMG and provided to the evaluation team for their considerations before the drafts are finalised. The final evaluation products will be cleared by MANCO for RVAC approval and endorsement by the STEERCO. Deliverables: Evaluation Report in Word, PDF and PowerPoint presentation. **Deliverables: Evaluation report; evidence summaries; By September 2021**
89. **Dissemination and follow-up phase:** (September 2021): The final approved evaluation products (evidence summaries & evaluation report) will be shared with the relevant stakeholders. The final approved evaluation products will be published on the RVAA central repository and made publicly available through NVAC websites, SADC website and on the WFP public website. Findings will be disseminated, and lessons will be incorporated into other relevant lesson sharing systems. **Deliverable: Management Responses & Published Evaluation report; other products as required; By end of September 2021**
90. A detailed final evaluation schedule is attached as Annex 1 Proposed Joint Final evaluation Schedule.

6. Organization of the Evaluation

6.1 Evaluation Conduct

91. The independent evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the Evaluation Manager, Tebogo Ngoma, in consultation with the JEMG. The team will be hired following agreement with the JEMG on its composition.
92. The evaluation team members will not have been involved in the design or implementation of the SADC RVAA programme or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).
93. Contracting of the evaluation will be delegated to WFP. SDC will provide the required funds for the final evaluation and procurement/contracting will be delegated to WFP.

6.2 Team composition and competencies

94. The evaluation team is expected to include at least 3 team members (evaluators), and the team leader. It should have a mix of national and regional/international evaluators. To the extent possible, the evaluation team should be gender-balanced, geographically and culturally diverse with appropriate skills to assess the subject as specified in the scope, approach and methodology sections of the TOR.
95. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
 - a) In depth knowledge and proven track record in applying theory-based evaluation approaches, systems thinking and analysis, complexity theory
 - b) Advanced methodological skills to design and implement evaluations in complex settings design as well as the application of different methods
 - c) Strong understanding of food security, food security analysis and resilience programming.
 - d) Good understanding of policies and processes related to vulnerability analysis and assessment and food security, programming and interventions. Including a deep understanding of advocacy, policy influencing, capacity strengthening of systems and institutionalization.
 - e) Experience in evaluating within Southern Africa, especially interventions that focus on capacity development, institutionalization and advocacy.
 - f) Communication skills and ability to present findings in an accessible way to diverse audiences including data visualization skills
 - g) In depth knowledge and diversified track record of experience in food security analysis/assessment/evaluation of national and regional processes and systems, and capacity strengthening of national and regional institutions
 - h) Fully conversant with the principles and working methods of results-based management.
 - i) All evaluators should have strong analytical and communication skills and evaluation experience
 - j) Together the team should have a good knowledge of the Southern Africa region, and crucially have experience in evaluating within lower and middle-income country contexts;
 - k) Good level of oral and written English. At least one team member should have good knowledge of French and Portuguese. Alternatively, the evaluation team will have to hire translators.
 - l) At least one team member should have knowledge and/or experience of the vulnerability analysis and assessment system in the SADC region. This should also include an understanding and exposure to SADC institutional processes.

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 [language] writing and presentation skills. She/he must have in-depth knowledge of the Southern Africa region.

96. 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.

97. 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.
98. 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

99. Security clearance where required is to be obtained from the respective countries before travel. Consultants hired independently are covered by the UN Department of Safety & Security (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.
100. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
 - The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The team members observe applicable UN security rules and regulations – e.g. curfews etc.

7. Ethics, Governance and Management

101. The evaluation must be conducted in line with the [UNEG ethical guidelines](#). The evaluators shall respect and protect the confidentiality, rights and welfare of respondents. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using data collection instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that there is equal representation. Evaluators shall make themselves aware of and comply with applicable national and international legal codes.
102. During the design of the final evaluation at inception, specific safeguards must be put in place to protect the safety (physical and psychological) of respondents and those collecting the data. Data collection visits must be planned in collaboration with the relevant stakeholders and organized at the appropriate time and place to minimize risk or inconvenience to respondents.
103. This evaluation is jointly managed by the SADC Secretariat, FCDO, SDC, WFP and Landell Mills. Co-management of the evaluation through the JEMG will increase the objectivity, transparency and independence of the process and strengthen its credibility across the spectrum of stakeholders. The JEMG will build participation, ownership, shared responsibility and foster acceptance and consensus on evaluation recommendations. Additionally, it will ensure that the appropriate safeguards for impartiality and independence are applied throughout the process. To support its management of the evaluation, the JEMG may nominate one or two of its members to coordinate day to day tasks and support the convening of meetings. The evaluation team will be managed directly by the JEMG.
104. The MANCO will oversee the evaluation process by making decisions, giving advice and clearing evaluation products which will be submitted to the RVAC for consideration and STEERCOM endorsement. As such it acts as the Evaluation Committee for the evaluation. At a technical level, the JEMG manages the evaluation process and provides technical evaluation expertise. The Evaluation Reference Group (ERG) provides subject matter expertise and advisory inputs throughout the process. The evaluation will adhere to established RVAA programme reporting and approval procedures as appropriate.

8. Roles and Responsibilities of Stakeholders

9. In addition to Member States the following are key stakeholders:
 105. **The Joint Evaluation Management Group (JEMG)** will:
 - Manage the evaluation process through all phases including drafting this TOR;
 - Select the evaluation team and ensure that the appointed consultants do not have any conflict of interest
 - Ensure quality assurance mechanisms (EC, ERG, use of QS) are operational;
 - Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team;

- Ensure evaluation team uses appropriate templates and checklists and follows DEQAS;
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results;
- Ensure that the team has access to all documentation and information necessary to the evaluation;
- Facilitate the evaluation team contacts with MS stakeholders;
- Sets up meetings, coordinate field work visits, provides logistic support during the fieldwork;
- Organise and participate in debriefings with internal and external stakeholders;
- Organise security briefings for the evaluation team if/as appropriate.

106. **The MANCO will act as the Steering Committee** for this evaluation and will steer the evaluation process to ensure it is impartial and independence (see Annex 6 for more details on the role of the Steering Committee). The SADC Secretariat is the chair of the steering committee. It will take responsibility to:

- Ensure credibility, transparency and impartiality in the evaluation process.
- Support the JEMG through the process by making decisions on the scope, budget, contracting of the evaluation team, selection of the evaluation team and providing inputs into draft evaluation deliverables (ToR, inception report, final evaluation report).
- Facilitate the evaluation process and access to information
- Facilitate the approval of the final ToR, inception and final evaluation reports by the RVAC and the STEERCOM.
- Inform discussions about the evaluation design and subject with the JEMG 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 final evaluation recommendations

107. The **Evaluation Reference Group** will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. (see Annex 7 for more details on the role of the ERG).

108. The WFP Office of Evaluation (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.

10. Communication and budget

10.1 Communication

109. To ensure a smooth and efficient process and enhance learning from this final evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. The inception report will include a communication and dissemination plan to ensure agreement on channels and frequency of communication with and between key stakeholders.

