

World Food  
Programme

**Decentralized evaluation for evidence-based decision making**

WFP Office of Evaluation

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**Decentralized Evaluation Quality Assurance System (DEQAS)**

## **Terms of Reference**

**Evaluation<sup>1</sup> (including a baseline and outcome monitoring) of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya Country Strategic Plan, in arid and semi-arid areas in Kenya from 2018 to 2023**

**WFP Kenya Country Office**

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<sup>1</sup> In this TOR context, Evaluation refers to baseline, annual outcome monitoring , midterm and final activity evaluation

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## **1. Introduction**

1. These Terms of Reference (TOR) are of Evaluation Strategic Outcome (SO) 2 (referred to as Programme in this TOR) of the Kenya CSP (Country Strategic Plan) 2018- 2023<sup>2</sup> in arid and semi-arid areas in Kenya. The SO read as follows ‘ Targeted smallholder producers and food-insecure, vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023’’. The SO will be achieved through 2 activities 1. Create assets and transfer knowledge, skills and climate risk management tools to food -insecure households; 2. facilitate access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers. The evaluation will include a baseline and annual outcome monitoring, processes that will be critical for laying the foundation for the mid-term and final activity evaluation of this outcome. The baseline is scheduled for January 2019, while outcome monitoring will be on an annual basis. The midterm and final activity evaluations are scheduled for 2020 and 2022 respectively. In this TOR, the entire piece of work i.e. baseline, annual outcome monitoring, mid-term and final activity evaluation will be referred to as ‘evaluation’. The total budget for this outcome is USD 369, 463, 263 .This evaluation is commissioned by WFP Kenya country office and will cover the period from July 2018 to June 2023.
2. These TOR were prepared by Beatrice Mwangela, head of Monitoring and Evaluation unit, WFP Kenya, based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the baseline, outcome monitoring and evaluation process; and secondly, it provides key information to stakeholders about the proposed baseline, outcome monitoring and evaluation.

## **2. Reasons for the Evaluation**

The reasons for the evaluation being commissioned are presented below.

### **2.1. Rationale**

3. WFP Kenya CSP 2018-2023 was approved in June 2018 and went live in July 2018. In the CSP, WFP Kenya commits to measure performance of each of the CSP outcomes. This includes laying solid baselines for each of the CSP activities, monitoring and measuring progress in achieving the set outcomes and assessing achievements and results at mid-term and the end of the programme. WFP Kenya is keen on ensuring that baselines, outcome monitoring and evaluations are timely, of good quality and are useful for programme improvement. As such, WFP Kenya has been very keen to plan, think through critical monitoring and evaluation processes and make a decision on how they will be implemented right from the design stage of the CSP.

### **2.2. Objectives**

4. The baseline will provide a situational analysis at the start of the activities laying the foundation for outcome monitoring that will measure progress and performance of the activities on a yearly basis, providing concrete

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<sup>2</sup> <http://www1.wfp.org/operations/ke01-kenya-country-strategic-plan-2018-2023>

recommendations and lessons learned for programme improvement. A mid-term evaluation will be conducted to provide an evidence-based, independent assessment of the performance of the programmes activities so that WFP and its partners can adjust course as necessary for the remainder of the CSP period. A final evaluation will be conducted to assess performance and contribution of the programme to the CSP strategic objectives.

5. The evaluation will serve the dual and mutually reinforcing objectives of accountability and learning.

**Accountability:** The evaluation will assess and report on the performance and results of Kenya CSP outcome 2 to help WFP to present high quality and credible evidence of actual impact to its donors.

**Learning:** The processes will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems. For this reasons, both accountability and learning have equal weight .

### **2.3. Stakeholders and Users**

6. A number of stakeholders both inside and outside of WFP have interests in the results of the baseline, outcome monitoring and the evaluations and some of these actors will be asked to play a role in the process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
7. Accountability to affected populations, is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.
- 8.

**Table 1: Preliminary Stakeholders' analysis**

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO) Kenya</b>	Responsible for the planning and implementation of WFP interventions at country level. It has a direct stake in the baseline, outcome monitoring and evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The results from the processes will inform programming, support tracking of progress towards achieving of this outcome, feed into corporate and donor reporting and provide lessons for implementation improvement.
<b>Regional Bureau (RB) [Nairobi]</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation adviser supports CO/RB management to ensure quality, credible and useful decentralized evaluations while the M&E Regional advisor supports CO/RB to ensure quality, credible and useful monitoring and evaluation processes.
<b>Office of Evaluation (OEV) and Monitoring Unit (RMPM)</b>	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy. Monitoring unit has a stake in ensuring that outcome monitoring processes deliver quality, credible and useful findings for programme decision making and corporate reporting.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. The findings from these processes will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined, at inception phase when

	<p>developing the evaluation design ,and their respective perspectives will be sought. Direct interviews with beneficiaries will be done for baseline, outcome monitoring and also the evaluations to seek their perspectives on the programme.</p>
<p><b>Government (National and county level)</b></p>	<p>Both county and national Government have a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest, particularly for Ministry of Agriculture, Livestock and Fisheries, Ministry of Water and the National Drought Management Authority, and the Ministry of Labour, Social Security and Services, including relevant Ministries at county level.</p>
<p><b>UN Country team</b></p>	<p>The Kenya United Nations Development Assistance Framework (UNDAF) should contribute to the realisation of the government developmental objectives. Kenya United Nations Country Team (UNCT) has therefore an interest in ensuring that WFP operation is effective in contributing to the United Nations concerted efforts. WFP implements the programme within a wider UN system of support to government priorities. The partner agencies are interested in learning to what extent WFP interventions are contributing to the overall outcomes committed to the UNDAF. Various agencies such as IFAD and FAO are also direct partners of WFP at policy and activity level.</p>
<p><b>NGOs</b></p>	<p>NGOs are WFP’s partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation will inform future implementation modalities, strategic orientations and partnerships.</p>
<p><b>Donors</b></p>	<p>WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP’s work has been effective and contributed to their own strategies and programmes. These donors need good evidence on the performance of WFP operations. Some of the donors will be called upon to be part of the midterm and final evaluation reference group. Baseline and outcome monitoring results will feed into donor and corporate reporting.</p>

8. The primary users of this baseline, outcome monitoring and the final evaluation will be:

- The WFP Kenya country office and its partners in decision-making, notably related to programme implementation and/or design, Strategy and partnerships.
- The baseline (and the subsequent outcome monitoring exercises and the final evaluation) will contribute to the body of knowledge regarding the programmes activities. WFP will use the findings and lessons learned to inform programme design and implementation decisions.
- Given the core functions of the Regional Bureau (RB), the RB is expected to use the findings to provide strategic guidance, programme support, and oversight.
- WFP HQ may use the findings for wider organizational learning and accountability
- OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.
- The findings will also feed into annual corporate reporting and donor reporting.

### **3. Context and subject of the Evaluation**

#### **3.1. Context**

9. Kenya is transforming rapidly. A decade of stability and consistent economic growth resulted in the achievement of lower-middle-income status in 2014. Social, economic and gender inequalities persist, however; 39 percent of working-age Kenyans are unemployed, for example, and most of the unemployed are under 35.<sup>3</sup> Over one third (35.6 percent) of the population of 48.5 million lives below the international poverty line.<sup>4</sup> Lack of access to adequate food remains a major challenge, resulting in significant undernutrition and food insecurity, particularly in arid and semi-arid lands, which are underdeveloped and drought-prone and often suffer from conflicts between communities over limited natural resources.
10. Agriculture remains the main economic driver, although 80 percent of the land is either arid or semi-arid. Kenya's fast-growing population – increasing by 2.9 percent per year – and increasingly frequent climate shocks are contributing to natural resource scarcity and land degradation. Inefficient value chains do not respond to the needs of smallholder farmers and poorer consumers.
11. Devolution is a major thrust in the country's 2010 Constitution and has led to the establishment of 47 elected county governments. The counties are enhancing accountability and improving public service delivery at subnational levels but many still lack capacity and resources for planning, budgeting and implementing programmes, including for nutrition and food security.
12. Despite substantial investments by the Government and donors, 12 percent of Kenyans have inadequate food consumption. Households headed by women are more likely to be food-insecure than those headed by men, at 16 percent versus 10 percent.<sup>5</sup> Food-insecure households are typically poor, rural and dependent on daily agricultural labour; they have fewer livestock, less agricultural land and higher dependency ratios. Trends show that large-scale droughts occur approximately every five years, increasing the number of acutely food-insecure people to up to 3.6 million in the arid and semi-arid lands, most recently in 2017.

<sup>3</sup> United Nations Development Programme. 2017. Human Development Report 2017.

<sup>4</sup> World Bank. April 2018 Kenya data. <https://data.worldbank.org/country/kenya>

<sup>5</sup> WFP. 2016. Kenya – Comprehensive Food Security and Vulnerability Analysis (CFSVA), June 2016. <https://www.wfp.org/content/kenya-comprehensive-food-security-and-vulnerability-analysis-cfsva-june-2016>.

13. Over the last decade, according to the 2014 Kenya Demographic and health survey (a Government led survey done every 5 years), the prevalence of stunting among children under 5 has decreased significantly, although the absolute number has increased as a result of population growth. Stunting is more prevalent in rural areas, at 29 percent, than in urban ones, at 20 percent, and among boys, at 30 percent, than among girls, at 22 percent. Nine counties have stunting levels of more than 30 percent, which is of serious significance for public health.<sup>6</sup> In arid counties, global acute malnutrition among children 6–59 months often exceeds the World Health Organization’s “critical” threshold of 15 percent. Micronutrient deficiencies remain high among children aged 6–59 months and pregnant and lactating women and girls. Anaemia prevalence is higher among boys, at 28 percent, than among girls, at 25 percent, while an anaemia prevalence of 42 percent among pregnant women and girls aged 15–49 denotes a severe public health problem.<sup>7</sup>
14. Smallholders account for 75 percent of agricultural output and 70 percent of market supplies.<sup>8</sup> Women provide 80 percent of farm labour and manage 40 percent of smallholder farms, but own only 1 percent of agricultural land and obtain only 10 percent of agricultural credit.<sup>9</sup> Yields of several staple crops have declined because of land degradation, high costs of inputs and services, overdependence on rain fed production and post-harvest losses of 20–30 percent for cereals and 40–60 percent for fruits and vegetables.<sup>10</sup> Livestock productivity is affected by scarcity of water and pasture, limited extension services and weak value chains.
15. Food systems are threatened by pressure on land and natural resources, exacerbated by population growth and increasingly frequent climate shocks. However, there is potential for improving soil and water conservation and unlocking abundant natural resources, including substantial surface and groundwater in arid and semi-arid lands. Commodity value chains are generally underdeveloped. A rapidly growing urban population presents an incentive for strengthening nascent commercial food chains, which would benefit producers, traders and consumers.
16. Kenya is a major regional player in eastern Africa: it is an important communications and logistics hub with a major port on the Indian Ocean and land borders that give the country strategic significance in international affairs. The 2017 election process created political uncertainty that, combined with the drought, contributed to a stalling of the economy. Growth rates are forecast to rebound to 5.5 percent in 2018 and steadily rise to 6.1 percent in 2020.<sup>11</sup> Government plans and institutions – including Vision 2030 – the Government’s long-term development policy – and its corresponding action plan, the Third Medium Term Plan (2018–2022) for Vision 2030 (MTP3), are sufficiently robust to withstand political transitions and will continue to guide the trajectory of development. The Government has adopted gender-responsive budgeting as a

<sup>6</sup>Kenya National Bureau of Statistics. 2014. Kenya Demographic and Health Survey 2014. Nairobi. <https://dhsprogram.com/pubs/pdf/fr308/fr308.pdf>.

<sup>7</sup> Ministry of Health. 2011. The Kenya National Micronutrient Survey 2011. <http://www.nutritionhealth.or.ke/wp-content/uploads/Downloads/The%20Kenya%20National%20Micronutrient%20Survey%202011.pdf>.

<sup>8</sup> Government of Kenya. 2009. Agricultural Sector Development Strategy 2009–2020. [http://www.kecosce.org/downloads/AGRICULTURE\\_SECTOR\\_DEVELOPMENT\\_STRATEGY\\_2009\\_2025.pdf](http://www.kecosce.org/downloads/AGRICULTURE_SECTOR_DEVELOPMENT_STRATEGY_2009_2025.pdf).

<sup>9</sup> Ibid.

<sup>10</sup> Mutungi, C. and Affognon, H. 2013. Addressing Food Losses: Status and Way Forward for Postharvest Research and Innovations in Kenya. International Centre of Insect Physiology and Ecology (ICIPE) Policy Brief No. 5/13. <https://idl-bnc-idrc.dspacedirect.org/bitstream/handle/10625/52222/IDL-52222.pdf?sequence=1&isAllowed=y>.

<sup>11</sup> World Bank. April 2018. The World Bank in Kenya. <http://www.worldbank.org/en/country/kenya/overview>.



strategy for promoting gender equality and inclusion at both the national and county levels.

17. Progress towards zero hunger in Kenya is intertwined with progress towards other SDGs. Poverty limits the affordability of and access to food (SDG 1). Poor health is both a causal factor and a consequence of malnutrition (SDG 3). Education attainment is closely correlated with breaking the intergenerational cycle of malnutrition and providing improved livelihood opportunities (SDG 4). Gender inequalities are both a cause and a consequence of food insecurity, including through limited land rights and opportunities for women (SDG 5). Poor infrastructure, particularly in arid and semi-arid lands, limits access to markets for both consumers and producers (SDG 9).
18. The agriculture and livestock sectors, primarily the domain of men and economically and culturally central in Kenyan society, are very vulnerable to climate change and increased weather-related shocks. Ninety-five percent of crops are rain fed, leaving farmers highly exposed to droughts. Seasons have become far less predictable, with poor distribution of rainfall over space and time disrupting cropping and exacerbating soil erosion. Pastoralists face severe scarcity of water for cultivating fodder and providing water for their livestock during the long dry spells; this often leads to resource-based conflicts.
19. Inefficiencies in the food system lead to high food prices, insufficient market supply, particularly for fresh foods, and lower incomes for producers. Agricultural value chains tend not to respond to farmers' needs. The main causes of supply-side inefficiencies are uncertain land rights, land fragmentation, lack of agricultural services for both the pre- and post-harvest stages, limited storage and transport capacity, and poor access to inputs, credit, markets and information. Gender inequalities in access to and control over resources aggravate the barriers and challenges to sustainable and sufficient agricultural production.
20. A recent study<sup>12</sup> demonstrates that investments in averting humanitarian crises in Kenya would yield savings of up to 30 percent for the international donor community while also protecting billions of dollars of income and assets for the people who would have been most affected by the averted crises. Thus it is estimated that a safety net scheme transferring USD 300 per household would save USD 181 million in 15 years compared with the cost of a late response. Similarly, a resilience building intervention that results in an increase in income of USD 450 per household saves an estimated USD 273 million over the same timeframe.
21. A 2016 evaluation<sup>13</sup> concluded that asset creation activities build essential infrastructure and social capital, which are vital in supporting self-reliance and resilience. The evaluation recommended expanding the technical aspects of WFP's asset creation programmes in order to improve the quality of activities and ensure their integration into government systems, thereby improving the opportunities for graduation and transition from food assistance. In 2016, 94,000 people were transitioned out of food assistance

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<sup>12</sup> United States Agency for International Development Center for Resilience. 2018. *Economics of resilience to drought: Kenya analysis*. [https://agrilinks.org/sites/default/files/kenya\\_economics\\_of\\_resilience\\_final\\_jan\\_4\\_2018\\_-\\_branded.pdf](https://agrilinks.org/sites/default/files/kenya_economics_of_resilience_final_jan_4_2018_-_branded.pdf).