110. The Joint Evaluation Management Group will be responsible for:

- Sharing all draft products including ToR, inception report and final evaluation report with internal and external stakeholders to solicit their feedback; The communication will specify the date by when the feedback is expected and highlight next steps;
- Documenting systematically how stakeholder feedback has been used in the finalised product, ensuring that where feedback has not been used a rationale is provided;
- Informing stakeholders of planned meetings at least one week before and where appropriate sharing the agenda for such meetings;
- Informing the team leader in advance the people who have been invited for meetings that the team leader is expected to attend/present and sharing the agenda;
- Ensuring timely translation of final evaluation products into French and Portuguese;
- Sharing final evaluation products (ToR, inception and final evaluation report) with all internal and external stakeholders for their information and action as appropriate.

111. The evaluation team will be responsible for:

- Communicating the rationale for the final evaluation design decisions (sampling, methodology, tools) in the inception report;
- Working with the Joint Evaluation Management Group to ensure a detailed final evaluation schedule is communicated to stakeholders before field work starts, and it is annexed to the inception report;
- Sharing a brief PowerPoint presentation prior to the internal and external debriefings to enable stakeholders joining the briefings remotely to follow the discussions;
- Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues); Systematically considering all stakeholder feedback when finalising the final evaluation report, and transparently provide rationale for feedback not used;

112. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the JEMG will be responsible for sharing the report and management response with their regional evaluation offices, who will ensure that they are loaded to the appropriate systems ([intranet](#) and [public website](#)).

10.2 Budget

113. This evaluation is funded by the SDC and is estimated to cost \$100,000. At least three individual consultants and a team leader will be recruited. The actual costs will depend on the level of experience and types of expertise and the total number of days contracted for each consultant. team proposed by the evaluation team.

All Inquiries should be sent to:

- Tebogo Ngoma, SADC RVAA Evaluation Manager, tebogo.ngoma@fp.org

Annex 1 Southern Africa regional food and nutrition insecurity snapshot

SOUTHERN AFRICA

Regional Vulnerability Assessment and Analysis (as of July 2020)



RVAA
Regional Vulnerability Assessment
& Analysis Programme
Informing resilient livelihoods

Close to **44.8 million** people in both urban and rural areas of Southern Africa are food insecure due to multiple shocks and stressors. Nine SADC Member States are also reporting stunting rates above 30%, and micronutrient deficiencies are widespread. Yet the full impact of COVID-19 and the lockdown – which has contributed massively to already pervasive poverty – can not yet be fathomed. The urban poor have been suffering since the very start of the lockdown, as they rely

wholly on the market for their food. The region's 2020 maize harvest is expected to have increased by at least 8% from last year. However, poor rainfall and economic challenges saw maize production in Zimbabwe drop by 57%. Dry conditions also affected production in Eswatini, Lesotho, south-eastern Angola, southern Madagascar and Mozambique and most of Zimbabwe. Rural food insecurity is expected to peak between November

2020 and January 2021 (by which time smallholder farming households would have depleted their own food stocks) with the next harvest expected in April 2021. Thus, while more data is still expected, through early advocacy there is enough lead time to mount a coordinated response to the serious rural food insecurity expected from November 2020, whilst at the same time assisting those already food insecure in urban areas across the region.

44.8M

FOOD INSECURE PEOPLE



18.7M

STUNTED CHILDREN

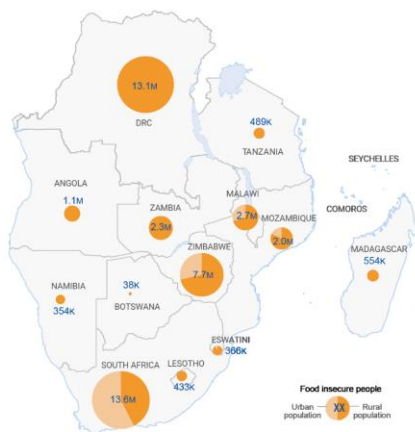
2.3M

CHILDREN FACING SEVERE ACUTE MALNUTRITION

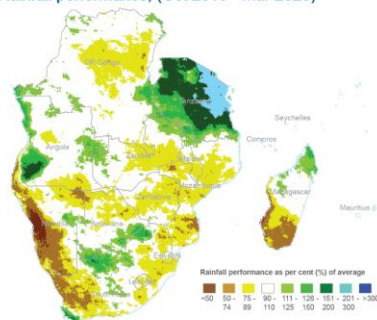
8%

2020/21 INCREASE IN MAIZE PRODUCTION

Number of food insecure people*



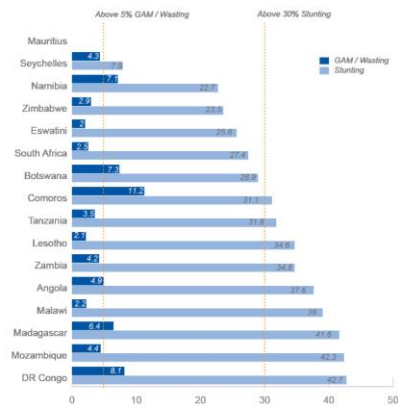
Rainfall performance, (Oct 2019 - Mar 2020)



Food insecurity trends, 2015 - 2020**



Global acute malnutrition and stunting prevalence




Cereal balance sheet (% change in 2020)



* Food insecurity data based on NVAC assessments and forecasts





** Figures are mainly based on rural assessments, with few countries also conducting targeted urban assessments.

Annex 2 SADC RVAA Programme Midterm Review poster



RVAA
Regional Vulnerability Assessment & Analysis Programme

Midterm review of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme (2017-2021)

Subject of the review

The SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme (2017-2021) is co-funded by the SADC Secretariat's Disaster Risk Reduction Unit (DRRU) in the Office of the Executive Secretary through the Deputy Executive Secretary for Regional Integration. The main objective of the programme is to strengthen the capacity of Member States (MS) to undertake and utilize vulnerability assessments to inform policy formulation, development programme and emergency interventions that lead to a reduction in vulnerability in the region. It is jointly funded by the United Kingdom Department for International Development (UK DFID) and the Swiss Agency for Development and Cooperation (SDC) and is implemented with technical support from the United Nations World Food Programme (WFP) Regional Bureau for Southern Africa and Landell-Mills. WFP is the regional technical services team (RTST) and Landell-Mills is the regional institutionalisation services team (RIST). The review was conducted by two independent consultants.

RVAA Complexity Assessment

Complex					
Complicated					
Simple					
	problem addressed	options/alternatives	implementation modalities	capacity change	upheld/added

The programme is implemented in 15 Member States and operates in varied and dynamic contexts. It seeks to achieve complex inter-related outcomes and as indicated in the complexity assessment it is characterized by significant technical and social complexity.


Focus

- Review assumptions and implementation modalities
- Assess delivery and quality of outputs, including use of RVAA products
- Examine the use of appropriate technology and innovations
- Examine sustainability beyond donor funding

Purpose

- Accountability
- Improvement
- Learning
- Decision-making

Period covered



Review questions

DESIGN & STRATEGY

- Is there coherence in the design & do assumptions still hold true?
- How relevant & responsive are our strategies?
- What are the strengths & limitations of the current setup of the programme at the SADC Secretariat?
- What contextual factors are emerging to support/limit effective implementation?
- How is the programme providing value for money?

ACTIVITIES & OUTPUTS


- To what extent have activities been implemented as planned & is this achieving outputs & outcomes?
- Is capacity strengthening & technical support provision to NVACs improving practices and processes?
- To what extent is this leading to institutionalized & sustainable national & regional VAA capacity?
- Are the outputs in a form, quality & structure required by governments, policymakers & development partners for policy analysis and review?

USE & SUSTAINABILITY

- Who is using RVAA products? To what extent & how are users & decision-makers accessing VAA information?
- What is the estimation of the Financial Return the collective RVAA products influence compared to total funding input?
- Beyond the current plans for the institutional strengthening work, are there additional capacity or planning constraints which will limit sustainability of RVAA product production and use?
- What key factors are contributing to the sustainability of the programme in different socio-economic and political contexts?
- Is the RVAA system on track to remaining performant beyond the planned phase-out of donor support. If not, what course corrections are needed to achieve this?

Methodology


Using the "Theory of delivery" approach, the midterm review conceptual framework enabled the review team to identify and interrogate key factors influencing progress of implementation and achievement of results. The conceptual framework provided a structure to examine factors that the programme can influence in order to improve its ability to deliver, and the relationships between them.



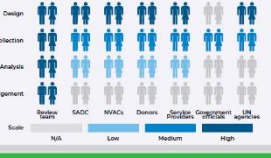
Site Selection

- Varied levels of institutionalisation and capacity
- Institutionalisation and funding challenges
- MS demonstrating use of appropriate technologies, innovations and advocacy strategies
- Extent of climate change integration into VAA and application in programming
- Coverage of Anglophone, Lusophone & Francophone countries.

Although Mozambique was selected, a visit could not be undertaken due to cyclone Idai & Kenneth.




Participation Scan



Limitations

- Low response rate for online survey. To mitigate this case studies were developed to provide learning about how VAA information has influenced resource allocation and improved humanitarian and social protection programmes.
- Review team was not fluent in French and Portuguese. This was mitigated by provision of translation and interpretation services.
- Implementation of the RVAA MSE framework was in the early stages and this limited the availability of MSE data.

Mixed methods were employed to ensure complementarity and triangulation



Findings

Technical capacity strengthening

1 The effectiveness of the technical capacity strengthening efforts can be increased by a shift from a narrow focus on individuals to a more integrated approach that includes organizational and system level changes.

2 The established RVAA demand-driven approach to capacity strengthening on methodology and analytical frameworks may no longer be suitable in the context of programme phase-out, as the resulting diversity of approaches could create difficulties for sustainability, harmonisation and synthesis post-2021.

3 The review has observed that whilst new forms of vulnerability are being identified and described in annual assessments, the distinct causes and drivers are not being sufficiently analysed, limiting the utility of assessments in development programming.

4 As assessments become more complex, the costs of undertaking them is increasing and there is a need for the programme to identify and support efficient and cost-effective assessment strategies.

Institutionalization

5 There is an urgent need to provide concrete institutionalisation support to MS that ensures that demand driven approaches are complemented with co-ordinated and proactive diagnostic support.

6 A more supply driven approach to institutionalisation can be encouraged through the formation of NVAC, Strategic Plans and NVAC MSE systems which will enhance predictability and assure quality of VAC products.

7 Despite considerable domestic financial contributions to VAC budgets in Zambia, Botswana, Zimbabwe, Namibia, analysis of the VAC budgets and budget requests shows potentially significant gaps in domestic funding across the region.

8 The process and nature of the handover to SADC Secretariat of the implementation of the RVAA programme requires a vision and a pathway for programme stakeholders that clarifies how and when it will happen.

Use and uptake

9 VAC assessment findings have influenced large scale resource allocation to improve the potential of humanitarian interventions to reduce vulnerability. However, there continues to be limited uptake and use of VAA data in medium to long term government action.

10 The review noted demand from programme stakeholder for NVACs to develop different types of products thereby attracting users by capitalising on the existing knowledge and thinking amongst the VAC members.

11 Whilst communications work is proceeding to raise public awareness of VAA products at national and regional level, there is a lack of a clear and coherent advocacy agenda and orientation in the programme to feed the findings into policy and practice influencing.

Programme management

12 The review identified some areas of improvement in coordination to ensure improved synergy of information and therefore more effective and efficient programme management.

13 The programme lacked dedicated MSE staff capacity both at programme support and VAC levels to complement technical, communicative and information management competencies.

Recommendations

Phase out plan

RVAA 2020-21 Technical Support Phase Out Plans should be drawn up by each member state and should be supported jointly and in a coordinated fashion by SADC Secretariat, RTST, RIST and ICs. This will fill the gap in coordination of workstreams and maximise sustainability efforts. These should be prepared by November 2019.

High impact priority support areas

Regional support services to focus on a small number of key lines of support in both the technical and institutionalisation workstreams. In practice this means simplification of programme services to a small number of high impact key priority support areas. For example, training at devolved levels for cost effectiveness of future assessments, increasing the focus on causal analysis in VAC reports, strategic planning and political advocacy on content specific bottlenecks regarding government commitment to the NVAC etc.

Cost effectiveness

Produce an RVAA Position Paper on Maximising Cost Effectiveness of Assessments Post-2021. This should be produced by the RIST by November 2019.

Situation Report

Based on the validated NVAC institutionalisation assessments, a synthesis report should be produced to provide valuable evidence about political constraints to institutionalisation within MS. The synthesis report can be used to inform the development of the proposed political advocacy workstream. It can also be used to inform a criteria-based programme wide prioritisation process that will allow for different levels of support to be allocated to MS. This should be produced by the RIST by September 2019.

Shared vision for handover

Joint Planning by the SADC Secretariat and technical teams can be delivered through a Regional Technical Support Phase Out Plan. Undertake a Problem Driven Adaptation (PDA) visioning and solution building process involving the widest possible range of SADC stakeholders, in which the SADC Secretariat will need to reflect on precisely what RVAA functions it will be able to assume after 2021, considering the multiple states already ascribed to the two officers assigned to the RVAA. A key output from this process will be a clear shared vision of institutionalisation of the RVAA programme into the SADC Secretariat as well as a roadmap for the handover. This should be led by the RIST by January 2020.

Strategy development

Strategy development support to be prioritised in all member states. The offer of backstopping to MS that are not receiving direct support in addressing gaps identified in the process should be packaged into a coherent and tangible service offer around strategic Planning and MSE systems development informed by the RIST learning agenda on effective institutionalisation strategies.

A joint strategy & plan for content specific missions to promote government commitment and tackle institutionalisation bottlenecks.

Advocacy agenda

To secure sustainable results in terms of use, uptake and influence of VAA products the communications and advocacy strategy must be based on a coherent and explicit advocacy agenda. This needs to be complemented by regional and national advocacy activities for the uptake and use of VAC findings and the production of influencing documents about the causes and consequences of rising vulnerability levels, and the nature and urgency of the problem.

Use and uptake

Financed use and uptake to be factored into the Technical Support Phase Out Plans through MS level partnership building.