<sup>13</sup> An Evaluation of WFP's Asset Creation Programme in Kenya's Arid and Semi-arid Areas 2009 to 2015, July 2016

22. A 2016 review<sup>14</sup> of WFP's work in facilitating market access and linkages for smallholders recommended proactive assessment and engagement with all actors along the value chains in order to enhance efficiency and improve markets. It also highlighted the essential role of institutional procurement such as for school meals in stimulating smallholder farmers' production, facilitating linkages to markets, enhancing value chains and improving food safety and quality.
23. Studies, analyses and assessments have been conducted to support the development of a gender-transformative approach to food security and nutrition, promoting gender equality in all WFP interventions. Findings reveal that the social and economic empowerment of women has improved significantly, particularly among the beneficiaries of livelihood and asset creation activities. To improve gender equality, however, greater engagement of men and young people is necessary. Livelihood activities also facilitate access to other services, particularly health and finance, for both women and men.
24. Kenya has made significant progress in regard to promoting gender equality and women empowerment. According to Kenya's Economic Survey 2018, the proportion of the population who are poor dropped from 46% in FY 2005/06 to 36% in 2015/16. However, there still exist gender inequalities in socio-economic and political spheres. Further, the Survey indicates that 15% of the population experience several multi-dimensional poverty. The highest overall poverty incidents was in rural areas where 40% of the residents were considered as overall poor compared to 27% in peri-urban and 29% in core urban areas.
25. According to the Global Gender Gap Report, (2017), Kenya's Gender Index stood at 0.694. The sub index of health and survival, political empowerment, Economic participation and opportunity, and educational attainment stood at 0.980, 0.147, 0.720 and 0.929, respectively. Kenya remains a highly unequal society by income, gender and geographical location. Women are less likely to find a job in the formal labour market and receive less pay than men. Poverty is prevalent among low-income earning women, rural communities and the urban poor concentrated in increasing urban settlements.<sup>15</sup> Social indicators such as falling infant mortality, near universal primary school enrolment and narrowing of gender gaps in education, reduction in the prevalence of HIV/AIDS have improved. However, other social indicators such as high maternal mortality 362 maternal deaths per 100,000 (KDHS, 2014) and low secondary school enrolment undermine economic growth. In Kenya 21.2 % of the total population in 2014-2016 was undernourished representing -35% change since 1990<sup>16</sup>.
26. The participation of women in, and contribution to the economy is under-rated with women and girls work often unpaid, underpaid or invisible<sup>17</sup>. Women undertake the bulk of agricultural work, thus contributing much to productivity for consumption and for market. However, women earn only a fraction of the income generated and own a nominal percentage of assets. The majority of women work in the informal sector while only 34 percent of women work in the formal sector. Women's unpaid care work in particular is critical to the formal economy. These affect the extent to which women can take advantage of new methods of production, information, knowledge and available skills for gainful livelihoods.

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<sup>14</sup> Stock-Taking of Agricultural Market Access and Linkage Activities & Charting the way forward for July 2016 – June 2018

<sup>15</sup> Kenya Economic Survey 2018

<sup>16</sup> International Fund for Agricultural Development. 2015.,p.44

<sup>17</sup> Sessional Paper No. 2 of 2006 on Gender Equality and Development

27. Women are also concentrated more in sectors that have lower average wages, especially agriculture and education. Given that nearly 40 percent of households are run solely by women, their households are more likely to be poor because of a lack of fair income. In addition, women have also been shown to earn less than men in Kenya. For instance, the World Economic Forum (2015) found that a Kenyan woman earns Kshs. 62 for every Kshs.100 earned by a man, for similar work done. This wage gap cumulatively translates to different outcomes for both men and women, economically, politically, socially and culturally.
28. Kenya has developed policy frameworks for gender equality which includes The National Policy on Prevention and Response to GBV and MTP III. MTP III emphasizes on gender mainstreaming and the empowerment of women as key priorities in ensuring equality between men and women in access to economic, social and political opportunities. Budget allocation for gender programs has been enhanced and as a result more beneficiaries have been reached through the various Affirmative Action funds.
29. WFP partners with the Government and the other Rome-based United Nations agencies -the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD) to complement each other's efforts under the Kenya Cereal Enhancement Programme - Climate Resilient Agricultural Livelihood Window (KCEP-CRALW) in Kitui, Makueni, Kilifi, Taita Taveta and Kwale counties. KCEP-CRALW aims to enable smallholders to transition to 'commercially oriented, climate resilient agricultural practices through improvements in productivity, post production management practices and market linkages for targeted value chains' as well as empower 'County Governments and communities to sustainably and consensually manage their natural resources and build resilience to climate change'. A key aspect of resilience building/sustainability, as the participant households improve their production and food security, they can 'transition' to programs such as KCEP-CRALW and no longer depend entirely on transfers from WFP. 35,500 households are expected to transition to KCEP-CRALW by 2020.
30. In the arid counties of Baringo, Garissa, Isiolo, Marsabit, Samburu, Turkana and Wajir WFP is partnering with USAID's Partnership for Resilience and Economic Growth (PREG)<sup>18</sup> to help the supported families move their livelihoods up the resilience pathway thus preparing them for transition from food assistance in the future. The PREG partnerships hinges on layering, sequencing and integration of interventions for resilience and economic growth. WFP's resilience building programme is the foundations on which to layer the other interventions.
31. other partnerships include; National Drought Management Authority (NDMA), National ministries of Agriculture, Livestock and Fisheries, Trade and Cooperative Development, Health, Education, County Governments UNICEF , NGOs, World Bank, African Development Bank, Farm to Market Alliance (AGRA, International Finance Corporation, GrowAfrica, Technoserve), Micronutrient Initiative; Global Alliance for Improved Nutrition and financial service providers.
32. Gender was incorporated in the design of the CSP. Gender analysis has been done in Marsabit, Baringo,Samburu and Wajir and plans are underway to undertake gender analysis in the rest of the target counties.F

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<sup>18</sup> PREG: Partnerships in Resilience and Economic Growth (PREG) is consortium of organisations that are supported by USAID to implement programmes on resilience and economic growth in arid counties of Kenya.

## 3.2 Subject of the evaluation

33. In June 2018, WFP executive board approved the Kenya CSP which runs from 1 July 2018 to 30 June 2023. The CSP has 4 strategic outcomes and 7 activities. Each Strategic outcome has several outputs. SO 2 (to be referred to as programme in this TOR) of the CSP states “Targeted smallholder producers and food-insecure, vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023”.
34. To achieve this programme it will be necessary to capitalize on the potential of Kenya’s young population while addressing the challenges of high youth unemployment, an ageing farming population, growing reliance on markets for access to food in urban and rural areas and climate-related threats to the natural resources on which smallholder farmers and pastoralists rely. Based on national and local assessments of vulnerability to climate shocks, and in line with the priorities of the food and nutrition security commitment of the Government’s Big Four agenda<sup>19</sup>, a package of interventions along the food production, transformation and consumption chain will seek to build the resilience of food-insecure communities by unlocking the potential of Kenyan food systems.
35. In line with the “leave no one behind” agenda, WFP will leverage its extensive field presence<sup>20</sup> and capacities for reaching the most vulnerable populations, which are frequently excluded from development programmes and opportunities. Special consideration will be given to the needs of individuals with disabilities. By adopting a food systems approach, WFP will engage in new strategic partnerships with the Government, the private sector and partners including the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), offering integrated and equitable solutions to smallholder producers, processors, retailers and consumers. Through such multifaceted support, households and communities will develop the capacity to move away from WFP-supported assistance and to take advantage of development opportunities, including in the private sector, with a view to achieving resilient self-sufficiency. Activities under this strategic outcome will be developed and modelled for adoption and scaling up by the Government, the private sector and civil society.
36. This programme is modelled as a food system approach. A food systems country case study for Kenya was done in April 2018 prior to preparation of the Kenya CSP and summarizes the approach. See here <https://docs.wfp.org/api/documents/WFP-0000068432/download/>
37. This programme will be achieved through two activities, namely activity 3 and 4 in the CSP i.e.
- Activity 3: Create assets and transfer knowledge, skills and climate risk management tools to food-insecure households
  - Activity 4: Facilitate access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers.

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<sup>19</sup> <http://www.president.go.ke/>

<sup>20</sup> currently WFP Kenya has field offices spread across the country in Dadaab, Kakuma, Garissa, Wajir, Marsabit, Isiolo, Nairobi, Mombasa and Lodwar

And six outputs i.e.

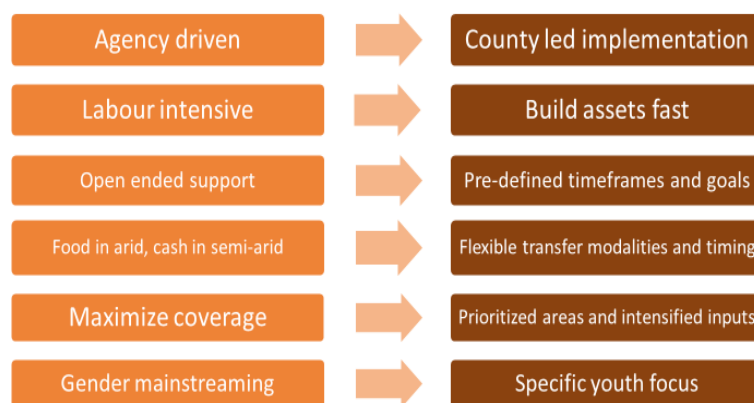
- Targeted communities in food-insecure areas, including young people and communities hosting refugees, benefit from enhanced organization enabling them to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food production systems.
  - Food-insecure beneficiaries in targeted communities, including communities hosting refugees, receive conditional in-kind or cash-based transfers to address immediate food consumption gaps.
  - Targeted beneficiaries receive a comprehensive package of nutrition interventions including SBCC (Social and behaviour change communication) activities to improve knowledge and practices related to nutrition, linkages to social protection schemes and essential health and nutrition services, including provision of micronutrient powders to improve their nutrition status.
  - Smallholder producers and small-scale traders and processors are supported to access public- and private-sector commodity markets and financial and agricultural input services, including local fortification and technologies for reducing post-harvest losses.
  - Smallholder producers and small-scale traders and processors benefit from an improved and inclusive business environment achieved through evidence-based policies, advocacy and partnerships, enabling them to increase and diversify the production and sale of better quality food.
  - Commercial supply chain actors in targeted areas receive technical support for improving the efficiency of food markets and supply chains, including reducing food waste, to facilitate access to affordable, better quality and safe foods in markets.
38. Activity 3 will support food-insecure households through transfers to meet seasonal food gaps while mobilizing communities to create climate-resilient assets for increasing production and diversifying livelihoods. Taking into account the differences between arid and semi-arid areas, the support will include new technologies for soil and water conservation, broader natural resource management, livelihood diversification, nutrition-sensitive agriculture, agribusiness and access to financial services including micro-insurance products, ensuring equitable participation and benefits for women and men and thereby reducing gender inequalities. These elements will be sequenced and layered on the asset creation platform in order to maximize the impact of assistance.
39. WFP will develop a strategy for engaging young people in a conflict-sensitive approach that will include expansion of new technologies and mechanized

approaches and opportunities for diversifying livelihoods through profitable value chains such as poultry and horticulture. WFP will seek to develop models for addressing the demographic risks faced by Kenya in the absence of an increase in attractive employment opportunities in agriculture and agribusiness for a rapidly growing young workforce.

40. Clear guidelines and criteria for moving beneficiaries from WFP support will be developed and applied with partners, taking into consideration reduced seasonal food gaps and enhanced resilience to shocks. Pathways for this transition will include activities to increase self-reliance and eligibility for and inclusion in other development activities for further development of productivity and resilience, with referral to social protection schemes for people who may not have the capacities and resources to meet their basic needs.
41. In the event of resource constraints, a three-tier geographical prioritization strategy will be applied at the county level. Based primarily on the prevalence of chronic food insecurity and opportunities for strategic partnerships, tier 1 counties will be prioritized for receiving a comprehensive package of transfers and technical support. Counties in tiers 2 and 3 will receive a package that is customized to match priorities and the resources available. Partnerships with the other Rome-based agencies and other entities will be proactively pursued in order to enhance efficiency and effectiveness. Geographical coverage for SO2 activities 14 counties i.e. nine arid counties (Turkana, Baringo, Marsabit, Isiolo, Samburu, Mandera, Wajir, Garissa, and Tana River) and six Semi-Arid (Kilifi, Kwale, Taita Taveta, Makueni, Kitui) where both activity 3 and 4 will take place and additional counties i.e. Narok, Bomet, Migori, Homabay, Kisumu, Siaya, Busia, Nandi, Uasingishu, Bungoma, Siaya, Tanszoia, Meru and Tharaka nithi where activity 4 will take place. Annex 2 gives details of operational areas and annex 5, draft SO2 strategy, gives implementation details.
42. Under activity 4, encompassing the Farm to Market Alliance<sup>21</sup> and building on WFP's supply chain expertise, WFP interventions will focus on both suppliers and consumers, facilitating the access of smallholder farmers and small-scale retailers, especially women, to public and private sector commodity markets, including national school meals programmes and WFP's procurement activities; financing, through commercial banks and microfinance institutions; micro-insurance; quality farming inputs from commercial suppliers; tools for enhancing retail inventory management; and financial literacy, services and technology. WFP will seek opportunities to support value addition through processing and local fortification. Relevant institutions will be supported through the development of food safety and quality assurance systems.

43. The key shifts from the asset creation programme implemented through PRRO 200736<sup>22</sup> are highlighted in figure 1

Figure 1



44. This programme has a total budget of USD 369,463,263. The programme is projected to be approximately 65% funded. The impact of insufficient funding will

<sup>21</sup> <https://farmtomarketalliance.com/>.

<sup>22</sup> Relief and recovery programme that closes

result in a narrower geographical coverage and fewer beneficiaries reached. Under Activity 3, transfers will be geographically prioritized towards those counties with the highest food insecurity levels while beneficiaries in counties with less severe levels of food insecurity will not receive transfers but will continue to benefit from training and knowledge transfer. The geographic targeting and ranking is based on cumulative vulnerability analysis, and takes into account other key factors such as security, presence of partners and political commitment to resilience building at county level. Activity 4 focus is small holder farmers and supply chain in addition to Farm to Market Alliance (FTMA) initiative financed through an HQ-managed trust fund with its own independent M&E system. The focus for this TOR for activity 4 is small holder farmers and supply chain (see outputs) in addition to drawing from data and information available from FTMA.

45. Table below shows the breakdown of Activity three beneficiaries.

<b>TABLE 2: FOOD AND CASH TRANSFER BENEFICIARIES FOR ACTIVITY 3</b>				
<b>Strategic outcome</b>	<b>Activities</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
2	3. Create assets and transfer knowledge, skills and tools for climate risk management to food insecure households	385 216	355 584	740 800

46. Activity 4 will targets a total of 150,000 small holder producers in high potential, semi-arid and pockets in arid areas producing and with potential to produce marketable surpluses; upto 1000 small scale traders in counties where WFP and/ or the Government of Kenya has cash based interventions. The traders should be interested and have the potential to supply food to schools and to beneficiaries in communities receiving the cash transfers and 20 small scale food processors i.e farmer organizations, women groups, youth groups located in counties where WFP is supporting the counties to roll out milling and fortification activities for Early Childhood Education Centres.