Coordination

To ensure greater coordination between SADC Secretariat and the service providers in the delivery of the programme, workplans should be coordinated to maximise synergies between the components. To support this the management committee (MANCO) can play a key role in ensuring that the Phase Out Plans are closely monitored.

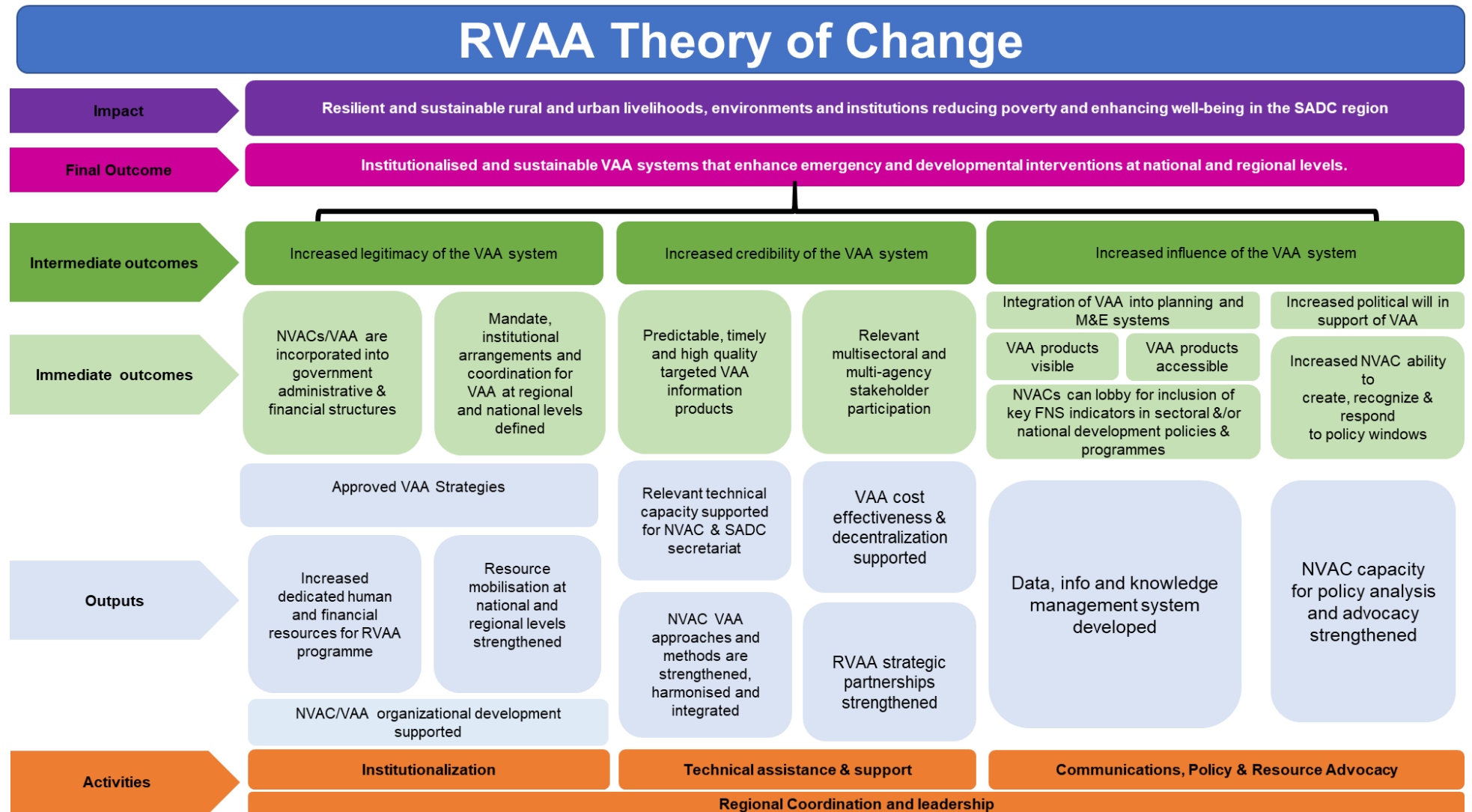
Monitoring and evaluation

The programme must provide a clear strategy for NVAC MSE capacity strengthening in line with the NVAC strategic planning and MSE systems development process. Joint Planning and coordination of MSE support between RIST and RIST is advised given the interdependencies between national and regional levels for effective MSE. Dedicated MSE capacity should be added to the RIST to oversee the implementation of the RVAA MSE system at programme level, driving the regional level MSE activities to fulfill programme reporting requirements.

Programme Extension

Given the delayed start for RVAA programming on institutionalisation, the need for climate change and social protection approaches and linkages to nature as well as the need for full devolution of technical capacity strengthening to MS, it is recommended to provide additional funding for a scaled-down programme for a minimum of two further years, 2021-2023. The final decision on the need for and composition of an extended programme can be determined by a progress review of the Phase Out Plans in early 2021.

Joint Final Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme 20 | Page



Annex 4 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates	By who
Phase 1 - Preparation (November 2020-early March 2021)			
1	Desk review, draft of TOR and quality assurance (QA) using ToR QC	Dec-January 2020	EM, JEMG
2	Establish joint evaluation management group (JEMG). Agree on QA system to be followed, agree on commenting processes, logistical, administrative arrangements, meeting schedule etc.)	January 2021	STEERCOM
3	Sharing of draft ToR with outsourced quality support service (DE QS)	15-21 January 2021	EM, JEMG
4	Review draft ToR based on DE QS feedback	25-27 January 2021	EM, JEMG
5	Circulation of TOR for review and comments to ERG and other stakeholders (list key stakeholders)	10 February 2021	ERG
6	Review draft ToR based on comments received	19 February 2021	EM, JEMG
7	Approval of ToR by RVAC (AOM)	February 2021	RVAC
8	Sharing final TOR with key stakeholders	February 2020	EM, JEMG
9	Create library of information	10 February 2020	EM, JEMG
10	Selection and recruitment of evaluation team and signing of the UN Code of Conduct for Evaluations form	(Individual consultants- 3 weeks) 1 February-1 March 2021	JEMG, STEERCOM
Phase 2 - Inception (mid May 2021)			
11	Briefing evaluation team	3 March	EM, JEMG
12	Desk review of key documents by evaluation team	8 March	ET
13	Inception meetings	15-19 March	ET
14	Draft inception report	22-26 March	TL
15	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	29 March-9 April	EM, JEMG
16	Revise draft IR based on feedback received by DE QS and EM	9-16 April	ET
17	Submission of revised IR based on DE QS and EM QA	19 April	TL
18	Circulate draft IR for review and comments to ERG, RB and other stakeholders	20-28 April	ERG
19	Consolidate stakeholder comments	7 May	EM, JEMG
20	Revise draft IR based on stakeholder comments received	14 May	ET
21	Submission of final revised IR	17 May	TL
22	Submits the final IR to the internal evaluation committee for approval	19 May	EM, JEMG
23	Endorsement by RVAC and sharing of final inception report with key stakeholders	24 May 2021	RVAC
Phase 3 - Data collection (mid June 2021)			
24	Briefing evaluation team	26 May	EM, JEMG
25	Training of field staff and testing of tools	31 May-4 June	ET
26	COVID-compatible Data collection	7- 25 June	ET
27	RVAC Debriefing	1 June	ET

Phase 4 - Analyze data and report (June-July 2021)			
28	Draft evaluation report and evidence summaries and submit to EM	29 June 2021	TL
29	Sharing of draft 1 ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	30 June- 8 July	EM, JEMG
30	Revise draft ER based on feedback received by DE QS and EM QA	9-16 July	ET
31	Submission of revised ER based on DE QS and EM QA		TL
32	Circulate draft 2 ER for review and comments to ERG, and other stakeholders (list key stakeholders)	19 - 26 July 2021	EM, JEMG
333	Consolidate stakeholder comments and submit to ET	27 July- 2 August	EM, JEMG
34	Revise draft ER and evidence summaries based on stakeholder comments received	2- 9 August	ET
35	Submission of final revised ER and evidence summaries	September	TL
36	Submission of the final evaluation report and evidence summaries to the RVAC for approval	15 September	EM, JEMG, STEERCOM
37	Sharing of final evaluation report and evidence summaries with key stakeholders for information	15 September	EM, JEMG
Phase 5 - Dissemination and follow-up (August 2021)			
38	Prepare management response	September 2021	STEERCOM
39	Share final evaluation report and management response for publication	September 2021	EM, JEMG

Annex 5: Membership of the Joint Evaluation Management Group

1. The joint evaluation management group (JEMG) is a temporary mechanism established to facilitate the evaluation management process. The JEMG is comprised of representatives from the commissioning entities, with the lead management role being delegated to WFP. The JEMG is composed of:

	Representative	Title, Entity
1	Nana Dlamini	Liaison Officer, Disaster Risk Management Unit SADC
2	Bulisani Ncube	Senior Regional Programme Officer-Food Security, SDC
3	Chris Mellor	Monitoring & Evaluation Adviser, FCDO
4	Tebogo Ngoma	RVAA M&E Officer, WFP
5	George Chiduwa	Landel Mills, M&E Technical Advisor

	Representative	Title, Entity
1	Sithembiso Gina	SADC, Chair
2	Alex Banda	Executive Secretary Assistant, SADC Disaster Risk Management Unit
3	Nana Dlamini	Liaison Officer, Disaster Risk Management Unit SADC
4	Panduleni Elago	Programme Officer, SADC Food Security & Agriculture Information Directorate of Food Agriculture and Natural Resources (FANR)
5	Wilma Swanepoel	Programme Management Lead, FCDO
6	Kelley Toole	Climate Adviser, FCDO
7	Bulisani Ncube	Senior Regional Programme Officer, SDC
	Frederique Weir	Head of domain, SDC
8	Colin Mitchell	Team Leader; strategy; Change Management, RIST
9	George Chiduwa	M&E Technical Advisor, RIST
10	India Harry	Project Manager, RIST
11	Clement Kalonga	RVAA Regional Technical Services Manager, RTST
12	Tebogo Ngoma	RVAA M&E Officer, WFP
13	Andrew Odero	Head of VAM, WFP
14	Hein Zeelie	RVAA Programme Manager, WFP
15	Grace Igweta	Regional Evaluation Officer, WFP
16	Maria Persson	Senior Project Executive, Landell Mills

Annex 6 Membership of the Evaluation Steering Committee

2. The steering committee is a temporary mechanism established to facilitate the evaluation 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 other directives. It will achieve this by:
 - a) Supporting the JEMG throughout the process, including resolving any issues that may affect the quality of the evaluation;
 - b) Making decisions on evaluation budget, funds allocation and selection of evaluators;
 - c) Reviewing evaluation deliverables (TOR, inception report and evaluation report) and providing inputs before they are approved by the Steering Committee chair.
 - d) Leading the preparation of the management response/action plan for implementation of the evaluation recommendations to ensure that the findings of the evaluation inform decision making and learning.

Annex 7 Membership of the Evaluation Reference Group

1. The Evaluation Reference Group (ERG) is a temporary mechanism established to facilitate stakeholder's systematic engagement in the evaluation process. The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy (2016-2021) and other relevant 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
 - Supporting use of evaluation findings through implementation of evaluation recommendations.
2. While essentially the ERG should be made up of 5-8 members, this is a regional evaluation that is covering 14 Member States, so the ERG is larger to ensure sufficient representation of each country. Stakeholders will confirm the names of persons before finalisation of the ToR. The evaluation reference group will be composed of:
 - **ERG Chair:** Sithembiso Gina, SADC Secretariat
 - **ERG Members:**
 1. JEMG members
 2. NVAC chairs
 3. FAO, WFP, RC, UNICEF, OCHA, OXFAM, World Vision and FEWSNET representatives

Annex 8 SADC RVAA Programme (2020-2021) Logical Framework

Goal: To support resilient and sustainable rural and urban livelihoods, environments and institutions in reducing poverty and enhancing well-being in the SADC Region											
Impact	Impact indicator		Baseline	Means of Verification		Assumptions					
Resilient and sustainable rural and urban livelihoods, environments and institutions reducing poverty and enhancing well-being in the SADC region	A.1) % of people who are food insecure disaggregated by gender & location		29.5 M (5-year average)	SADC RISDP (agriculture, food security, and natural resources), CAADP indicator 1.2.1 (food and nutrition security), National Development Plans, SDGs, RVAA Synthesis Reports		SADC Member States continue to prioritise poverty reduction and building resilience to climate change. Member States and donors demonstrate willingness to invest in policies and programmes addressing longer term, chronic vulnerabilities. Member States make NVAC data and information regionally and publicly available for research and general use. Regional policies and strategies addressing underlying causes of vulnerability are implemented by national governments. SADC reports against SDG and CAADP indicators. SADC M&E systems are in place for the RISDP, RAP, FNSS, and Climate Change programme. Climate change is important - even critical - but still only one of many factors attributable to food and nutrition insecurity					
	A.2) % population below the international poverty line by gender & location (measured by people living on less than \$ 1.90 a day)		40%	SADC RISDP (poverty reduction), National Development Plans, SDGs, RVAA Synthesis Reports							
Final Outcome	Outcome Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Institutionalised and sustainable VAA systems that enhance emergency and developmental responses at national and	B1.1) Number of Member States with demonstrable use of VAA information in policies, strategies or programmes including climate change	5 Member States (Botswana , Malawi, Mozambique, Namibia, Zimbabwe)	14 Member States with demonstrable use of VAA information in policies, strategies or programmes including climate change by 2021	RVAA episode studies, Member State climate change policies, strategies or programme documents	Annually	A roadmap for integrating emerging issues which includes climate change	RVAA programme creates awareness of climate change issues to inform VAA processes	At least 5 NVACS demonstrate integration of climate change issues in their products	5 Member States with demonstrable use of VAA information in policies, strategies or programmes by 2020	14 Member States with demonstrable use of VAA information in policies, strategies or programmes by 2021	MS policy decision makers continue to prioritise engagement with the regional VAA programme. Member States continue to foster and