47. The beneficiaries will decrease from 740,800 in 2018 to 668,480 in 2023. Details of beneficiaries, budget and all CSP information can be found here [https://cspdata.wfp.org/#/country/KE01/prioritization\\_plan/](https://cspdata.wfp.org/#/country/KE01/prioritization_plan/)

48. Table 3 shows the budget for this programme across the five years of its implementation

<b>TABLE 3 : BUDGET (USD)</b>							
<b>Strategic outcome</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Total</b>

2	45 938 714	76 640 703	75 395 133	71 935 318	70 944 522	28 608 873	369 463 263
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49. The log frame provides details of the key corporate indicators that will be mandatory to measure and report on. This will be supplemented by project specific indicators that the evaluation team will be expected to formulate at baseline inception phase. The Corporate indicators include:

- Consumption -based Coping strategy Index,
- Dietary Diversity Score,
- Food Consumption Score,
- Food Consumption Score-Nutrition
- Food expenditure share,
- Food price Index,
- Livelihood -based Coping Strategy Index,
- Minimum Dietary Diversity -Women
- Percentage of default rate of WFP Pro-small holder farmers procurement contracts ( from programme data)
- Percentage of small holder farmers selling through WFP-supported farmer aggregation systems (From programme data)
- Percentage reduction of supply chain costs in areas supported by WFP
- Proportion of eligible population that participate in Programme (Coverage)
- Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks
- Proportion of the population in targeted communities reporting benefits from an enhanced asset base



- Rate of post -harvest losses
  - Value and volume of pro-smallholder sales through WFP-supported aggregation system (programme data)
50. Attached with the TOR is an indicator compendium with details of each of the indicators. The baseline will provide baseline values for each of the indicators laying the basis for progress monitoring through outcome monitoring.

## **4. Evaluation and Outcome Monitoring Approach**

### **4.1 Scope**

51. The baseline will provide the situational analysis at the start of the CSP that will form the basis for outcome monitoring, mid-term and final evaluation to measure progress and performance of the activities. The baseline will be guided by but not limited to the CSP logical framework. As such, the evaluation team will be required to develop activity specific indicators at the inception phase of the baseline including but not limited to identifying and using the best methodology/indicator to measure resilience e.f RIMA among others. The activity specific indicators, together with the existing corporate indicators will ensure comprehensive measurement of performance of this outcome. The baseline will cover all the counties targeted by this outcome. The select team will be required to develop a study design with a robust and detailed methodology clearly outlining sample design, sample size calculation that incorporates sex considerations, age, disability and methods of analysis. The same sampling methodology will be used at midterm evaluation and final evaluation.
52. Outcome monitoring will be done on a yearly basis, the same month as the baseline. The outcome monitoring will be required to be on time each year to feed into corporate Annual Country Report (ACR) due every month of February of each of the CSP years. Outcome monitoring will use the same sampling methodology as the baseline. Outcome monitoring will be used to measure progress and performance of outcome 2, providing WFP Kenya and stakeholders with concrete evidence of performance of the activities, lessons learned and recommendations for programme improvement. Outcome monitoring will be based but not limited to the same indicators covered as at baseline (see Annex 3). The findings will be used to inform stakeholders on the progress in achieving this outcome, for programme improvement and corporate reporting.
53. Mid-term activity evaluation will focus on this outcomes activities implemented in the select counties. The evaluation will provide an evidence-based, independent assessment of the performance of the CSP so that WFP and its partners can adjust course as necessary for the remainder of the CSP term. Specifically, the mid-term evaluation will (1) review the project's relevance, effectiveness, efficiency, impact, sustainability, appropriateness and connectedness; (2) collect performance indicator data; (3) assess whether the outcome is on track to meet the results and targets and (4) identify any necessary mid-course corrections.
54. The evaluation will also focus on the implementation of the program with the evaluation findings targeted at adjustments or program management decisions aimed at helping improve implementation. As such, the evaluation will look at interim or anticipated results, partnerships, implementation arrangements and systems, and any factors affecting the results achieved at the mid-point. The

evaluation will also check whether the critical assumption in the results framework and the implementation strategy hold true.

55. The final activity Evaluation will cover the programmes activities implemented from 2018-2023 in all the targeted counties. The final evaluation will use the internationally agreed criteria of relevance, effectiveness, efficiency, impact, sustainability, appropriateness and connectedness. The evaluation will place greater emphasis than the mid-term evaluation on the effectiveness, impact and sustainability of the program. This evaluation will focus on accountability (against intended results) and learning. The final evaluation will assess the outcomes contribution to the CSP strategic results. The evaluation will also check whether the critical assumption in the results framework and the implementation strategy hold true.

## 4.2 Evaluation Criteria and Questions

56. The baseline is expected to provide a situational analysis before the program activities begin. The values obtained will allow WFP and partners to establish baseline information for the outcomes indicators and to establish targets or verify existing ones. The baseline will also form the foundation for the planned outcome monitoring, mid-term and final evaluations to measure performance of the outcome. This information will inform project implementation and will provide important context necessary for future evaluations to assess the activities relevance, effectiveness, efficiency, sustainability, impact, connectedness and appropriateness. At baseline, focus will be to:

- Establish an indicator baseline data and information for use to regularly monitor activity outputs and performance indicators at outcome level;
- Form the foundation for the planned outcome monitoring, midterm and final evaluations to measure progress towards achieving the outcome
- Provide a situational analysis - based on a desk review of documentation and qualitative interviews. The situational analysis will document what the conditions for implementation are at the baseline and will include (but not be limited to) a description of: the policy and regulatory framework; the institutional set-up to implement the programme; and the financial and human resources at the outset. Any key shortcomings or challenges will be identified.

57. The outcome monitoring focus will be to measure performance of the outcome and progress in achieving the agreed on outcome targets providing rigorous analysis and evidence of achievement so far and reasons for or lack of achievement. The outcome monitoring process will provide concrete and actionable recommendations for programme improvement.

58. For Mid-term and final evaluation, international evaluation criteria of Relevance, Effectiveness, Efficiency and Impact will be applied.<sup>23</sup> Gender Equality and the Empowerment of Women (GEEW) shall be mainstreamed throughout.

59. **Evaluation Questions:** Allied to the evaluation criteria, the evaluation will address the following key questions (In table below), which will be further developed/revised by the evaluation team during the inception phase of mid

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<sup>23</sup> For more detail see:

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

term and final evaluation. Collectively, the questions aim at highlighting the key lessons and performance of this programme, to inform adjustments during the implementation period, future strategic and operational decisions.

60. The evaluation should analyse how GEEW (Gender Equality and the Empowerment of Women) objectives and GEEW mainstreaming principles were included in the intervention design, and whether the object has been guided by WFP and system-wide objectives of GEEW, the GEEW dimensions should be integrated into all evaluation criteria as appropriate.

**Table 4: Criteria and preliminary evaluation questions for Mid-term and final evaluation**

Focus Area	Key Questions
Relevance	<p>To what extent are the outcome approach and activities relevant to the Government’s policies and other key stakeholders’ activities?</p> <p>To what extent are the activities aligned with WFP, partner UN agency and donor policies and priorities?</p> <p>Is the package of interventions coherent and relevant?</p> <p>Is the investment in the right, relevant areas?</p> <p>To what extent are the activities coherent with key policies/programming of other partners operating in the context?</p>
Effectiveness	<p>To what extent are the objectives of the outcome likely to be achieved?</p> <p>What are the major factors influencing progress in achievement or non-achievement of the outcome?</p> <p>To what extent do the activities deliver results to various groups of beneficiaries</p>
Efficiency	<p>Are the activities implemented in a timely way?</p> <p>Are the activities cost-efficient? Are the activities implemented in the most efficient way compared to alternatives? Were the outcome strategies efficient in terms of financial and human resource inputs as compared to outputs?</p> <p>What needs to be incorporated in the monitoring system to efficiently meet the needs and requirements of the outcome?</p> <p>What are the management strengths, including technical and financial, of this outcome<sup>24</sup>?</p> <p>Is this programme adequately funded? Are the cash disbursements and in-kind food distribution done timely manner and at an adequate level? What are the effects of ration cuts, lack of rains etc. If any?</p>
Impact	<p>What were the short- and medium term effects of this programmes activities in beneficiaries’ lives? What are reasons for observed effects?</p> <p>What were the gender-specific impacts, especially regarding women’s empowerment?</p> <p>What are the main drivers of positive impacts?</p> <p>Are there any negative effects occurring for beneficiaries? If yes,</p>

<sup>24</sup> of country office and partners

	<p>what are the causes?</p> <p>What are the medium term results of transition, graduation and or handover?</p>
Sustainability	<p>To what extent is the government taking ownership of the programme? (e.g. demonstrated commitment and contribution to the programme);</p> <p>What is the demonstrated capacity at central, county and community levels to support the outcome?</p> <p>How are local communities involved in and contributing to the implementation of the outcome?</p> <p>Has the policy framework supporting the outcome activities been strengthened within the project period?</p> <p>What are the major factors influencing the achievement or non-achievement of sustainability of the program?</p>
Appropriateness	<p>Is the intervention approach chosen the best way to meet the food security/nutrition needs of beneficiaries and the capacity gaps of key institutions?</p> <p>Are the adopted transfer modalities, choice of type of assets and choice of complementary activities the best way of meeting beneficiary needs?</p> <p>Are protection needs met?</p> <p>To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?</p>
Connectedness	<p>To what extent has the outcome been situated within an analysis of longer-term and interconnected problems of the context?</p> <p>To what extent have the activities successfully coordinated and collaborated with key stakeholders including the Government of Kenya, NGOs, other international organizations and the private sector?</p> <p>To what extent have the activities collaborated with partners and leveraged complementary resources?</p>

In addition to the above, the evaluation team will be required to assess the following:

- What are the lessons learned from the implementation of this programme to date?
- What are the key recommendations for mid-course correction to improve the outcomes relevance, effectiveness, efficiency, impact, sustainability, appropriateness and connectedness?

61. The above criteria will be reviewed and agreed on during the inception of both the mid-term and the final evaluation.

#### **4.3 Data Availability**

62. The following are the sources of information available to the evaluation team. The sources provide both quantitative and qualitative information and should be expanded by the evaluation team during the inception phase.

- Kenya country strategic plan (2018–2023)

- 2017 standard project reports (SPRs)
- PRRO 200736 project document
- Draft Implementation plan for outcome 2 of Kenya CSP
- WFP 2018 Beneficiary Contact Monitoring (BCM) and FSOM Reports
- Strategic Evaluation of WFP's support for enhanced resilience (2018, Ongoing evaluation)
- Assessment of the geographical and community-based targeting of WFP's Cash and Food for Assets programme in Kenya, June 2016
- An Evaluation of WFP's Asset Creation Programme in Kenya's Arid and Semi-arid Areas 2009 to 2015, June 2016
- PRRO household food security resilience & graduation study (kitui, kilifi, kwale and taita taveta counties), June 2014
- Sector Plan For Drought Risk Management And Ending Drought Emergencies Second Medium Term Plan, 2013 - 2017
- A Review of the World Food Programme's (WFP's) Capacity Strengthening Activities Under the Project 'Enhancing Complementarity and Strengthening Capacity for Sustainable Resilience Building in Kenya's Arid and Semi-Arid Lands' January 2015 - June 2017
- Collaboration for strengthening resilience, Case study Kenya, 2015
- National food security Policy 2011
- Un Development Assistance framework 2018-2022
- 2030 agenda on sustainable development goals
- WFP strategic plan 2017-2021
- WFP food systems strategy
- Food systems case study Kenya, April 2018
- Beneficiary services reports
- Process monitoring reports
- Government, Donors and partners reports (see annex with relevant reading leads for consideration)

63. Concerning the quality of data and information, the evaluation team should: a). Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection b). Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

#### **4.4 Methodology**

64. The methodology will be designed by the evaluation team during the inception phase. The team will develop a detailed methodology including, sample design, sample size calculations, and method of analysis. The sample size will be statistically representative. The methodology should allow assessment of effects of some of the programme decisions e.g. types of assets, type of intervention package etc. Hence consideration of a panel sample to be followed up during outcome monitoring may be considered or other sound methodologies.

65. The processes should also take a programme theory approach<sup>25</sup> based on the results framework. This will ensure that the baselines for all the indicators contained in the results framework and other additional activity specific indicators are obtained and progress measured during outcome monitoring, at mid-term and at the end of the end of CSP.

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<sup>25</sup> A programme theory explains how an intervention (a project, a programme, a policy, a strategy) is understood to contribute to a chain of results that produce the intended or actual impacts. It is represented by a log frame, results framework or theory of change. The approach looks into how the intervention is contributing to the chain of results presented in the results framework.

66. Use of mixed methods is a requirement. Triangulation of information from different methods and sources to enhance the reliability of findings is very highly encouraged. In particular, processes should combine qualitative and quantitative approaches to collect data and information.
67. The methodology should in addition:
- Employ the relevant evaluation criteria above, that is, relevance, effectiveness, efficiency, sustainability, impact, connectedness, coverage and coherence.
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
  - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
  - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
  - Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
  - The methodology and action of the evaluation team will be guided by the international humanitarian principles.
68. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account.
69. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins.
70. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future.
71. The following mechanisms for independence and impartiality will be employed for mid-term and final evaluation. The country office will establish: a) an internal Evaluation Committee (EC) to manage and make decisions on the evaluation which will review and approve the Terms of Reference, budget, evaluation team, and inception and evaluation reports, to help maintain distance from influence by programme implementers, while also supporting management of the evaluation; b) a Reference Group (RG) including external stakeholders will be set up to steer the evaluation process and further support the relevance, utility and independence of the evaluation.

#### **4.5 Quality Assurance and Quality Assessment**

72. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from evaluations and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
73. DEQAS will be systematically applied to the mid-term and final evaluation and where applicable for the baseline and outcome monitoring. The WFP Evaluation Manager will be responsible for ensuring that the evaluation processes are as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization. Rigorous quality control will be applied to outcome monitoring too.
74. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs. Feedback on quality of the products will also be sort for outcome monitoring.
75. To enhance the quality and credibility of evaluations, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
  - systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - Recommendations on how to improve the quality of the final inception/evaluation report.
76. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
77. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
78. 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.
79. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Phases and Deliverables

80. The evaluations will proceed through the following phases. The final timelines (key dates) will be finalized and agreed on during inception.