regional levels.	B1.2) Harmonized & integrated reporting of vulnerability levels across the SADC region	11 synthesis reports (2005-2016) Annual Assessment reports (TBD)	5 Synthesis reports produced by 2021 AND 70 annual assessment reports produced by 2021	RVAA Synthesis Reports, annual assessment reports,	Annually	RVAA Programme aligned with the SADC RVAA Strategy 2017-2021	VAA reporting guidelines for integration and harmonization developed	At least 3 NVACs use integrated VAA approaches	4 Synthesis reports produced	5 Synthesis reports produced	enable a collaborative environment for technical aspects of VAA. Member States leadership mobilises mainstreaming of vulnerability reduction across national policies as a driver for greater NVAC institutionalisation and financial support.
	B1.3) Number of NVACs' assessment results used to inform the value and/or coverage of social protection and/or safety net programming	6 (Botswana, Lesotho, Malawi, Namibia, Swaziland and Zimbabwe)	10 NVACs' assessment results used to inform the value and/or coverage of social protection and safety net programming by 2021	Episode Studies, Member State Social protection, social insurance safety net programme documents, National Development Plans	Annually	SADC adopts a sustainable coordination mechanism for VAA	At least 4 NVAC's assessment results used to inform the value and/or coverage of social protection and/or safety net programming	At least 7 NVAC's assessment results used to inform the value and/or coverage of social protection and/or safety net programming	At least 9 NVAC's assessment results used to inform the value and/or coverage of social protection and/or safety net programming	At least 10 NVAC's assessment results used to inform the value and/or coverage of social protection and/or safety net programming	ICPs are willing to support country-driven methodological development and responses. By definition VAA processes are already institutionalised by the fact that
	B1.4) Number of MS increasing their Institutionalisation Index score by at least 25%	2020 II baseline assessments	12 MS increasing their Institutionalisation Index score by at least 25%	Institutionalisation Index reports	Annually	N/A	N/A	N/A	All MS show an improvement in their II	12 MS increasing their Institutionalisation Index score by at least 25%	

Immediate Outcome 1	Immediate Outcome Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
NVACs/VAA are incorporated into government administrative & financial structures	C1.1) Number of Member States with approved VAA phase-out plans (with dedicated senior positions and support officers within government structure) for ongoing VAA programme application	II baseline	All MS have approved phase-out plans (with dedicated senior positions and support officers within government structure) for ongoing VAA.	Phase out plans, RVAC minutes, Institutionalisation Index	Annually	N/A	N/A	N/A	2020 baseline	All MS have approved phase-out plans (with dedicated senior positions and support officers within government structure) for ongoing VAA.	MS are willing to incorporate VAA into government administrative and financial structures. A VAA system incorporated into government administrative and financial structures is likely to have predictable funding and be sustainable.
	C1.2) Number of MS with a formalised policy for the administration of VAA mandate.	II baseline	All MS have a formalised policy for the administration of VAA mandate.	Institutionalisation Index	Annually	N/A	N/A	N/A	2020 baseline	All MS have a formalised policy for the administration of VAA mandate.	

	C1.3) Percentage of annual vulnerability assessment costs funded by in country sources	Overall 72%, (funding ranges between 2% and 100%)	100% of annual vulnerability assessment costs funded by in country sources for 14 NVACs by 2021	Member State VAA Funding tracker, NVAC and national government financial documents	Annually		A minimum of 30% of annual vulnerability assessment costs for each NVAC funded by in country sources	A minimum of 50% of annual vulnerability assessment costs for each NVAC funded by in country sources	A minimum of 80% of annual vulnerability assessment costs for each NVAC funded by in country sources	100% of annual vulnerability assessment costs for 14 NVACs funded by in country sources	
Immediate Outcomes 2	Immediate Outcome Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Integration of VAA into planning and M&E systems	D1.1) Number of MS including key FNS indicators in sectoral &/or national development policies &/or programmes	II baseline	TBD	Institutionalisation Index	Annually	N/A	N/A	N/A	Scoping of policy influence opportunities report 2020 Baseline	4 MS include key FNS indicators in sectoral and/or national development policies and/or programmes	MS find value and are willing to include key FNS indicators in sectoral and/or national development policies and programmes.
Immediate Outcomes 3	Immediate Outcome Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Relevant multisectoral and multi-agency stakeholder participation and decentralization	E1.1) VAA Participation Score (II)	II baseline	All MS to have a VAA participation score above 75% (1.13 out of 1.5)	Institutionalisation Index, MS VAA reports	Annually	N/A	N/A	N/A	II baseline	All MS to have a VAA participation score above 75% (1.13 out of 1.5)	Stakeholders find value in, and are willing to participate in VAA.
	E1.2) VAA Decentralization Score (II)	II baseline	Ten MS to have a VAA operational at sub-national level	II, MS VAA reports	Annually	N/A	N/A	N/A	II baseline	Ten MS to have a VAA operational at sub-national level	
Output 1	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions

NVAC VAA approaches and methods are strengthened, harmonised and integrated	F1.1) Number of NVACs adhering to the RVAA harmonized Framework	TBD	14 NVACs adhering to the RVAA harmonized Framework	Annual Assessments Reports	Annually	Desk review of institutionalization across NVACs	6 NVACs generate agreed common minimum gender disaggregated minimum dataset.	9 NVACs generate agreed common minimum gender disaggregated minimum dataset.	12 NVACs generate agreed common minimum gender disaggregated minimum dataset.	14 NVACs generate agreed common minimum gender disaggregated minimum dataset.	NVAC VAA have increased relevance to users that motivate them to support mobilization of resources for VAA.
							N/A	N/A	10 NVACs at least at 70% adherence	14 NVACs at least at 70% adherence	
	F1.2) Number of NVACs integrating emerging issues into their annual assessments	5 NVACs (Botswana, Lesotho, Zimbabwe, Malawi, Mozambique)	14 NVACs integrating a minimum of 4 emerging issues into their annual assessments by 2021	Annual Assessments Reports	Annually			9 NVACs integrate at least 2 emerging issues (nutrition, HIV/Aids, gender; markets; IPC; poverty reduction; resilience; climate change) into their annual assessments	12 NVACs integrate at least 3 emerging issues (nutrition, HIV/Aids, gender; markets; IPC; poverty reduction; resilience to climate change) into their annual assessments	14 NVACs integrate at least 4 emerging issues (nutrition, HIV/Aids, gender; markets; IPC; poverty reduction; resilience to climate change) into their annual assessments	

	F1.3) Number of NVACs combining different methodologies and approaches to produce timely comprehensive vulnerability analysis	4 NVACs (Malawi, Zimbabwe, Botswana, Mozambique)	12 NVACs combining different methodologies and approaches to produce timely comprehensive vulnerability analysis by 2021	RVAA Technical Functionality Scorecard	Annually		6 NVACs present progress on integration or innovation or lessons learned	8 NVACs present progress on integration, innovation or lessons learned	10 NVACs present innovations or lessons learned on integration Develop and validate RVAA quality assurance guidance VAA Position Paper on Maximising cost effectiveness produced	12 NVACs present innovations or lessons learned on integration 12 NVACs present on adherence to quality assurance guidance 3 NVACs showcase identified cost effectiveness models	
	F1.4) Number of NVACs producing thematic reports to influence policy and programming	5 NVACs (2 Malawi, 2 Botswana, 1 Mozambique, 1 Namibia, 1 Swaziland, 3 regional)	9 NVACs produce at least 1 thematic report on one of these areas: resilience to climate change, chronic vulnerability, poverty reduction	Thematic Reports	Annually			4 NVACs produce at least one thematic report on one of these areas: resilience to climate change, chronic vulnerability, poverty reduction	7 NVACs produce at least one thematic report on one of these areas: resilience to climate change, chronic vulnerability, poverty reduction	9 NVACs produce at least one thematic report on one of these areas: resilience to climate change, chronic vulnerability, poverty reduction	
Output 2	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Relevant technical capacity supported for NVAC &	G1.1) Percentage of functional NVACs	Will be based on first functionality ranking using	100% of NVACs functional by 2021	RVAA Technical Functionality Scorecard, Activity and	Annually	Technical Capacity Assessment done in 3 countries.	Technical Capacity Assessment completed for 14 NVACs	50% of technical capacity building plan implemented.	14 NVAC capacity building plans are reviewed to ensure that they include	Technical induction manual developed 14 NVACs	Technical support provision is coordinated, synergistic and tailored

SADC secretariat		RVAA programme scorecards		Budget use Tracker					advocacy & communication and Information and Data Management	have been supported to implement their MS specific capacity building plans	to specific needs in each MS context. Member States or NVACs communicate their institutionalisation capacity building needs timeously. Member States continue to foster and enable a collaborative environment for technical aspects of VAA. ICPs complement RVAA technical support and finance at Member States' level
						Technical capacity building plans developed for 14 NVACs	Organizational capacity assessments for institutionalization completed for NVACs	10 NVACs have been supported to implement develop their MS specific capacity building plans	14 NVACs disseminate reports and recommendations to inform national policies and planning mechanisms and/ or programmes		
						A road map on emerging issues produced	Revised CoE model developed	Regional learning summit held on emerging issues in VAA	14 Member State CoE models developed 1 Regional Member State CoE model developed	Selected activities critical for the implementation of the CoE models supported	
	G1.2) Key programme functions undertaken by SADC Secretariat staff	TBD	Key programme functions identified and undertaken by SADC Secretariat staff by 2021	Programme reports	Annually	SADC repositions RVAA in DRR unit, with support from other directorates.	SADC reviews and revises RVAC ToR	Steering Committee approves technical sustainability plan.	SADC Phase out plan developed prioritizing support to enhance SADC Secretariat technical capacity to coordinate		Capacity strengthening at the individual level is complemented by capacity strengthening at the

						RVAA Technical Support Team in place			the RVAA programme		organization and systems levels to ensure sustainability
	G1.3) Number of relevant and functional Technical Working Groups at national & regional levels	2 (Gender, nutrition , HIV; IPC)	6 (Gender, nutrition , HIV; IPC, Markets & urban; HEA; Communications & Advocacy, Information Management)	Technical Working Groups' Terms of Reference, Membership list, guidelines, mission reports	Quarterly	N/A	N/A	N/A	Schedule of joint service provider & SADC Secretariat missions Review and/or develop Terms of reference and membership for Technical Working Groups Support 4 NVACs to set up Communications & Advocacy TWGs Facilitate development and implementation of TWG work plans	100% of high level joint service provider & SADC Secretariat missions completed 4 guidelines produced (Urban Assessment, HEA, Communications & Advocacy, Information & Management)	
Output 3	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions

NVAC capacity for policy analysis and advocacy strengthened	H1.1) Number of NVACs supported in policy analysis and advocacy capacity strengthening	0	14 NVACs	Workshop report	Annually	N/A	N/A	N/A	1 regional workshop	1 regional workshop	NVACs have the adaptive capacity to continually adjust their messages and strategies to respond to changes in their context. NVACs provide recommendations and policy options that are technically feasible and consistent with policy maker and public values. Member States remain committed to adhering to regional, continental and international reporting
	H1.2) Number of targeted policy briefs and information products available online for governments, academia, ICPs, NGOs at a national level	TBD	4 targeted policy briefs, 9 information products	Targeted policy briefs, Information products	Quarterly	Regional VAA synthesis report presented to SADC decision-making structures by July 2017	RVAA Communication Strategy developed and approved	RVAA Advocacy & Communication Strategy reviewed and approved	4 targeted policy briefs 9 information products		
								14 NVACs trained on RVAA Advocacy Toolkit			
							At least 1 technical brief produced and disseminated	2 targeted policy briefs 4 information products			

H1.3) VAA findings and recommendations included in SADC annotated agendas for SADC Senior Officials' meeting, Ministers and Summit	2 annotated agendas in 2017	22 annotated agendas	Annotated agendas	Bi-annual	2 annotated agendas	7 annotated agendas	12 annotated agendas	17 annotated agendas produced for Senior officials committees, SADC committee ministers responsible for agriculture & DRR; Council of Ministers, Summit Heads of State	22 annotated agendas produced for Senior officials committees, SADC committee ministers responsible for agriculture & DRR; Council of Ministers, Summit Heads of State	requirements e.g. SDG, CAADP, RAP, FNSS etc. Member States AND SADC mainstream monitoring and evaluation systems for humanitarian and development policies and programmes.
H1.4) Number of regional, national, continental and global advocacy networks identified and engaged	2 (Food Security Information Network, RIASCO)	5 networks	Activity and budget use tracker	Quarterly	N/A	N/A	N/A	3 networks identified and engaged	5 networks identified and engaged	NVACs provide recommendations and policy options that are technically feasible and consistent with policy maker and public values. Evidence-based policy and programming remains a priority for MS. SADC Member States continue to prioritise poverty
H1.5) Number of documented case studies on use of assessment reports by governments or ICPs	6 case studies	5 documented case studies on use of assessment reports by governments or ICPs by 2021	Case Studies	Bi-annual	N/A	N/A	N/A	Develop case study guidance At least 2 NVACs circulate documented case studies on use of assessment reports by governments or ICPs online	At least 3 NVACs circulate documented case studies on use of assessment reports by governments or ICPs online	

Output 4	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
RVAA information products visible,	I 1.1) Data, information and knowledge	Will be based on 2019 figures	15% increase from baseline of the number of	Web analytics	Quarterly		At least 5 NVAC datasets created	At least 8 NVAC datasets created	At least 12 NVAC datasets created	At least 14 NVAC datasets created	MS make NVAC data and information
									NVAC value proposition study undertaken for 3 MS	NVAC value proposition study undertaken for 5 MS	reduction and resilience to climate change. Member States and donors demonstrate willingness to invest in policies and programmes addressing longer term, chronic vulnerabilities Regional policies and strategies reflecting underlying causes of vulnerability are implemented by national governments. SADC reports against SDG and CAADP indicators.