<b>Dates</b>	<b>Phases and Deliverables</b>
<b>July-October 2018</b>	Planning and Preparation Phase: <ul style="list-style-type: none"> <li>• Appointment of country office evaluation manager</li> <li>• Develop draft Terms of Reference</li> <li>• Procurement of independent evaluation firm</li> </ul>
<b>November/ December 2018</b>	Inception Phase: <ul style="list-style-type: none"> <li>• Desk review of key project documents (evaluation team)</li> <li>• Confirm and finalise evaluation questions, evaluation design and methodology (including sampling strategy), and draft an inception report for agreement (evaluation team).</li> <li>• Seek Evaluation committees comments on inception report (WFP)</li> <li>• Arrange field visits (evaluation team, WFP)</li> </ul>
<b>January 2019</b>	Data Collection Phase (baseline): <ul style="list-style-type: none"> <li>• Conduct field visits (evaluation team, WFP)</li> <li>• Conduct baseline survey (evaluation team)</li> <li>• Conduct key stakeholder focus groups and key informant interviews (evaluation team)</li> <li>• Enter, clean, and analyse data (evaluation team)</li> </ul>
<b>January -February 2019</b>	Reporting Phase (baseline): <ul style="list-style-type: none"> <li>• Draft finalize baseline report (evaluation team)</li> <li>• Seek Evaluation committees comments on the draft baseline report (WFP)</li> <li>• Present baseline findings (evaluation team)</li> </ul>
<b>October -December 2019/2020/2021/2022</b>	Inception Phase (Outcome Monitoring ): <ul style="list-style-type: none"> <li>• Review and adjust outcome monitoring questions, design and methodology (including sampling strategy), and draft an inception report for agreement (evaluation team).</li> <li>• Seek Evaluation committees comments on inception report (WFP)</li> <li>• Arrange field visits (evaluation team, WFP)</li> </ul>
<b>January 2020/2021/2022/2023</b>	Data collection phase (Outcome monitoring ): <ul style="list-style-type: none"> <li>• Conduct field visits (evaluation team)</li> <li>• Conduct outcome survey (evaluation team)</li> <li>• Conduct key stakeholder focus groups and key informant interviews ( evaluation team)</li> <li>• Enter, clean, and analyze data (evaluation team)</li> </ul>
<b>February-March - 2020/2021/2022/2023</b>	Reporting phase (outcome monitoring ): <ul style="list-style-type: none"> <li>• Draft finalize outcome monitoring report (evaluation team)</li> <li>• Seek Evaluation committees comments on the draft outcome report r (WFP)</li> <li>• Present outcome monitoring findings (evaluation team)</li> </ul>
<b>April- May 2020</b>	Inception Phase (Mid-term ): <ul style="list-style-type: none"> <li>• Review and adjust evaluation questions, evaluation design and methodology (including sampling strategy), and draft an inception report for</li> </ul>



	<p>agreement (evaluation team).</p> <ul style="list-style-type: none"> <li>• Seek Evaluation Reference group's comments on inception report (WFP)</li> <li>• Arrange field visits (evaluation team, WFP)</li> </ul>
<b>June 2020</b>	<p>Data collection phase (Mid-term):</p> <ul style="list-style-type: none"> <li>• Conduct field visits (evaluation team)</li> <li>• Conduct Mid-term survey (evaluation team)</li> <li>• Conduct key stakeholder focus groups and key informant interviews (evaluation team)</li> <li>• Enter, clean, and analyse data (evaluation team)</li> </ul>
<b>July-august 2020</b>	<p>Reporting Phase:</p> <ul style="list-style-type: none"> <li>• Draft finalize Mid-term report (evaluation team)</li> <li>• Seek Evaluation Reference group's comments on the draft Midterm report (WFP)</li> <li>• Present Midterm findings (evaluation team)</li> </ul>
<b>September 2020</b>	<p>Follow-up and Dissemination Phase:</p> <ul style="list-style-type: none"> <li>• Conduct workshop to share evaluation findings with key stakeholders (Evaluation team, WFP, Government)</li> <li>• Prepare management response (WFP)</li> <li>• Feed into the next phase of implementation (WFP)</li> </ul>
<b>October - November 2022</b>	<p>Inception Phase (end line):</p> <ul style="list-style-type: none"> <li>• Review and adjust evaluation questions, evaluation design and methodology (including sampling strategy), and draft an inception report for agreement (evaluation team).</li> <li>• Seek Evaluation Reference group's comments on inception report (WFP)</li> <li>• Arrange field visits (evaluation team, WFP)</li> </ul>
<b>December 2022</b>	<p>Data collection phase (end line):</p> <ul style="list-style-type: none"> <li>• Conduct field visits (evaluation team)</li> <li>• Conduct end line survey (evaluation team)</li> <li>• Conduct key stakeholder focus groups and key informant interviews (evaluation team)</li> <li>• Enter, clean, and analyse data (evaluation team)</li> </ul>
<b>January - February 2023</b>	<p>Reporting Phase:</p> <ul style="list-style-type: none"> <li>• Draft finalize end line report (evaluation team)</li> <li>• Seek Evaluation Reference group's comments on the draft end line report (WFP)</li> <li>• Present end line findings (evaluation team)</li> </ul>
<b>March 2023</b>	<p>Follow-up and Dissemination Phase:</p> <ul style="list-style-type: none"> <li>• Conduct workshop to share evaluation findings with key stakeholders (Evaluation team, WFP, Government)</li> <li>• Prepare management response (WFP)</li> <li>• Feed into the next CSP (WFP)</li> </ul>

The expected deliverables from each of the processes i.e baseline, each outcome monitoring round, mid-term evaluation and final evaluation are the following:

- a) Inception report for each of the processes written following WFP recommended template. The report should include but not limited to:
- Detailed evaluation design, sampling methodology, and sample size calculations.
  - Quality Assurance Plan
  - Detailed work plan, including, timeline and activities
  - Bibliography of documents/secondary data sources utilised;
  - Final data collection tools, data bases, analysis plan
- b) Power-point on methodology, overall survey plan, timeline and activities
- c) Final report for each of the processes, including a first draft, and a final report using WFP recommended template. Annexes to the final report include but not limited to a copy of the final ToR, bibliography, list of samples, detailed sampling methodology, Maps, A list of all meetings and participants, final survey instruments etc.
- d) Clean data set
- e) Transcripts from key informant interviews, focus group discussions, etc.
- f) Table of all indicators with values and targets for baseline and follow up values for outcome monitoring and the evaluations.
- g) List of all sites
- h) Power-point presentation of main findings and conclusions for de-briefing and dissemination purposes

## **6. Organization of the Evaluation & Ethics**

### **6.1 Evaluation Conduct**

81. The evaluation team will conduct the evaluation i.e all the processes, under the direction of its team leader and in close communication with WFP evaluation

manager. The team will be hired following agreement with WFP on its composition.

82. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession. It is encouraged that the evaluation team will be composed of a mix of nationals and international backgrounds and gender balanced.

## **6.2 Team composition and competencies**

83. The Team Leader should be a senior researcher with at least 15 years of experience in evaluations and research and demonstrated expertise in managing multidisciplinary and mixed quantitative and qualitative method studies, complemented with good understanding of food systems programming and additional significant experience in other development and management positions.

84. The Team leader will also have expertise in designing methodology, data collection tools and demonstrated experience in leading statistically sound and evidence generating studies. She/he will also have leadership and communication skills, including a track record of excellent writing and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation missions and representing the evaluation team; iv) drafting and revising, as required, the inception report, exit debriefing presentation and evaluation reports.

85. The team must include strong demonstrated knowledge of qualitative and quantitative data and statistical analysis. It should include both women and men and at least one team member should have previous WFP experience.

86. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Food systems including asset creation, livelihoods and rural development
- Natural resources management, climate change
- Economic analysis
- Statistics
- Gender
- Food security
- Nutrition
- Capacity strengthening
- Supply Chain
- Market access for small holder farmers

87. All team members should have strong analytical and communication skills, evaluation experience and familiarity with Kenya or the Horn of Africa. 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.

88. Team members will: i) contribute to the methodology in their area of expertise based on 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).
89. The evaluation firm is strongly encouraged to seek partnership with a local academic institution or research firm for data collection.

### **6.3 Security Considerations**

90. Security clearance where required is to be obtained from WFP Kenya country office.
- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
91. 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.
  - Security situation for the target areas will be sort from the WFP security office to inform accessibility of the areas as at the time.

### **6.4 Ethics**

92. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.
93. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

## **7. Roles and Responsibilities of Stakeholders**

94. The Kenya country office:

a- The WFP Kenya country office **Management (Director or Deputy Director)** will take responsibility to:

- Assign an Evaluation Manager for the evaluation
- Compose the internal evaluation committee and the evaluation reference group (see below).

- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations

b- The **Evaluation Manager**: The evaluation manager will be the head or M&E unit or M&E programme officer. M&E unit is independent from programme , is not involved at all in programme implementation and reports to the senior DCD under the office of the CD.

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

c- An internal **Evaluation Committee** will be formed as part of ensuring the independence and impartiality of the evaluation. the evaluation committee will approve the products from all the processes.

d- An **Evaluation Reference Group** will be formed, as appropriate, with representation from various partners for midterm and final evaluation. The ERG members will review and comment on the draft and final evaluation products (mid-term and endline) and act as key informants in order to further safeguard against bias and influence.

95. **The Regional Bureau**: the RB will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.
- While the Regional Evaluation Officer will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
- The Regional M&E unit will be responsible for advising the evaluation manager especially on the baselines and outcome monitoring.

96. **Relevant WFP Headquarters** divisions will take responsibility to:

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

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

## **8. Communication and budget**

### **8.1 Communication**

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

99. The dissemination plan will be agreed on with the internal committee and will include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged. It will include but not limited to a policy brief summarizing the key findings and recommendations and a workshop to disseminate the findings to key stakeholders for all processes. This will be clearly spelled out in the contract. The deliverables will not be required to be translated.

100. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. As such, the midterm and final activity evaluation will be made public. The baseline and outcome monitoring will not.

### **8.2 Budget**

101. **Budget:** For the purpose of this evaluation, WFP will procure a consulting company through Long-term Agreements (sometimes called 'service level agreement').

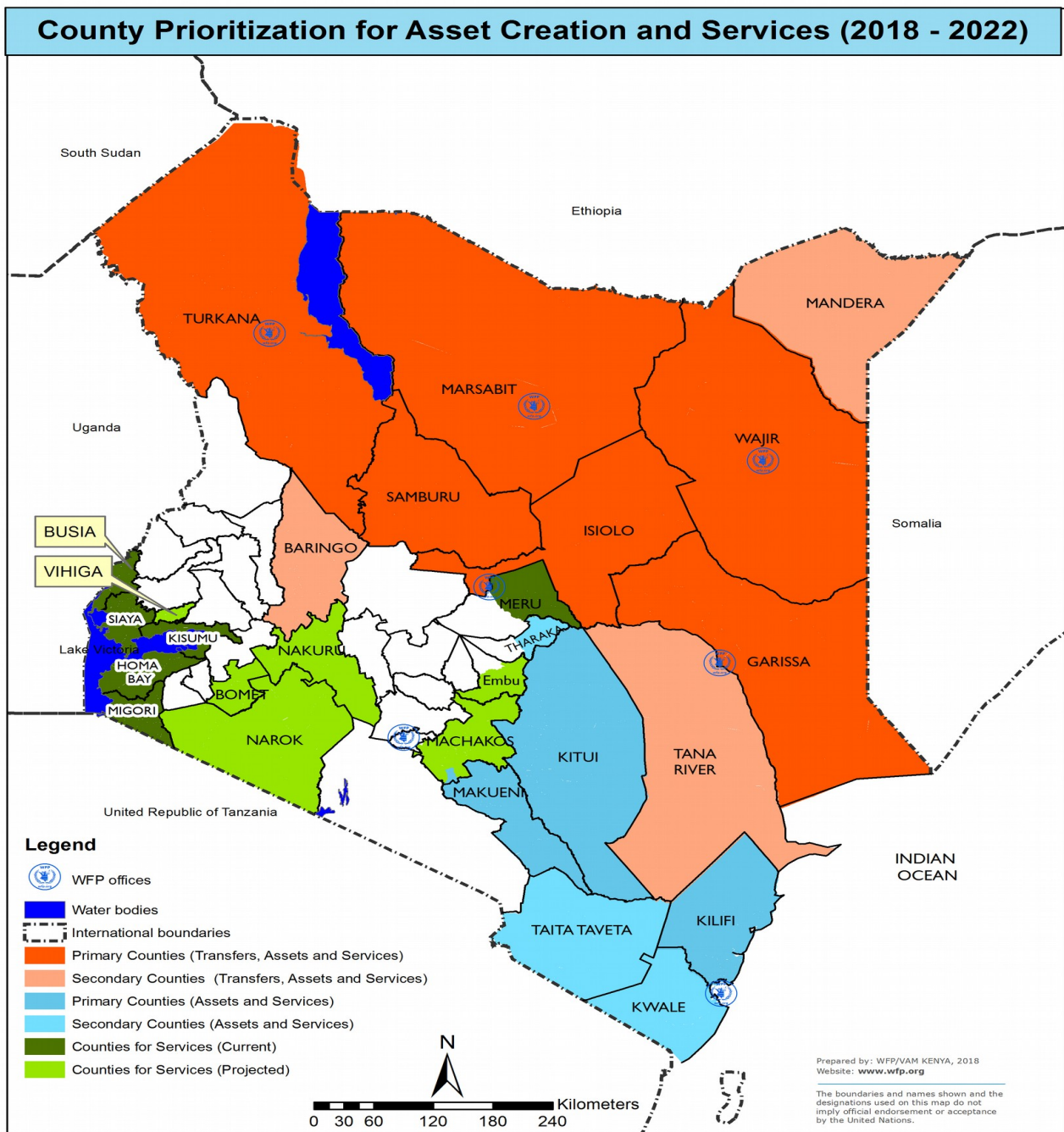
102. The total budget for the the evaluation (all inclusive) is approximately USD 2.3 Million - released in tranches against the high quality and timely delivery of specific key deliverables. The proposals will be assessed according to technical and financial criteria. Firms are encouraged to submit realistic, but competitive financial proposals. The budget is inclusive of all travel, subsistence and other expenses; including any workshops or communication products that need to be delivered.

103. Please send any queries to:

a) Beatrice Mwangela, Head of M&E, Kenya Country Office, [beatrice.mwangela@wfp.org](mailto:beatrice.mwangela@wfp.org), +254 (0)20 7622253.

b) Copying Roberto Borlini, Regional Evaluation Officer, [roberto.borlini@wfp.org](mailto:roberto.borlini@wfp.org), +254 (0)20 7622897.

**Annex 1 : Map on County Prioritization for Activity 3**



**Annex 2 : Map on Operational areas**





### Annex 3 CSP with Logical framework

<http://www1.wfp.org/operations/ke01-kenya-country-strategic-plan-2018-2023>

**Annex 4 CSP details**

<https://cspdata.wfp.org/#/country/KE01/>

**Annex 5 Theory of Change<sup>26</sup>**

**Annex 6 Outcome 2 Zero Draft implementation plan<sup>27</sup>**

**Annex 7 Relevant reading leads for consideration <sup>28</sup>**

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<sup>26</sup> See documents below

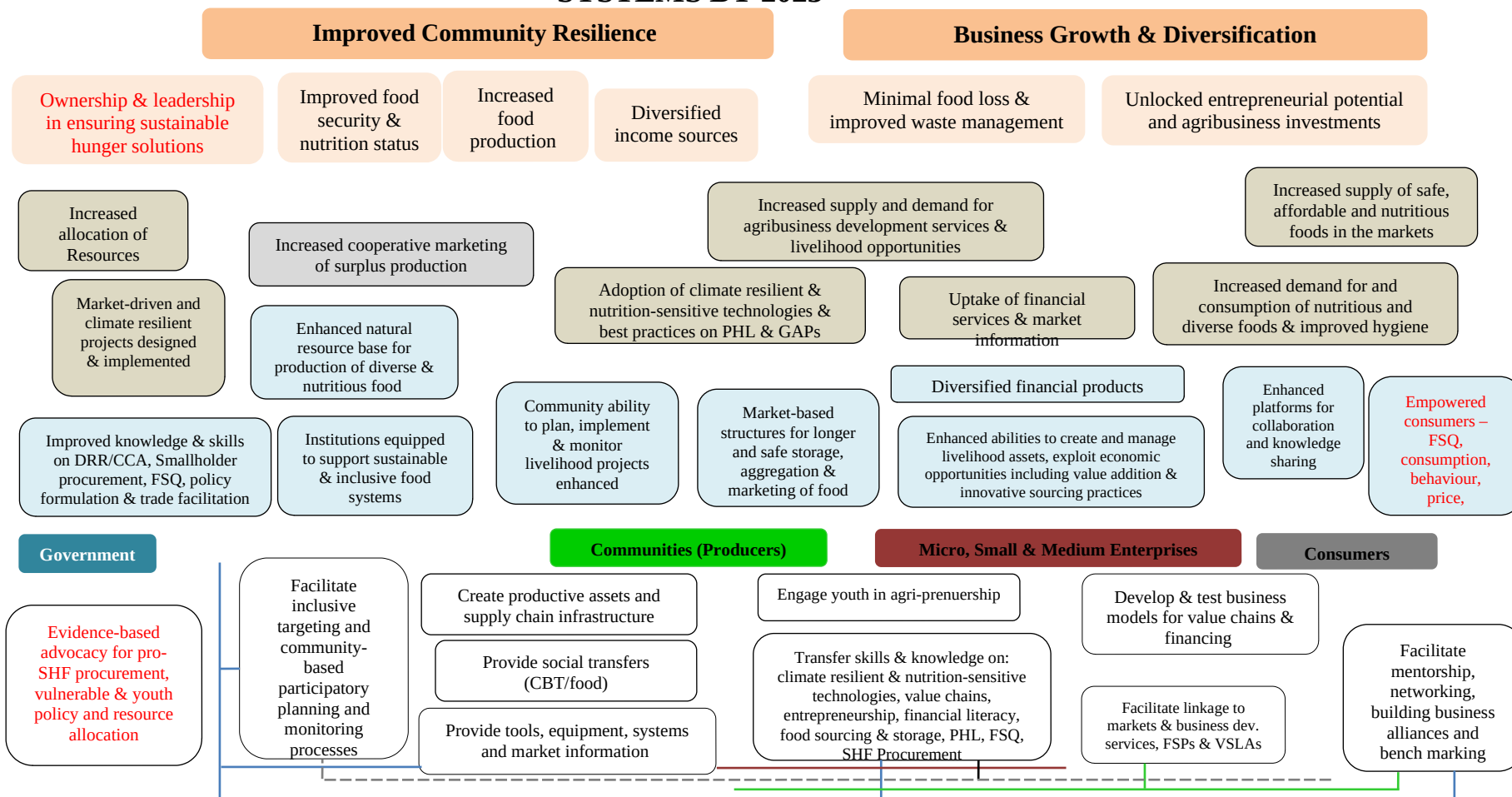
<sup>27</sup> This is a zero draft. Final approved implementation strategy will be attached once finalized. See documents below

<sup>28</sup> see page 30 below



## Annex 5: Theory of Change

# SUSTAINABLE, INCLUSIVE AND RESILIENT FOOD SYSTEMS BY 2023



# WFP KENYA COUNTRY STRATEGIC PLAN



## Implementation Strategy for Outcome 2 (Sustainable Food Systems) (2018 - 2023)

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*Targeted food insecure and vulnerable populations benefit from sustainable, inclusive food systems and increased resilience to climate shocks to meet food and nutrition needs by 2023*

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SAVING  
LIVES  
CHANGING  
LIVES

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<sup>29</sup>zero draft. Final approved implementation strategy will be attached once finalized

**AUGUST 2018**

**SECTION 1 - OVERVIEW**

## SECTION 2 - THEORY OF CHANGE, STRATEGIC OVERVIEW AND KEY SHIFTS

### 2.1 Theory of Change

The Theory of Change (ToC) is a strategy for achieving Outcome 2 (*Proposed name: Resilient Livelihoods & Nutrition Support Programme (RLSNP)*) over the next five-years (2018 – 2023). The ToC defines the activities and inputs and outlines the pathways where investments will be prioritised to realise the outcome. It applies a push & pull strategy, pairing efforts to build the capacity of government and community institutions (*institution sustainability*) as well as transfer skills, knowledge and technologies (*technical, economic, human & social sustainability*) to improve the resilience of food insecure smallholder producers, traders, processors, and consumers, while ensuring equitable participation and optimization of the benefits along the food system.

The ToC is a useful tool for conceptualization, planning and implementation of the prioritised interventions of Outcome 2 in the 14 targeted ASAL counties. It is an important instrument that can be used by WFP, government and partners for resource mobilisation and advocacy with government, donors and partners. Beyond forming a strategic basis for engagement with partners, it will also inform baseline indicators (both corporate and project-specific) for Outcome 2 and eventually in Evaluations. The main target for the Toc are Government, Community (Producers), Micro Small & Medium Enterprises (Traders/Processors/Farmer groups) and Consumers.

To effectively deliver on the CSP, four closely inter-related pathways to achieve Outcome 2:

#### **a) Capacity strengthening to government and community institutions**

Through this pathway, WFP will support government and community institutions with the knowledge, skills, self-confidence to effectively plan, implement and manage climate resilient and nutrition-sensitive interventions. Using a food systems approach, this pathway will invest in improving knowledge & skills on Disaster Risk Reduction (DRR) / Climate Change Adaptation (CCA), policy formulation & trade facilitation; inclusive community-based participatory planning and monitoring; supply chain. Through such an enabling environment, government and community institutions are expected to facilitate sustainable food systems which in turn have significant impact on community resilience and economic empowerment.

#### **b) Climate resilient and nutrition-sensitive food production systems**

This pathway will promote and scale-up the adoption of climate resilient technologies and best practices for food production with potential to transform rural livelihoods. The focus will be to support food insecure households with productive livelihood assets and services (including land, water, inputs, tools, financial and extension services), which are critical in enhancing the productivity of their land through sustainable food production. This pathway will utilise participatory approaches to facilitate technology development and transfer. Through this pathways, WFP and partners will continually test innovations in agricultural productivity, financial inclusion, youth and women empowerment, nutrition-sensitive food production and market access.

To ensure sustainability, expand economic opportunities for livelihood diversification and income generation through value addition, WFP will support (increase knowledge and capacity) economically-oriented groups such as Village Savings and Loan Associations (VSLAs), producer



groups, self-help groups (youth and women) and cooperatives to contribute towards enhancing financial inclusion and imparting skills on entrepreneurship in order to enable these groups to fully exploit the economic opportunities within the food system.

### **c) Market Linkages and supply chain support**

This pathway will focus on transfer skills, knowledge and technologies on value chains, entrepreneurship, financial literacy, food sourcing & storage, post-harvest handling, food safety and quality, smallholder farmer procurement, empower youth with skills on agri-preneurship, facilitate linkage to markets & business development services such as VSLAs, develop and test business models for value chains & financing, and facilitate mentorship, networking, building business alliances. These will enable producers, traders, processors and consumers to ensure efficient supply chain support and stimulate income generating opportunities along the food system while addressing the systemic constraints to more inclusive agricultural markets. Interventions will also enable households to diversify incomes and more effectively participate in and benefit from growing markets. WFP has expertise in building ‘last mile’ linkages with rural communities and women smallholder farmers. This pathway will expand equitable access to inputs and agricultural services, ensuring women farmers, in particular, are better served with high-quality, affordable, appropriate, and accessible services. In addition, to enable transformative change, WFP will engage women, youth and power holders.

### **d) Nutrition-sensitive food production**

This pathway plays a critical role in ensuring that the benefits of scaling up nutrition-sensitive food production systems are realised. Through this pathway, WFP will promote nutrition education (healthy eating habits, nutrition messaging on Social and Behaviour Change Communication (SBCC), food preservation, preparation and handling, hygiene and sanitation,); Promote diversified food production (through production and utilization of diverse and nutrient-dense foods to enhance household dietary diversity); Empower women through household-based income generating activities and agribusiness ventures; and Support nutrient-rich value chains for women (through cottage industries for fruit juices, preservation of locally available vegetables) that improve human nutrition. In addition, this pathway will provide an important link for beneficiaries to social health protection schemes (e.g Universal Health Coverage (UHC) programmes) as well as complimentary health and nutrition services.

## **2.2 Drivers, Risks & assumptions and Mitigation measures**

### **Drivers**

- Strengthened partnerships with county government, private sector & dev actors
- Technology/Innovation/Research
- Environment including; natural resource management (NRM), ASAL, Climate change & land degradation
- Governance i.e implementation of developed policies, strategies and plans.
- Socio-economic factors and infrastructure
- Socio-cultural factors

# SUSTAINABLE, INCLUSIVE AND RESILIENT FOOD SYSTEMS BY 2023

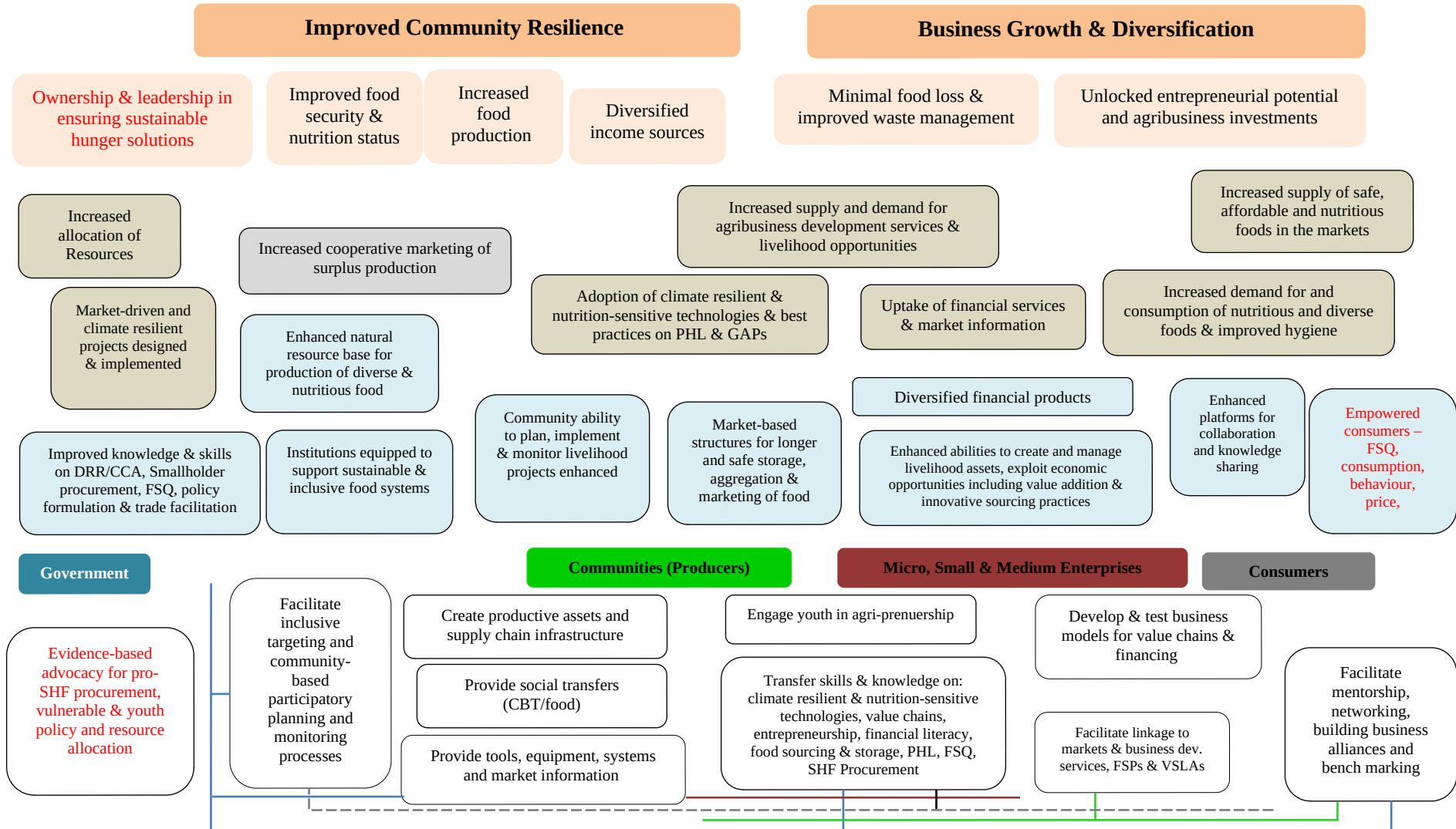


Figure 1: Theory of Change for Outcome 2 [Draft]

## Risks, assumptions and Mitigation measures

Risks and assumptions	Mitigating action	Evidence
<ul style="list-style-type: none"> <li>There will be minimum inclusion and exclusion errors in community engagement process (Gender, youth, people abled differently)</li> </ul>	<ul style="list-style-type: none"> <li>Intensive community mobilization and sensitization leading to an all-inclusive community participation.</li> <li>A multi-sectoral team will facilitate the process while ensuring community leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Food Assistance for Assets (FFA) for Zero Hunger and Resilient Livelihoods: <i>A Programme Guidance Manual</i> (2016)</li> <li>Community-Based Participatory Planning (CBPP) Guidance for WFP, Government Extension Staff and Cooperating Partners (January 2017- Draft).</li> </ul>
<ul style="list-style-type: none"> <li>There will be adequate funding for WFP to implement the proposed activities</li> </ul>	<ul style="list-style-type: none"> <li>Pro-active resource mobilization strategy will be put in place. The strategy will focus on mechanisms of retaining traditional donors while developing flexible approaches that attracts new multi-year donors.</li> <li>Prioritization of available resources targeting the most food insecure but potential areas</li> <li>Building and retaining strategic partnerships with the government, private sector, non-governmental organizations and other development partners.</li> </ul>	<ul style="list-style-type: none"> <li>Kenya Country Strategic Plan (Year 2018 – 2023) – 2018</li> <li>Urban Institute: <i>Center on Non-profit and Philanthropy. Donor Retention Matters</i> (Barber &amp; Levis, 2013)</li> </ul>
<ul style="list-style-type: none"> <li>The governments will be willing to lead, engage and allocate resources for planning and implementation of proposed activities</li> </ul>	<ul style="list-style-type: none"> <li>Continuous sensitizations of both national and County government leaders on importance of their leadership in building strategic partnerships.</li> <li>Strategically partnering and participating in government engagement processes ensuring that related programme activities are embedded in the CIDP, MTP III, policies, strategies and plans.</li> </ul>	<ul style="list-style-type: none"> <li>Towards Zero Hunger Strategic Review (January 2018)</li> </ul>
<ul style="list-style-type: none"> <li>Community willingness to engage and participate with/without food transfers</li> </ul>	<ul style="list-style-type: none"> <li>A clear communication strategy will be put in place to support in community sensitization and process manage expectation.</li> <li>The community will be provided with a basket of options that they will be free to choose what best suits their interest.</li> </ul>	<ul style="list-style-type: none"> <li>The Dynamic Effect of Incentives on Post-Reward Task Engagement (By Goswami)</li> </ul>
<ul style="list-style-type: none"> <li>Approaches for facilitating transfer of skills, knowledge, technologies, best practices are effective</li> </ul>	<ul style="list-style-type: none"> <li>A multi-sectoral team will be assembled to develop and deliver simple but effective dissemination approaches while having in mind the audience.</li> <li>Facilitators will receive intensive mentorship and/or training on how to effectively disseminate the approaches</li> </ul>	<ul style="list-style-type: none"> <li>Effective Knowledge Transfer &amp; Exchange for Nonprofit Organizations (Zarinpoush et al., 2007)</li> </ul>
<ul style="list-style-type: none"> <li>Business models developed are viable to attract private sector investment</li> </ul>	<ul style="list-style-type: none"> <li>We will develop all-inclusive and flexible business models beneficial to all stakeholders i.e producers, traders, processors ets.</li> </ul>	<ul style="list-style-type: none"> <li>Towards Zero Hunger Strategic Review (January 2018)</li> <li>Inclusive Business Models: <i>Guidelines for improving linkages between producer groups and buyers of agricultural produce</i> (Kelly et al., 2015)</li> </ul>
<ul style="list-style-type: none"> <li>Services and products offered for agribusiness value chain will be appropriate and affordable</li> </ul>	<ul style="list-style-type: none"> <li>A study on the capacity and interest of the consumers of these services and products will be carried-out.</li> <li>Consumers will have the flexibility to choose the most appropriate</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

	and affordable service or product.	
<ul style="list-style-type: none"> <li>Communities will adopt interventions at scale to impact the food systems</li> </ul>	<ul style="list-style-type: none"> <li>A technical team to facilitate the community in identification of viable and sustainable interventions that have the potential of transforming lives.</li> <li>Identification of flexible and innovative approaches along the value chain that can entice communities to adopt and invest in. The interventions will be attractive to women, men, youth and all other special groups</li> </ul>	<ul style="list-style-type: none"> <li>Towards Zero Hunger Strategic Review (January 2018)</li> <li>Youth Engagement in Agricultural Value Chains across feed the future: <i>Synthesis Report 46</i> (O’Planick &amp; Garloch, 2016)</li> </ul>
<ul style="list-style-type: none"> <li>Favourable climatic and socio-economic conditions will prevail</li> </ul>	<ul style="list-style-type: none"> <li>A robust early warning system (traditional &amp; scientific) will be established at community level for prompt decision making.</li> <li>The community will be encouraged to participate in climate smart interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening Drought Early Warning at the Community and District Levels: <i>Analysis of Traditional Community Warning Systems in Wajir &amp; Turakna Counties</i> (Oxfarm, GB Kenya- 2011)</li> </ul>
<ul style="list-style-type: none"> <li>Community willingness to change behaviours and practices that affect their food and nutrition security</li> </ul>	<ul style="list-style-type: none"> <li>Intensive sensitization including engagement in demonstrations and exposure visits.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>The CSP five-year implementation period will be adequate to make significant changes or impact in the food systems</li> </ul>	<ul style="list-style-type: none"> <li>Intensive planning and prudent allocation and use of resources-ensuring value for money, will ensure timely delivery of services and higher results using minimum resources.</li> <li>Strategic partnership with CBOs, FBOs, NGOs, private sector, government and other development partners will ensure achievement of significant changes. At the end of the five years, these partners will come in handy in sustaining the gains made.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>WFP will identify and engage effective strategic partnerships to layer sequence and integrate all activities envisaged in the food system</li> </ul>	<ul style="list-style-type: none"> <li>All WFP staff will be sensitized on the importance of identification, analysing and engaging of strategic partners in implementation of the food systems.</li> <li>Flexibility in engagement with strategic partners across all spheres will be enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>Kenya Country Strategic Plan (Year 2018 – 2023) – 2018</li> </ul>
<ul style="list-style-type: none"> <li>There will be an increased interest in seizing available economic opportunities (on-farm, off-farm and non-farm)</li> </ul>	<ul style="list-style-type: none"> <li>The community will be trained on available economic opportunities. They will also be provided with an opportunity to visit and learn from progressive groups or individuals. These initiatives will enhance livelihood diversification.</li> <li>Through strategic partnerships we will encourage support on development of upstream market opportunities to spur production downstream.</li> </ul>	<ul style="list-style-type: none"> <li>Journal of Agriculture and Development Economics: <i>Rural non-farm livelihoods in transition economies; emerging issues and policies</i> (By Junior Davis, 2006)</li> <li>Youth Engagement in Agricultural Value Chains across feed the future: <i>Synthesis Report 46</i> (O’Planick &amp; Garloch, 2016)</li> </ul>
<ul style="list-style-type: none"> <li>Health systems will support food security and nutrition outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Strong advocacy and linkage of health systems to food security and nutrition will be encouraged and supported.</li> </ul>	<ul style="list-style-type: none"> <li>Towards Zero Hunger Strategic Review (January 2018).</li> </ul>

## SECTION 3 – TARGETING, RESOURCE PRIORITISATION & TRANSFERS

This section outlines the approaches for targeting (geographic, household and value chains) and prioritisation criteria for resources, considering potential funding limitations.

### 3.1. Geographical targeting

Geographic prioritization of counties to work in will be guided by two key principles:

1. WFP may not get all the funds required (going by around 60% funding)
2. WFP funds are expected flow in gradually and not all of it comes upfront,

The focus for the five years will be in 14 ASAL counties: nine Arid (Turkana, Baringo, Marsabit, Isiolo, Samburu, Mandera, Wajir, Garissa, and Tana River) and six Semi-Arid (Kilifi, Kwale, Taita Taveta, Makueni, Kitui).

Geographical targeting will be guided by the following factors:

<b>Food insecurity levels.</b>	This will be determined through Integrated Context Analysis (ICA)
<b>Interest of the county for AC activities</b>	This will be gauged by: (a) Resilience building and DRR activities clearly articulated in the CIDPs; (b) Counties identifying the unit/department that will coordinate the Resilience building/DRR activities; (c) County allocating a given number of staff to support design and implementation (based on the size and geographical spread of the proposed activities); and (d) Budget allocation for the activities by the county; Villages and communities that are interested or have on-going resilience building activities that have potential for scaling up and/or livelihood transformation.
<b>Partnerships</b>	Resilience building activities will be prioritized in counties where opportunities for strategic partnership for synergy with related resilience building and food security interventions exists as well as linkage to private sector. In the arid counties this will be linked to USAID funded Partnership for Resilience and Economic Growth (PREG) counties (Turkana, Marsabit, Isiolo, Wajir and Garissa). In semi-arid counties partnerships include Kenya Cereals Enhanced Programme-Climate Resilient Window (KCEP-CRALW), BDBA, and emerging partnerships like World Bank funded Kenya Climate Smart Agriculture Project (KCSAP). It is expected that counties will enhance geographical concentration to maximize impact and better utilise resources.
<b>Current WFP investments</b>	WFP have made heavy investments in some counties through various programmes with potential for synergy and linkage to WFP supported projects such as AMAL (Kalobeyei settlement (Turkana County), Refugee programme, Insurance for Assets (R4), Youth and Nutritional Sensitive initiatives, BDBA.
<b>Insecurity</b>	WFP will not be implemented in insecure areas of the country/county

### 3.2 Prioritization in line with funding flowing in gradually

Funds for implementing proposed activities are expected to flow-in gradually. For this reason, communities that will receive support first will also be prioritized.

Two resource scenarios will be considered:

**Scenario 1:** With predicted typical **funding at 60%** (based on annual funding projections) of the CSP budget WFP will plan to provide various forms based on prioritization of counties:

Table 1. Resource prioritization

County	Modality	Beneficiaries	Support package	Duration of support
Kilifi	Cash	50,000	Transfers; Technical support; Inputs & Services (financial, market & supply chain)	2 – 3 years
Makueni	Cash	43,000		
Kitui	Cash	90,000		
Kwale				
T. Taveta			Technical support; Inputs; Services (financial, market & supply chain)	
Baringo	Cash	27,000	Transfers; Technical/ Extension support; Inputs; Services (financial, market & supply chain)	4-5 years
<b>Sub-Total</b>		<b>210,000</b>		
Turkana	In Kind	73,000	Transfers; Technical/ Extension support; Inputs; Services (financial, market & supply chain)	4-5 years
Garissa	In Kind	70,000		
Marsabit	In Kind	55,000		
Wajir	In Kind	28,000		
Isiolo	In Kind	40,000		
Mandera	In Kind	42,000		
Samburu	In Kind	20,000		
Tana River				
<b>Sub-Total</b>		<b>328,000</b>		
<b>TOTAL</b>		<b>538,000</b>		

**Scenario 1:** With **100% funding**, all the 14 counties will be targeted with a full package.

In both resource scenarios, WFP will seek to leverage its resource mobilisation through strategic partnerships with donors (World Bank, DFID, Sweden, etc), national and county governments, complimentary programmes (PREG, RBA, County Governments), donors and private sector.

### 3.3 Community-based participatory planning and Household Targeting

Participatory approaches that combine WFP’s Community-Based Participatory Planning (CBPP) and Participatory Disaster Risk Analysis (PDRA) will be used for community-based participatory planning and household targeting. In a departure from past, Community Action Plans (CAPs) will be developed to mimic a “business model”.

The CAPs should clearly: (i) define the vision of the community; (ii) targets /milestones to be achieved; (iii) livelihood support packages and inputs needed; and (iv) timelines.

The CAPs will form the basis for developing a County project proposals and social contracts with the community.

To better align household targeting with the needs of the CSP, zero hunger strategy and EDE, guidelines which combine household and market/value chain-based selection criteria will be developed. This targeting process will inform the graduation plan by defining the ENTRY and EXIT for beneficiaries to the programme. The targeting will identify vulnerable households, including Common Interest Groups (CIGs), that will be supported.

In all selected counties with or without transfers, participatory methodologies and tools (wealth ranking and take-a-step) will be applied to target households and identify and define the nature of livelihood support that the households will receive, based on the following four categories, based on the “Diffusion of Innovations Theory<sup>30</sup>” (Rogers, 1983).

Table 2. Targeting and categorisation of Households and Common Interest Groups

Category	Description & Livelihood support package		Duration
<b>Innovators</b>	No Transfers; Technical support; Training & extension; NFIs, entrepreneurship training; VSLAs & financial literacy; Market linkages; linked to partnership for SLI; Monitored yearly;		Exit after 2-3 years
<b>Early Adopters</b>			
<b>Early Majority and Late Majority</b>	Year 1 - 4	Transfers; Supported with complimentary package of inputs: Intensive extension services, NFIs, community strengthening, technical training	Exit after 4 – 5 years
	Year 5	No Transfers; livelihood diversification, financial literacy, agribusiness & entrepreneurship training, market linkages, VSLAs, establishment of IGAs, etc) Linked to partnership for SLI; Monitored yearly; EXIT after 48-60 months	
<b>Laggards (Chronically Food insecure)</b>	Linked to social protection programmes		

### 3.4 Transfer Modalities

In terms of transfer modalities, two scenarios will also be considered:

<b>Scenario 1</b>	Implementation <b>WITHOUT TRANSFERS</b> . This option will entail concentrating on the provision of technical support to communities only.
<b>Scenario 2</b>	Implementation <b>WITH TRANSFERS</b> . To build a good graduation model that will ensure sustainability under this scenario, beneficiaries will be properly sensitized on the duration of the transfer. Transfer values will reduce gradually over time for each targeted community based on the time they are enrolled into the programme during the five years period of the CSP [Year 1 (65%); Year 2 (50%); Year 3-4 (40%, “lumpy cash” provided twice or thrice in the year); Year 5 (no transfers)]. As transfer values reduce, there will be a corresponding intensification of other forms of livelihood support (skills, knowledge and technology transfer; technical support; linkage to finances (VSLAs & MFIs) and markets; livelihood diversification (IGAs)

### 3.5 Graduation and Transition pathways

Investments in resilience building will involve moving from food insecure households to subsistence (no food gaps) to market-oriented food production and finally to commercial farmers/households. This trajectory will define the graduation strategy for outcome 2. WFP will support

<sup>30</sup>Rogers, E.M. (1983). Diffusion of innovations (3<sup>rd</sup> ed.) New York: Free Press. ISBN 9780029266502

the households up to subsistence and market-oriented production levels. After this stage the households will not get WFP support. Others will be linked to other development programmes (PREG, RBA, KCSAP, etc).

During community-based participatory planning, targeted households will develop CAPs that mimic a business plan. The CAPs will clearly outline the vision of the community, forms of support they will need to implement prioritised activities, milestones and targets to be achieved over defined periods, duration of stay in the programme, among others. This will constitute the graduation plan at the community level. WFP will develop guidelines (*Annex 2*) to aid community facilitators from county government and partners to facilitate communities to develop graduation plans. The targeting criteria for households will form a critical ENTRY in to the programme and the milestones and targets will define the EXIT criteria from the programme etc.

At the beginning the food gaps for the targeted communities will be determined. Communities and County extension staff will develop targets and actions on how to fill this food gap in sustainable manner. The community targets will be broken into annual targets and aligned to the production cycles as per the livelihood zones. The progress to achieving these targets will be evaluated every year. The counties and communities will develop **social contracts** (with clear roles of each party-Community, County Government, NDMA and WFP) towards achieving the goal of closing the food gap.



## SECTION 4 -ACTIVITIES AND IMPLEMENTATION APPROACHES

This section describes the activities and implementation approaches that will be employed to deliver Outcome 2, based on a Sustainable Food Systems Approach.

### 4.1 Interventions and livelihood support packages

Building the capacity of government and communities to effectively provide sustainable hunger solutions requires investments in appropriate activities and livelihood support packages. Table 3 summarises the interventions and support packages based on livelihood zones.

Table 3. Livelihood activities/Interventions and support packages

Livelihood Zone	Activities / Asset types	Livelihood support models & inputs
<b>Arid (Pastoral) counties</b>  <i>(Turkana, Baringo, Samburu, Isiolo, Wajr, Marsabit, Mandera, Garissa, Tana River)</i>	<ul style="list-style-type: none"> <li>Rangeland rehabilitation and management</li> </ul>	<b>a) <u>Transfers:</u> 2 years in Irrigation schemes &amp; 4 years in non-irrigated areas</b> <b>b) <u>Technical support:</u> Pastoral/Farmer Field Schools (P/FFS); Skills &amp; technology transfer</b> <b>c) <u>Inputs &amp; Subsidies:</u> Hand tools, Inputs (livestock and crops - linkage to Government subsidies)</b> <b>d) <u>Market linkages:</u> selected value chains</b> <b>e) <u>Financial inclusion:</u> Linkage to MFIs, group savings, partnerships</b> <b>f) <u>Emergency response:</u> linkage to livestock offtake programme</b>
	<ul style="list-style-type: none"> <li>Rainwater harvesting &amp; Storage (water pans, sand dams, etc) for domestic and livestock use.</li> </ul>	
	<ul style="list-style-type: none"> <li>Support pastoral value chains (Bee keeping, Pasture, Poultry) targeting youth and women</li> </ul>	
	<ul style="list-style-type: none"> <li>Livelihood diversification</li> </ul>	
	<ul style="list-style-type: none"> <li>Scale-up nutrition-sensitive activities</li> </ul>	
	<ul style="list-style-type: none"> <li>Market-linked Irrigation agriculture based on agribusiness models</li> </ul>	
	<ul style="list-style-type: none"> <li>Partnerships along livestock value chains</li> </ul>	
<b>Semi-Arid (Marginal Agriculture) counties</b>  <i>(Kilifi, Kwale, Taita Taveta, Makueni, Kitui)</i>	<ul style="list-style-type: none"> <li>Scale-up climate resilient and nutrition-sensitive technologies for dryland agriculture</li> </ul>	<b>a) <u>Transfers:</u></b> <b>A: <u>Without:</u> Intensify technical support</b> <b>B: <u>With:</u> options</b> <ul style="list-style-type: none"> <li>Monthly: 65% (Yr 1 &amp; 2 only); None (Yr 3-5);</li> <li>Lumpy Cash: Thrice a year on a 40:40:20% for 1 – 2 years only; None in Yr 3 &amp; 5;</li> <li>Convert transfer to productive livelihood assets</li> </ul> <b>b) <u>Technical &amp; Extension support:</u> FFS to catalyse transfer &amp; uptake of skills, knowledge and technologies on sustainable food production.</b> <b>c) <u>Inputs &amp; Subsidies:</u> Hand tools, production inputs (seeds, bee hives, solar pumps, irrigation equipment, etc); linkage to subsidies by county governments &amp; other partnerships</b> <b>d) <u>Market linkages:</u> for selected value chains; value addition</b> <b>e) <u>Financial inclusion:</u> linkage to MFIs for selected value chains; Group saving.</b> <b>f) <u>Partnerships:</u> private sector, FtMA<sup>31</sup></b>
	<ul style="list-style-type: none"> <li>Scale-up the adoption of value chain-linked farm pond systems</li> </ul>	
	<ul style="list-style-type: none"> <li>Scale-up nutrition-sensitive food production in all activities</li> </ul>	
	<ul style="list-style-type: none"> <li>Support market-linked Irrigation agriculture, based on agribusiness models</li> </ul>	
	<ul style="list-style-type: none"> <li>Support livestock value chains through Poultry production, Bee keeping and pasture production</li> </ul>	
	<ul style="list-style-type: none"> <li>Scale-up VSLAs<sup>32</sup> and entrepreneurship Training</li> </ul>	
	<ul style="list-style-type: none"> <li>Promote agri-enterprises and value addition opportunities targeting youth and women</li> </ul>	
<ul style="list-style-type: none"> <li>Livelihood diversification opportunities</li> </ul>		

## 4.2 Implementation Plan / Approaches

This part describes the strategies for implementing outcome. It charts the course for strengthening partnerships (government, UN agencies, research institutions, academia, private sector and communities), indicates opportunities for Sequencing Layering and Integration (SLI) and pathways for transforming livelihoods and building community resilience.

Output 1: Targeted beneficiaries (Tier 1) receive conditional in-kind or cash-based transfers in exchange for participation in both household and community level asset building or training activities (Output category A2) to build their resilience to shocks

### *Activities*

In preparation, June and October 2018, WFP, County governments and NDMA will develop guidelines to facilitate community-based participatory planning and targeting, Train Facilitators to guide communities in developing Community Action Planning (CAPs) and project proposals. Within the period, WFP will formalize agreements with the national government through a Letter of Understanding (LoU) with The National Treasury, Memorandum of Understanding (MoU) with the Ministry of Devolution and ASALs and county governments, and transitional Field Level Agreements (FLAs) with Cooperating Partners (CPs).

A core activity under this output will be to ***strengthen the capacity of government and community institutions*** in the targeted 14 ASAL counties, to plan, implement and manage community development initiatives. Under this output, both direct (eligible households with a food gap that will receive transfers) and indirect members of the community (no transfers) will be targeted. All community training activities will target the whole community to enhance equitable participation and benefits for women and men. The critical aspects of building/strengthening institutional sustainability will focus on training on project planning and management, resource mobilization, project proposal writing, group dynamics, leadership skills, democracy and governance, transparency and accountability. The project-specific implementation and coordination structures will be aligned with existing institutional and development structures in each county. These capacity building activities will be sequenced and geographically layered with activities under Outcome 1 and 3 to maximize the impact.

Output 2: Community members (Tier 2) benefit, use and maintain climate-resilient assets (Output category D) to enhance their resilience to shocks

This output will be achieved by implementing the following activities:

### **A: Strengthening community capacity and enhancing extension support**

Appropriate participatory extension methodologies, such as Pastoral or Farmer Field Schools (PFS/FFS) will be adopted to catalyze transfer and scale-up of knowledge and skills on climate resilient and nutrition-sensitive technologies and best practices (conservation agriculture, dryland agriculture, water harvesting and soil and water conservation, post-harvest handling, promoting drought & flood tolerant varieties, nutrition education, etc). This will be facilitated through experiential learning and extension support.

In all project sites, communities (smallholder producers, champion farmers, Common Interest Groups (CIGs), community resource persons), micro, small and medium enterprises (MSMEs)

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<sup>31</sup> Farm to Market Alliance

<sup>32</sup> Village Saving Lending Associations

and consumers will be mobilised to enhance extension support. Where feasible, and in consultation with the technical departments in the county government, model learning sites will be established and run by communities as centres for technology development, incubation and transfer. This will form a better approach for enable benefits beyond targeted beneficiaries.

### **B: Climate-proof water harvesting and storage structures (water pans) for domestic and livestock use**

In this activity, the target will be to mechanise the expansion or construction of 42 mega water pans in 14 counties. Working with the county government, areas with potential for construction of water harvesting and storage structures with a capacity of not less than 70,000 m<sup>3</sup> will be mapped. To ensure sustainability, for each water structure, all engineering and environmental impact assessment must be done. A water management committee will be established and trained on all aspect related to catchment protection, operation and maintenance (O&M), management and organisation (M&O) of the water pan.

### **C: Rangeland Rehabilitation and Management**

Activities under this will focus on promoting the adoption of technologies and best practices that improve rangeland resources management, build pastoral/agro-pastoral livelihood resilience and enhance environmental integrity. Targeted households will be mobilised into PFSs, trained and facilitated to adopt appropriate Soil and Water Conservation (SWC) measures and Rainwater Harvesting (RWH) technologies that can rehabilitate and manage degraded rangelands. This will target both arid and semi-arid counties. WFP will work with key county government sectors (livestock, environment and rangeland management) to leverage and complement its with complimentary initiatives NDMA, RPLRP

### **D: Scaling-up technologies and value chains with potential for livelihood transformation**

This activity will be implemented by leveraging partnerships that exist in the ASAL counties. In the arid zones, the USAID based Partnerships for Resilience and Economic Growth (PREG) and Regional Pastoral Livelihoods Resilience Project (RPLRP) will play a key role in enhancing livelihood resilience of pastoral and agro-pastoral communities by promoting the adoption and scaling up of livestock-based value chains, linkage to markets and opportunities for youth engagement. In the semi-arid counties, WFP will take advantage of the Billion Dollar Business Alliance (BDBA) as well as the Kenya Climate Smart Agriculture Project (KCSAP) to build synergies that can deliver sustainable hunger solutions and maximize the impact of proposed activities.

#### **i. Value chain-linked farm pond systems**

This activity will focus in scaling up the adoption of farm pond systems as a climate resilient technology that guarantees water and food security to smallholder farming households at the household level. This activity will mainly be implemented in semi-arid counties (Makueni, Kitui, Taita Taveta, Kwale, Kilifi and Baringo). The farm ponds will be linked to viable smallholder enterprises e.g. Horticulture production (assorted vegetables and fruits); Agroforestry; livestock Production (Poultry, bee keeping). To optimise the impact of this technology, WFP and county governments will strengthen partnerships, especially with the private sector (input suppliers, micro-credit institutions and markets) in supporting synergies.

At the onset, smallholder farmers will be mobilised in CIGs and trained on adoption of value chain-linked farm pond system. Using the BDBA consortia, WFP, County Governments, ICRAF, Private Sector, the standard guidelines described in the Household Farm Pond Protocol Applications<sup>33</sup> (HoPPA), will be applied. Over the 5 years, 10,850 households will be targeted directly as follows and should graduate from the programme in year 3.

	Household		Target counties:
Year 1	1,200	10,200	Kitui, Makueni, Taita Taveta, Kilifi, Kwale and Baringo
Year 2	1,800		
Year 3	2,400		
Year 4	2,400		
Year 5	2,400		

Households adopting farm pond systems will be supported to engage in VSLAs to leverage credit access from financial institutions (credit for equipping of farm ponds and sustaining agricultural enterprises). In each household, farm ponds will be integrated with *in-situ* soil and water conservation (SWC) measures / rainwater harvesting (RWH) technologies to support dryland subsistence farming.

### ii. Promote micro-irrigation for improving agricultural production and food security

Each all counties, areas with potential for irrigation will be mapped, needs assessments conducted and joint implementation plans developed with the county governments. WFP will prioritise support for development or improvement of irrigation infrastructure, in schemes where viable agribusiness models have been developed and farmers mobilised into producer groups.

This will mainly target smallholders and young farmers who will be linked to markets and private sector (input and irrigation equipment suppliers, micro-credit institutions).

Working with Departments of Agriculture and Irrigation, NDMA and other partners, WFP will target 700 households in each of the 10 counties (Turkana, Baringo, Isiolo, Mandera, Garissa, Tana River, Kilifi, Kitui, Makueni, Taita Taveta). Households will be trained and supported to diversify livelihood sources and supported for 2 years, after which they will in the third year.

### iii. Livestock value chains

This activity will integrate other economic activities such as bee keeping, poultry production and pasture production. For all livestock value chains, WFP will work with the departments of livestock and other partners supporting the selected livestock value chains to map areas with potential for the selected value chain, mobilize households into producer groups, train eligible households on how to set up and run the enterprise as well as on value addition (processing, packaging, marketing). Nutrition education, entrepreneurship training and market linkages will be overarching components of all training activities for all livestock value chains. To effectively engage producers, PFSs will be established as the main approach for training farmer groups and provide technical/extension support. For all households targeted with the various value chains, opportunities for livelihood diversification (e.g through income generation (IGAs) and VSLAs) will be promoted.

#### a) Bee keeping value chain

For bee keeping, in targeted counties, about 8,400 households (600 HHs per each of the 14 ASAL counties) will be mobilized into honey producer groups, trained and supported to establish and manage a modern apiary. In addition, 2 youth groups (28 youth groups) per county will be targeted

<sup>33</sup> Standardised guidelines for planning, designing, implementing and managing farm pond system with standard capacity of 250m<sup>3</sup> and able to support smallholder reproduction under a maximum of 1 acre of crop under a single enterprise or crop.

and trained on value addition. The departments of livestock will provide training, follow-ups and extension services for up to 3 years after which the targeted households will be linked to existing cooperatives and graduate from the programme.

**b) Pasture production and seed bulking value chains**

Once areas with potential for pasture production and seed bulking in each targeted county are mapped, eligible farmers will be trained on *in-situ* SWC /RWH technologies for pasture / fodder production and seed bulking, value addition (hay baling and silage making), storage and marketing. The departments of agriculture, livestock and NDMA will play a key role in this value chain.

Directly, WFP will support 10,800 HHs in 7 arid (Baringo, Samburu, Isiolo, Wajir, Marsabit, Tana river, Garissa) and 5 semi-arid (Kitui, Makueni, Kilifi, Kwale, Taita Taveta) counties. In each county, 900 (300 per year per county) households will be trained and as this will be a pre-requisite for accessing extension services, technical support, marketing and other project support services, expected to treat a minimum of 2 acres of land using appropriate SWC measures to be put under pasture/fodder production. It is expected that households supported under this value chain will graduate after year 3 years from the programme.

**c) Poultry production**

Priority for support for this value chain will focus on promoting indigenous poultry production semi-intensive system, where small scale producers erect one or more pens in which birds can forage on natural vegetation and insects to supplement the feed supplied. Eligible households (women) and youth will be mobilised in to CIGs, trained and provided with technical support and extension services. Poultry producers will be linked to existing enterprises for value addition

About 9,000 HHs in Samburu, Isiolo, Wajir, Tana river, Kitui, Makueni, Taita Taveta, Kwale, Kilifi counties (1000 per county per year) will be supported to venture into indigenous poultry production as an agribusiness. In addition, 10 youth groups will also be supported to establish and sustainably manage indigenous poultry.

**Output 3: Targeted beneficiaries (Tier 1) benefit from linkages to financial and insurance services (Output category G) to enhance risk management and resilience to shocks**

Activities under this output will focus on improving access to financial services; development and roll out of appropriate and affordable services for smallholders; R4/micro-insurance, credit, savings. R4 refers to the four risk management strategies integrated together to strengthen farmers’ food and income security: improved natural resource management (risk reduction), insurance (risk transfer), livelihoods diversification and microcredit (prudent risk taking) and savings (risk reserves). R4 builds on complementary safety nets such as those provided by WFP-supported Asset Creation Program to allow them access to index insurance by participating in the creation of disaster risk reduction assets.

Capacity strengthening, and technical assistance are a priority for the successful transfer of these interventions to national and county government programming.

WFP will continue to mainstream the integrated risk management approach in Kenya by strengthening and scaling up the R4.

Table 4. Five-year Projections for the risk transfer component of R4 Kenya

<b>Variables</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
#Insured	10,000	20,000	30,000	40,000	40,000
Counties	Kitui	Kitui, Makueni	Kitui, Makueni, Kilifi	Kitui, Makueni, Kilifi	Kitui, Makueni, Kilifi

It is anticipated that insurance payouts in adverse years enable vulnerable households to prevent resorting to negative coping mechanisms and ensure their food needs are met in the aftermath of climate shocks. Insurance will also act as an incentive to implement risk reduction activities such as conservation agriculture that contribute to sustainable agricultural practices, and reduce the economic cost of climate risks. For vulnerable smallholders, insurance provides participants the necessary confidence to escape the low input/low yield cycle through improved access to inputs and markets, even in the face of climate shocks such as droughts.

WFP will also strengthen small-scale and community savings through VSLAs to help build a stronger financial base for investing as well as act as a buffer against short-term needs and idiosyncratic shocks, such as illness and death. The self-credit mechanism for the community will allow members to invest in input in addition to creating and strengthen solidarity networks and can be used to improve financial literacy, further stimulating the household's ability to manage risk.

WFP will link R4 with NDMA's Drought Contingency Fund in an effort to offer holistic package to food insecure and vulnerable communities and to build communities resilience to drought through; a) Cash disbursement from the Drought Contingency Fund triggered by the NDVI based index to participants who fulfil predetermined conditions such as adoption of good agricultural practices b) Integrated package of risk management tools offered under the WFP-led R4 Rural Resilience Initiative, which includes adoption of risk reducing technologies (e.g. rain water harvesting technologies and an area yield index insurance product c) Extension services, market access facilitation and capacity strengthening by County Government and non-state actors.

WFP will gradually use the integrated risk management approach of R4 project to develop sustainable pathways to assist the transition of the vulnerable and food insecure households from safety nets to more productive and sustainable livelihoods, as well as contribute to the creation of rural financial markets, by strengthening local capacity.

#### Output 4: Targeted beneficiaries (Tier 1) receive knowledge and skills (Output category E) to improve their nutrition status

In addition to activities discussed in output 2, WFP and county governments will promote nutrition-sensitive food production and linkage to health services along four interrelated pathways which can more directly impact nutrition and food security at eh household level:

- a) Nutrition education Pathway: Key nutrition education and messaging focusing on Nutrition knowledge and SBC are therefore essential to informing the range of decisions that farmers make about what they grow to consume, what they grow to sell, and what they decide to purchase with their income. This will also include Social behavior change communication (SBCC), linked to water harvesting for domestic and livestock use,
- b) Diversified Food Production pathway: The primary objective here is to support smallholder farming households to produce nutrient-dense foods (crop (horticulture, legumes), and livestock) which are critical to the diets and nutrition, combined with, income generation. The focus will be to diversify production to improve nutrition through dietary diversification;
- c) Empowering women through Income Generation Pathway: help ensure that incomes derived from agriculture are wisely spent on women and children's dietary needs. Establishing and maintaining successful small farming businesses that ensure livelihoods are essentials keys to reducing rural poverty and addressing malnutrition. WFP and partners will work with households to identify opportunities to increase household income through agriculture and agribusiness related ventures. This pathway assumes that nutritious, diverse foods are available and affordable in local markets. Appropriate inputs to grow these diverse foods will be availed. Promote women's empowerment: this will incorporate multiple aspects, including

the decision-making power related to income, time, labor, assets, and knowledge or preferences of female community members. Women's income enables expenditures on food and health care, affecting diet and health status. In addition, this will include identifying locally produced and available foods that provide opportunities for youth and women for value addition through for example, establishing cottage industries for making fruit juices, preservation of local vegetables, etc. Processing and storage can affect the shelf life, safety, and nutrient content of foods in positive or negative ways for nutrition and health. promote the production, value addition and marketing of *Nutritional Smart Foods* that improve human nutrition.

d) Linkage to health services and other healthcare programmes

Output 5: Smallholder producers & small-scale traders & processors (Tier 2) benefit from an improved & inclusive business environment through evidence-based policy, advocacy & partnership support (Output category I) to increase and diversify production and sale of better quality food.

This output will focus on linking smallholder farmers and MSMEs to markets through both private and public-sector markets and Market analysis to guide interventions that include food assistance, smallholder procurement interventions. This output will increase resilience, through layering and developing scalable solutions across food production, transformation and consumption.

Activities under this output will focus on facilitating smallholder producers, processors and retailers and, especially, women's access to Public and private sector commodity markets (including national school meals, WFP procurement and refugee settlements markets); Financial inclusion of smallholder producers and MSMEs through VSLAs, commercial banks and micro-finance institutions; Access to micro-insurance; Quality farming inputs from commercial suppliers, through platforms such as the Farm to Market Alliance (FtMA);<sup>34</sup> so that cash transfer beneficiaries get the best value out of the money they spend in markets in terms of quality and diversity of food commodities; Technologies for reducing post-harvest losses and waste along the food system.

Before implementing, WFP will conduct market assessments, jointly with county governments and other partners, to map local and regional demand for different commodities, as well as opportunities for entrepreneurship (including value addition) and effective market linkages for smallholder producers, youth and women. The assessments will be used to design implementation strategies for linking smallholders to markets.

WFP will also provide smallholder producers and MSMEs with skills, knowledge and information on marketing their products and facilitate market linkages with target markets. Through the county government, WFP will facilitate and support organized farmer groups and MSMEs to set up and manage aggregation and post-harvest market chain businesses and partnerships with private sector, Micro-Finance Institutions (MFIs) and other services providers. As farmer organizations, cooperatives or privately-owned businesses develop their management, technical, marketing and financial capacity, WFP Kenya expects some will build their capacity to move into value addition through more sophisticated processing and packaging, distribution and market development.

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<sup>34</sup> Through the alliance, smallholder producers receive complete packages (training on good agronomic practices, post-harvest management and marketing; inputs, inputs loans and insurance) to ensure that they produce adequate good quality food and access target private sector markets. See <https://farmtomarketalliance.com/> for more information.

WFP will also support county governments to develop pro-smallholder procurement strategies and plans, and promote demand/market for drought crops through avenues such as milling, product development etc. Envisaged activities will include strategic and policy engagement with national and county governments and direct capacity support to producers (through producer organisations), processors, consumers and retailers. Both national and county governments will be supported to put in place policies and strategies that enable smallholder-sensitive procurement by both public and private institutions. WFP's advocacy for smallholder-sensitive procurement by public institutions will be supported by evidence from an ongoing WFP Kenya study.<sup>35</sup> This will delve into how local commodity sourcing can enhance both the Kenyan national and per capita GDP, and education levels in the country, under the national school meals programme.

County governments will be supported to develop food safety and quality assurance systems through the National Food Safety Coordinating Committee (NFSCC) and in partnership with University of Nairobi. WFP will work with partners to mobilize and train producer groups on group governance, entrepreneurship, marketing, food processing, agribusiness planning, and buyers' procurement processes. They will also be provided with information on market and entrepreneurship opportunities that can be exploited, based on the market assessments described above. Other activities will include forums to link producers (and producer groups) and processors to buyers and business development services, such as banks, insurance, input suppliers and transporters, among others. Producers will also be supported with equipment for marketing such as weighting scales, hermetic bags and, at limited scale, WFP will support producer organisations to construct stores for aggregation and marketing on a cost-sharing basis.

WFP will explore opportunities to support value addition through processing and local fortification of food to enhance income generation and improve access to micronutrients for target groups<sup>36</sup>. This will build on a pilot project in Turkana county, where WFP and the county government have been sourcing for fortified flour for school feeding from local small-scale processors. If rural milling and fortification activity is successful, it will be replicated in other counties and will contribute to the national government fortification programme as well as the government's Big Four agenda, attempting to increase manufacturing contribution to 20 percent of the national GDP from the present 9.2 percent. WFP will work on this in partnership with Technoserve Kenya under the Inclusive and Nutritious Food Processing (AINFP) project.

Activities for consumers will aim at empowering them to make informed decisions on prices, variety safety and quality of food in the market. However, interventions will also support supply chain actors such as traders to improve sourcing arrangements so that shelf prices are lower and food in the market is more diverse and of good quality. Food insecure beneficiaries will also benefit from the Transformers Initiative, which will increase their access to nutritious commodities that could have been otherwise rejected for institutional and market usage, being this an activity that is being supported through the WFP Innovation Accelerator.

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<sup>35</sup> 'Modelling the Economic Impact of the Home-Grown School Meals Programme in Kenya', being conducted during March 2018-2019 with the University of California-Davis.

<sup>36</sup> Target groups will include beneficiaries/community/producer/women/youth groups from activity 3, who are interested in milling and fortification as a business activity.



Output 6: Commercial supply chain actors (Tier 1) in targeted areas receive technical support (Output category C) for improved food market & supply chain efficiencies, including reduction of food waste to promote access to affordable, quality and safe foods in markets.

Activities under this output will target supply-chain actors to focus on supply chain management and retail supply chain interventions. Before implementing supply chain management activities WFP will conduct assessments, jointly with county governments and other partners, to map supply chain inefficiencies, including baselines on post-harvest losses. The assessments will be used to design implementation strategies for reducing supply chain inefficiencies.

The key activity that will be implemented in this output will focus on transfer of skills, technologies and best practices, through training and demonstrations, that reduce post-harvest losses and food wastage along the supply chain, particularly at the household level. Tapping on the expertise and resources with the WFP Global Post Harvest Knowledge & Operations Centre (KNOC)<sup>37</sup> in Uganda to promote modern technologies and best practices on post-harvest handling, including storage, food safety and quality, supply-chain and value addition. In addition, low-cost solutions (e.g. charcoal-brick water coolers and solar powered freezing systems) for post-harvest management and reduction of wastage will be tested and viable ones promoted alongside food safety and quality. It is expected that this will facilitate increased market opportunities for smallholders and generate opportunities for youth and women through value addition, processing and agribusiness.

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<sup>37</sup> See <http://www.wfp.org/content/wfp-post-harvest-loss-prevention> and <https://documents.wfp.org/stellent/groups/public/documents/reports/wfp289790.pdf? ga=2.81499284.225130146.1529582427-176494261.1518500767> for more information.

## **SECTION 5 - PARTNERSHIPS AND CAPACITY STRENGTHENING**

### **5.1 Partnerships**

During this five-year period under the CSP, WFP will manage its partnerships by gradually reducing the role of the Cooperating Partners (CP) NGOs, on a transitional manner, for a period of 1 year, a time which we can fully transition implementation to county governments.

WFP will also pursue the options of engaging National agencies on a Long-Term Agreement (LTA) basis to enable the unit to undertake certain activities that will be critical in meeting the zero-hunger goals. Areas of possible LTAs could include Engineering works; Internship, etc.

### **5.2 Sustainability and Capacity Strengthening**

Capacity strengthening for outcome 2 will entail building on existing skills, knowledge, systems and institutions to enable government to take responsibility for investing in and delivering sustainable hunger solutions.

To enhance the sustainability of the proposed interventions, capacity strengthening will include enhancing the existing capacities of existing government and community institutions to plan, implement, coordinate and manage community resilience building interventions. This will embrace direct skills enhancement (e.g. through mentorship, training, guidance and extension), technology transfer (e.g. through demonstration) knowledge sharing (e.g. through exposure to different experiences, research), and systems strengthening and development (e.g. enhanced coordination, policy work).

The core capacity strengthening area for outcome 2 are:

*a) Strengthening partnerships with county government*

Partnerships with county and national governments is a key avenue for ensuring institution sustainability of the programme. It is also a key pillar in co-resourcing for implementation of planned activities under outcome 2..

*b) Strengthening community institutions and groups*

Capacity strengthening in communities will take multiple forms. The first step will be to create community-based project planning and development teams and project implementation committees. Capacity strengthening at the community level shall include: (i) **Technical training:** field days, demonstrations on, especially, design, layout and construction of specific activities, including technical standards; agronomic practices in food production, water use efficiency in irrigation and dryland farming systems, etc; (ii). **Awareness on relevant topics:** nutrition education to improve nutrition and use of specific foods, WASH, gender issues and aspects of solidarity mechanisms to assist most vulnerable households, other sessions depending on context; (iii) **Forming project management committees and Groups:** mainly to manage assets, enterprises and incomes generated, credit through VSLAs, etc.

*c) Strengthening programmatic and technical guidance*

Technical guidance will involve providing guidance on participatory planning; facilitating on technical aspects related to climate resilient and nutrition-sensitive technologies and best practices; and measurement of results (e.g. monitoring, evaluation and learning). Guidance and training in an ASAL counties will cover, among other topics: planning approaches, including gender/conflict resolution aspects; climate resilient technologies; Dryland agro-forestry and management of rangelands; VSLAs, etc. To effectively deliver on the proposed interventions in the action plan, a participatory approach which promotes participation, enhances relations with extension agents for mutual learning, support farmers to continuously create, adapt and solve own problems, and engage in monitoring and evaluating. Such approaches are more effective in catalyzing the uptake and scaling up of interventions that build community resilience as well as in delivering training and extension support.

*d) Strengthening linkages with Academia and Research institutions*

Partnerships with Academia and Research Institutions is a powerful capacity strengthening incentive for local institutions with interest in the programme. Various approaches will be pursued under outcome 2, namely: research internships in outcome 2 project sites, linkage with research institutions for technology incubation, development and knowledge sharing.

*e) Financing mechanisms for youth interventions*

To effectively ensure community resilience, WFP and partners will explore four core financing mechanisms: (i) Loans and credit: through linking households or self-help groups to financial institutions alongside encouraging group saving schemes; (ii). Subsidies: mainly provided by the national or county governments, and targeted; (iii). Grants; and (iv). Guarantorship. These financing options offer a critical sustainability dimension to activity 3 and will be integrated in the proposed interventions.

## **SECTION 6 – MONITORING, EVALUATION AND LEARNING**

The Monitoring, Evaluation and Learning (MEAL) is aligned to the CSP M&E strategy and the CRF framework. Performance measurement will be guided by a detailed M&E plan that will spell out in details how the outcome will be monitored, reviewed and evaluated. This section gives a summary of the key processes that form performance measurement and learning for this outcome.

Baselines will be established in 2018. The baselines will cover both corporate indicators and project specific indicators. Project indicators will be determined by the programme team in consultation with M&E. These are aimed at complementing CRF indicators and provide the outcome and activity managers an opportunity to track additional relevant information, outside of CRF, that will inform activity adjustments. The baseline will lay the foundation for outcome monitoring, mid-term review and final impact evaluation. Due to need of establishing clear transition pathways for targeted communities, baselines and targets, based on the type of support provided, will be established for each targeted community during community based participatory process (CBPP) and tracked over time by implementing/cooperating partners.

Process monitoring will track activity implementation and progress of achieving outputs. Implementing partners, hence activity managers will be expected to maintain a framework or system that has details of activity progress for each of the select communities. Joint Activity Implementation Monitoring (AIM) for sampled communities will be done triennially i.e. March, July and November jointly by County Government, NDMA and WFP. Existing monitoring processes for complementary activities i.e. R4, Youth and nutrition sensitive will be mainstreamed.

Outcome monitoring to measure performance at outcome level will be done once a year in the month of August. This is in time for data analysis and reporting to feed into annual corporate reporting. Outcome monitoring will give evidence of progress and recommendations for any adjustments.

A mid-term review will be done mid-2019 to inform progress at mid-term and any mid-course adjustments. A final impact evaluation will be done in 2022 to measure impact of the activities. Findings and recommendations from baseline, outcome monitoring and midterm review processes will all feed into the Final impact evaluation.

Monitoring and evaluation will be complemented by existing complaint and feedback mechanisms. Beneficiary Contact Monitoring (BCM) will be used to get beneficiary feedback on the implementation of the activities and progress of food assistance related indicators including opportunity costs, food/cash utilization, adequacy of the rations, gender, protection and accountability etc. BCM will be done concurrently with AIM. Innovative technologies will be used for data collection, analysis and visualization, and two-way communications with beneficiaries will include mobile vulnerability analysis and mapping.

For credibility of outcome monitoring and to set up and implement baseline, mid-term review and final impact evaluation, WFP will contract and partner with a renowned research institution, that has links or works with a national firm/institution. This will ensure independence hence

credibility of the process. It will further ensure timely and continuous evidence-based learning and performance reporting for programme improvement and accountability purposes.

WFP will work in close coordination with PREG and will strengthen coordination for joint monitoring and reporting with KCEP-CRALW and County Governments. The M&E and Learning system will have heavy involvement of County government in line with Kenya CSP (2018-2023) that underpins the need the County Governments to take more responsibility and leadership in the design, planning and implementation of Outcome 2 activities. Given this major role that the county government will play moving forward, the M&E system will, as much as is possible, align to county monitoring and reporting systems with a strong component of capacity strengthening.

## **SECTION 7 - STAFFING**

**SECTION 8 - BUDGETARY OUTLINE**

## SECTION 9 – RESOURCE MOBILISATION STRATEGIES

WFP will mobilize resources from Donors, Foundations, Private Sector, and County Government

- a) **Donors:** Currently Activity 3 has mainly been funded by three donors USAID (through ESFP funding which is around six months activity periods) and a three-year project from SIDA, three-year EU Trust fund focusing on supporting the self-reliance of refugees. In 2018 WFP received a one-year grant from CIDA (This grant will be utilized during the CSP period). WFP will explore the possibility of accessing OFDA funds from USAID.
- b) **Private sector and Foundations:** WFP would like to expand the number of donors for this outcome to include the private sector through the Cooperate Social responsibility actions.
- c) **National and County Governments:** WFP will aim to support activities that are priority to the national (NDMA) and counties and are included in the CIDPs. WFP resources will supplement the county government resources.

### Strategies for resource mobilisation

Resource mobilisation will include consolidation of existing (USAID, SIDA, Canada) funding, diversification of sources to include foundation, preparation of bespoke proposals as required, and building a better evidence base. WFP will develop criteria for prioritization of counties that WFP will transition RLN programme to. We need to define the modalities for transitioning (e.g. institutionalize, approaches, role of other development partners, etc). WFP will engage the donors and other stake holders through the following activities:

- i. **Development of quality project proposals:** WFP will assess the interest of different donors to understand the geographical focus (arid, semi-arid etc.) and different sectors (youth, livestock, insurance, savings and credit, capacity strengthening etc.) and develop project proposals that are targeted to different donors. WFP will aim to get as multi-year funding as much as possible.
- ii. **Donor missions:** WFP will organise quality donor missions so that donors can observe the potential and actual use of their donations.
- iii. **Project briefs:** WFP will produce quarterly? Outcome briefs that will aim to update the donors on the achievements made and challenges encountered.
- iv. **Visibility:** WFP will ensure maximum visibility of donor contributions by ensuring that every project has a visibility board with all stakeholders that have contributed to the activity. Packaging of commodities will also have clear visibility features.
- v. **Media trips:** WFP will sponsor media trips so that successful outcomes explained through print and other media.



# Annex 1: Operational Map



**Annex 2: Graduation strategy and guidelines**

**Annex 3: Farm to Market Alliance Overview**

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