accessible, and influential to policies, strategies, and programmes	management system developed	after launch of repository	stakeholders accessing datasets by 2021					Launch of publicly accessible online repository	10% increase in stakeholders accessing NVAC data	15% increase in stakeholders accessing NVAC data	regionally and publicly available for research and general use. RVAA Atlas is positioned as the single integrated repository of RVAA knowledge and information management
							RVAA briefing pack developed	Online regional Atlas developed	Online regional Atlas developed	10 NVACs accessing the online regional atlas	
	I1.2) Percentage of Annual Assessment reports, synthesis reports, guidance documents, case studies and thematic reports available online for governments, academia, ICPs, NGOs	73% of Annual Assessment reports produced in 2016	100% of Annual Assessment reports, thematic reports, comparative analysis reports and case studies produced from 2017-2021 available online	NVAC website, RVAA central repository, SADC website, RVAA Uptake Scorecard, Milestone tracker	Monthly/Quarterly	Each NVAC prepares and circulates annual assessment reports to SADC	14 NVACs circulate and disseminate their Annual Assessment reports online	14 NVACs circulate and disseminate their Annual Assessment reports online	All thematic reports, assessment reports, case studies, episode studies, policy briefs, induction pack, guidelines and information products available online	14 NVACs circulate and disseminate their Annual Assessment reports online	
							1 NVAC comparative analysis report available online	At least 3 NVAC comparative analysis reports available online		All thematic reports, assessment reports, case studies, episode studies, policy briefs, induction pack, guidelines and information products available online	
						4 guidance documents available online	4 thematic reports on one of these areas: climate change, resilience, chronic vulnerability, poverty reduction available online				

	I1.3) Percentage of downloads of VAA products	Will be based on 2019 figures after launch of repository	20% increase from baseline of downloads of VAA products by 2021	Milestone Tracker, Web analytics	Monthly/Quarterly		Knowledge management reviews conducted	Knowledge management strategy developed	Support 3 NVACs to develop Information & Knowledge management strategies	At least 3 NVACs have working IM strategies	
							5% increase in downloads of VAA products	10% increase in downloads of VAA products	15% increase in downloads of VAA products	20% increase in downloads of VAA products	
Output 5	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Regional coordination & leadership strengthened	J1.2) SADC Secretariat has an approved RVAA strategy and phase out plan for post March 2022 transition	0	SADC Council formally ratifies the Secretariat RVAA Phase-out plan	SADC Council Resolution	Annually	N/A	N/A	N/A	SADC Secretariat RVAA institutionalisation strategy approved by SADC RVAA Steering Committee	SADC Council formally ratifies the Secretariat RVAA Phase-out plan	SADC can fund RVAA costs through programme budgets. SADC mainstreams strategy and M&E so that RVAA reporting can influence decisions and revisions. ICPs remain committed to strengthening RVAA products and processes without institutional or methodological biases. RTST communicate
	J1. 3) Number of approved regional meetings convened by SADC Secretariat	10 Steering Committee Meetings, 20 Regional Vulnerability Assessment Committee meetings	10 Steering Committee Meetings, 10 Regional Vulnerability Assessment Committee meetings, 5 Dissemination Forums and 5 Annual Organizational Meeting by 2021	Meeting reports	Bi-annually		2 Steering Committee meetings	2 Steering Committee meetings	2 Steering Committee meetings	2 Steering Committee meetings	
							2 Regional Vulnerability Assessment Committee meetings	2 Regional Vulnerability Assessment Committee meetings	2 Regional Vulnerability Assessment Committee meetings	2 Regional Vulnerability Assessment Committee meetings	
							1 Dissemination Forum	1 Dissemination Forum	1 Dissemination Forum	1 Dissemination Forum	

	J1. 4) Number of awareness raising efforts about prevention of sexual exploitation and abuse (PSEA) at national and regional levels	2 regional activities in 2029	1 Regional activities 2 national activities	Activity reports	Bi-annually	N/A	N/A	N/A	1 Regional workshop on PSEA	2 National workshops on PSEAs	s planned VAA missions so that RIST can try to coordinate requests for institutionalisation support. RIST, on request for technical support immediately communicates this with RTST to assess potential to coordinate missions. Member States have a relevant referral mechanism in place.
Output 6	Output Indicators	Baseline	Target	Means of Verification	Frequency	Milestone 1 (2017)	Milestone 2 (2018)	Milestone 3 (2019)	Milestone 4 (2020)	Milestone 5 (2021)	Assumptions
Approved budgets for RVAA phase out plans by MS and SADC Secretariat	K1.1) Number of MS with Phase-out plans including approved organisational sustainability development plans.	0 (2020 baseline)	14 MS with Phase-out plans including approved organisational sustainability development plans	Government approved (MoU's / Charters ratified by relevant executive authority and included in published) phase-out plans.	Bi-annually	N/A	N/A	N/A	At least 5 MS have draft Phase Out Plans including approved organisational sustainability development plans	14 MS with Phase-out plans including approved organisational sustainability development plans	NVACs require and request SADC missions to advocate for increased dedicated human and financial resources ICPs, NGO's and civil

	K1.2) Number of MS with Phase-out plans including MoU's and/or Charters confirming resource commitments .	0 (2020 baseline)	14 MS with Phase-out plans including MoU's and/or Charters confirming resource commitments	Government approved (MoU's / Charters ratified by relevant executive authority and included in published) phase-out plans.	Bi-annually	N/A	N/A	N/A	At least 5 MS have draft Phase Out Plans including MoU's and/or Charters confirming resource commitments	14 MS with Phase-out plans including MoU's and/or Charters confirming resource commitments	society find value in the VAA programme.
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Annex 9 Acronyms

AOM	Annual Organizational Meeting
ARC	African Risk Capacity
CAADP	Comprehensive African Agriculture Development Programme
DEQAS	WFP's Decentralized Evaluation Quality Assurance System
DES	Deputy Executive Secretary
DRR	Disaster Risk Reduction
DRRU	Disaster Risk Reduction Unit
EC	Evaluation Committee
EM	Evaluation Manager
ET	Evaluation Team
ERG	Evaluation Reference Group
FCDO	Foreign Commonwealth Development Office
FEWSNET	Famine Early Warning Systems Network
FNSS	Food and Nutrition Security Strategy
HEA	Household Economy Approach
HIV	Human Immunodeficiency Virus
ICP	International Cooperating Partner
IPC	Integrated Food Security Phase Classification
IPCC	Intergovernmental Panel on Climate Change
ISP	Institutionalization Service Provider
JEMG	Joint Evaluation Management Group
LM	Landell Mills
MS	Member State
M&E	Monitoring and evaluation
MVAC	Malawi Vulnerability Assessment Committee
NVAC	National Vulnerability Assessment Committees
MANCO	Programme management committee
MoU	Memorandum of Understanding
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PHQA	Post Hoc Quality Assessment
PSEA	Prevention of Sexual Exploitation and Abuse
QS	Quality Support
RAP	Regional Agricultural Policy
RBJ	Regional Bureau Johannesburg
RIASCO	Regional Inter-agency Standing Committee
RIST	Regional Institutionalization support team
RTST	Regional Technical support team
RVAA	Regional Vulnerability Assessment and Analysis
RVAC	Regional Vulnerability Assessment Committee
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation

SDG	Sustainable Development Goal
STEERCOM	Steering Committee
ToC	Theory of Change
ToR	Terms of Reference
TSP	Technical Service Provider
TL	Team leader
TWG	Technical Working Group
VfM	Value for money
VAA	Vulnerability Assessment and Analysis
VAC	Vulnerability Assessment Committee
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme