

Summary Evaluation Report

Decentralized evaluation for evidence-based decision



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

Introduction

This summary evaluation report presents the key findings and recommendations from the activity evaluation of the World Food Programme (WFP) Malawi's Food Assistance for Assets (FFA) project implementation under the Protracted Relief and Recovery Operation (PRRO) 2014–2019 and the 2019–2023 Country Strategic Plan (CSP). The evaluation was commissioned by the WFP Malawi Country Office and was conducted by Information Technology and Agricultural Development, Limited (ITAD).

Subject of the Evaluation

FFA was part of the PRRO (200692) 2014–2019, which used food and/or cash as transfer modalities coupled with technical assistance. Designed as a multi-year integrated programme, FFA has been a core intervention in WFP Malawi to support those recovering from, or at risk of dry spells, flooding, natural resource deterioration and many other challenges, helping them build resilience and support transition from food insecurity. FFA aimed to (i) support restoration of livelihoods and improve household and community resilience through the creation of productive assets under the Government-led complementary partnerships and (ii) reduce disaster risks and enhance resilience of households vulnerable to lean season shortages.

FFA targeted 10 districts identified as vulnerable and food insecure: Balaka, Blantyre, Chikwawa, Dedza, Karonga, Machinga, Mangochi, Nsanje, Phalombe and Zomba. In November 2019, FFA activities remained active in eight districts, having been phased out in Dedza and Karonga Districts. Between 2015 and 2019 the areas covered by FFA changed, as activities were scaled up to respond to climate shocks and the effects of El Niño from 2015 onward. During this period, some areas were also eliminated from the programme.

Evaluation Objectives and Scope

The evaluation covered the December 2014–June 2019 implementation period. The objective of the evaluation was to contribute to identifying inclusive and effective scaling-up strategies to inform implementation of the CSP and ensure strategic shifts in programming where necessary. The evaluation had both accountability and learning objectives, with a greater emphasis placed on the learning function. The evaluation intended to capture the effects and impacts of FFA activities on targeted beneficiaries as well as on the local community who should benefit from the assets. The evaluation built on the findings of the 2016 mid-term evaluation of PRRO 200692 and the 2019 Integrated Risk

Management and Climate Services Programme (IRMP) mid-term evaluation. The evaluation was based on testing the Theory of Change (ToC) and evaluation conceptual framework developed in response to a recommendation in the 2016 mid-term evaluation while drawing on the testing already done (on a smaller sample) under the 2019 IRMP evaluation.

Stakeholders and users of the Evaluation

The internal (WFP) stakeholders and users of the evaluation included the Malawi Country Office; Regional Bureau (RB), Johannesburg; WFP Headquarters (HQ); Office of Evaluation; and WFP Executive Board. External stakeholders and users were individual beneficiaries (women, men, girls and boys) and communities; Malawi government (mainly Ministry of Agriculture, Irrigation and Water Development, Ministry of Natural Resources, Energy and Mining, Ministry of Disaster and Relief Management, Ministry of Local Government and Rural Development); district-based stakeholders; the United Nations (UN) Country Team; non-governmental organizations (NGOs) and other partners; main FFA donors – United States Agency for International Development (USAID), Japan, Foreign, Commonwealth and Development Office (FCDO), Germany; donors to other complementary activities (Germany, Switzerland, Norway, Flemish government); private sector – National Insurance Company (NICO).

Methodology

The evaluation adopted a mixed methods approach through quantitative survey data collection across five FFA implementation districts and qualitative data collection in a subset of three districts from 16th March to 2nd April 2021. The Evaluation Team (ET) also used secondary data sources. A theory-based approach was used to assess and explain what changes happened and how they came about, focusing on the links and assumptions in the FFA's ToC and covering the two major considerations in the ToR questions: i) FFA's contribution to people's resilience capacities, and to other resilience interventions designed to support these (contribution 'story'); and ii) its design and performance in Malawi between 2015 and 2019 (performance 'story').

The evaluation answered five main evaluation questions in line with the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD DAC) criteria on relevance, efficiency, effectiveness, impact, and sustainability, as follows;

1. How relevant is FFA as the foundation for WFP resilience programming in Malawi?

2. To what extent have the targeted outputs, outcomes and strategic results been achieved?
3. To what extent was FFA implemented efficiently?
4. To what degree have the project outputs and outcomes contributed to progress towards resilience?
5. To what extent does FFA support resilience beyond the lifetime of WFP intervention?

Limitations

The evaluation limitations included the lack of a control group in the household survey, travel restrictions and time constraints due to COVID-19 restrictions. Measures taken to mitigate against these limitations included scaling back districts covered in the qualitative fieldwork and prioritising key sub-evaluation questions (SEQs) to ensure adequate depth of coverage. The survey was comprised of recall questions and in-sample comparative analysis of programme participants engaging in different activity areas. Households were also asked to reflect on how well they had coped with shocks before the intervention and how they perceived their situation would be different should an identical shock happen again. To mitigate against travel restrictions, a private survey firm, Jimat, was contracted to conduct the participatory rural appraisals and household survey, and national experts were engaged to replace Europe-based evaluators.

Key Findings

Relevance

The multi-sector collaboration and inclusive community planning ensured local ownership, and relevance of activities and created a strong foundation for an integrated approach at community and district levels. Seasonal Livelihood Programming (SLP) combined with community-based participatory planning (CBPP) enabled the programme to align its targeting to the magnitude of the shocks and to reach more beneficiaries in the five years of the programme. Immediate food requirements during shocks (floods and dry spells) were extensively met. The types of assets created empowered individuals, households and communities to select activities that were relevant to their situation and also ensured community buy-in as well as gender and age integration across the different beneficiaries.

A catchment/watershed management approach was instrumental in ensuring the effectiveness and impact of natural resource-based assets within the communities and in leveraging the potential of sustainable livestock production. Therefore, FFA has proved to be a key foundation for the design and implementation of integrated resilience initiatives by building on natural resource-based asset strengthening and diversification of livelihood choices in fragile ecosystems and environments. This was achieved through targeted interventions in resource-conserving technologies, water harvesting, deep trenches and improved energy-saving

stoves, with added pivotal interventions on climate services, Smallholder Agriculture Market Support (SAMS) and insurance. The results from the focus group discussions (FGDs) conducted with men, women and local leaders in Chikwawa, Nsanje and Phalombe Districts confirmed that FFA also strengthened the systematic use of the watershed/catchment management approach, enabling the recharging of the water table in regions affected by dry spells. Furthermore, there was strong evidence that better targeting of interventions such as afforestation, irrigation and conservation work created more opportunities for enhancing the resilience of at-risk communities.

The FFA objectives showed a strong commitment to differentiated analysis and understanding of the needs and priorities of women and men in the targeting of interventions. The deliberate targeting of women as the recipients of cash and food transfers ensured better and more equitable use of the assistance. There was not, however, any explicit commitment to girls and boys, given the emphasis on labour-based criteria for participation.

Food and cash modalities were highly valued by the beneficiaries as critical bridging mechanisms to reduce the food gap in the event of shocks such as floods or dry spells. Most of the FFA beneficiaries in Chikwawa and Nsanje Districts felt that the cash modality was more flexible and effective than the provision of food in ensuring that households respond better to the different shocks. Some beneficiaries however, argued that cash transfers were viewed effective only when there is food in the market and in an environment with no price distortions. FGDs in TA Makhwira (Chikwawa District) and TA Mbeje (Nsanje District) suggested that businesses tend to increase prices when they know cash transfers have been made, rendering the cash amount being paid as inadequate in meeting participants' needs.

The link between short-term and long-term objectives were not always grasped well by FFA beneficiaries. For example, some argued that smaller cash incentives such as the cash transfer of MK 14,400 would not be able to meet the food and nutrition needs of the household, which would require a cash outlay of between MK 25,000 and MK 30,000 per month. In the same FGD meetings it became clear that men would prefer a higher cash incentive.

There was a high level of confidence in both the FGDs and Participatory Rural Appraisal (PRAs) about the relevance of a longer-term objective that focused on ensuring that the assets created and/or rehabilitated were appropriate to the long-term development goals for the different groups participating in the programme. In FGDs, both men and women were able to relate their future goals to the different types of activities being promoted through the productive asset creation activities. Below is an example from TA Chiwal

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(Phalombe District), where men and women identified interventions that addressed their needs (see Table1 below).

Table 1: Meeting men and women’s needs in TA Chiwalo, Phalombe District (Source: Malawi FFA Evaluation Report, Page 14)

Gender Group	Key interventions addressing needs and priorities
Women	<ul style="list-style-type: none"> • Backyard nutrition gardens contribute to meeting food, diet, and nutrition requirements of all household members. • Water and Sanitation and Hygienic (WASH) practices contribute to healthy homes without exposure to risks and disease outbreaks. • Village Savings and Loans (VSLs) are a vehicle for resource mobilization, asset creation and income diversification by vulnerable households. • Tree planting around homesteads and in the communities helps in maintaining a cool and healthy living environment for men, women, girls, and boys within the entire community. • Manure making contributes directly to better quality yields which contribute to enhanced food security and well-being of family members.
Men	<ul style="list-style-type: none"> • Soil and water conservation practices contribute to natural and water resource management in both dry spell and flood situations, helping to ensure sustainability of food security initiatives. • Agro-forestry has the potential to improve the quality of the soil, leading to higher yields in fields and in turn strengthening household food security. • Manure making helps in promoting low-cost soil nutrient management processes.

The results showed that most of these interventions led to the restoration of lost tree species, improvements in the quality of soils that in turn led to higher yields, reduction in soil erosion, improved hygiene, reduced cases of cholera, rapid adoption of practices to create productive assets and increased formation of VSL groups. The pattern of needs and priorities addressed by the programme remained predominantly the same across Chakwawa, Nsanje and Phalombe Districts. All key FFA interventions were also shaped by the prevailing local-level geographic, livelihood, climatic and ecosystem conditions to ensure adaptive responses and interventions and to allow for continuous innovation and adaptation to new threats and shocks. However, there were no built in preventive mechanisms for dealing with new threats and/or shocks, such as fall armyworm, posing a significant threat to the sustainability of agricultural interventions.

Effectiveness

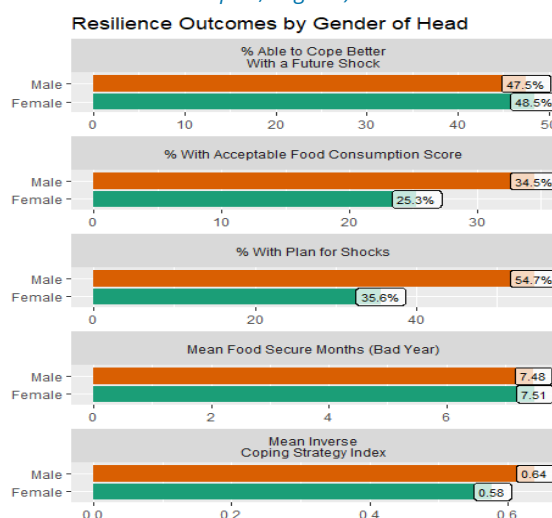
FFA achieved planned outputs over the course of implementation, with some overreaching of targets and flexible rescheduling of activities in response to contextual factors such as pipeline delays. The outputs produced between 2015 and 2019 relate largely to road rehabilitation and maintenance, construction of community and family

gardens, farmer training, tree seedling production, and gully reclamation structures. The integrated approach to resilience building, which saw the connection of FFA to the pilot project initiatives on R4 Rural Resilience Initiative (R4) and Global Framework for Climate Services (GFCS), and the Integrated Risk Management and Climate Services Programme (IRMP) resulted in significant food security outcomes during the implementation period that led to setting a strong foundation for increased household food consumption and diversification.

FFA created multiple entry points for strengthening gender equality and women’s empowerment whereby women’s participation in project management committees increased, with representation between 50 percent and 65 percent. However, power structures within communities has not changed with men retaining control of resources and income generated through women-focused activities.

The resilience of households headed by women was lower than that of households headed by men. Furthermore, households headed by women had significantly lower food consumption scores (FCS) and Reduced Coping Strategy Index (rCSI) scores, as shown on Figure 1 below.

Figure 1: Resilience outcomes by sex of household head (Source: Malawi FFA Evaluation Report, Page 25)



FFA also led to improved quality of assets at household and community levels, increased ability to recover from the impacts of shocks, improved knowledge and capacity to withstand future shocks and improved household and community well-being. The Resilience Index Measurement and Analysis (RIMA-II) model results were scored significantly higher for households in villages where assets were created compared to those without any asset creation (see Figure 2 below)

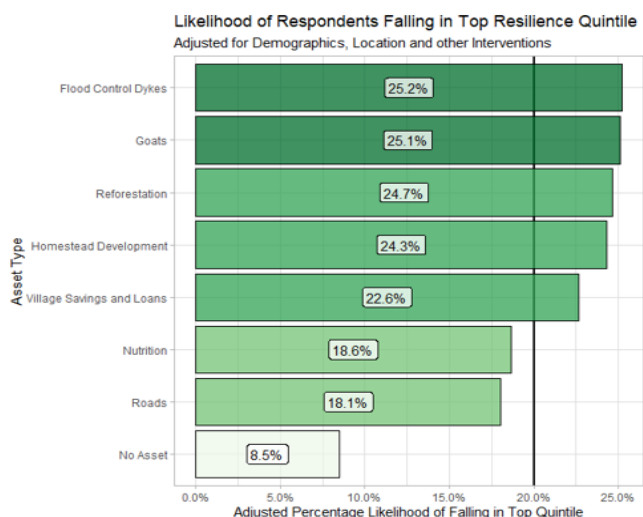
Considering the seven asset types which were implemented in at least five of the surveyed villages, the marginal effect of

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each asset type was positive, suggesting a cumulative effect of increasing different types of assets. Four of the assets produced statistically significantly higher resilience scores at the 5 percent significance level, as compared to the villages which did not have those assets but did have other assets produced. These were flood control dikes, goats, reforestation, and homestead development, as shown on Figure 2.

Figure 2: Likelihood of respondents being in top resilience quintile (Source: Malawi FFA Evaluation Report, Page 28)



Efficiency

WFP was able to respond efficiently to meet increased demands on FFA and the scale-up of activities after 2016, through fundraising, rapidly increasing staffing and improving overall organisational efficiency. There were synergies across complementary initiatives that maximised outcomes and potential impacts of the FFA programme through improved risk management, improved household wealth status, increased adoption of appropriate varieties after receiving weather and climate information and forecasts, and reduced loss through access to insurance, business training services and post-harvest management skills.

There was some evidence of widespread delays across the different FFA districts, such as the late delivery of commodities due to pipeline problems throughout the implementation period, although these challenges were often not within WFP control. In 2018, delays in procurement and distribution of non-food items (NFIs) affected the start of activities. The delays in payments to FFA participants affected their motivation to participate in FFA activities and impacted negatively on the beneficiaries. In some cases, the delays in payments led to participants’ reliance on high-interest loans, eroding the value of cash transfers once they were paid.

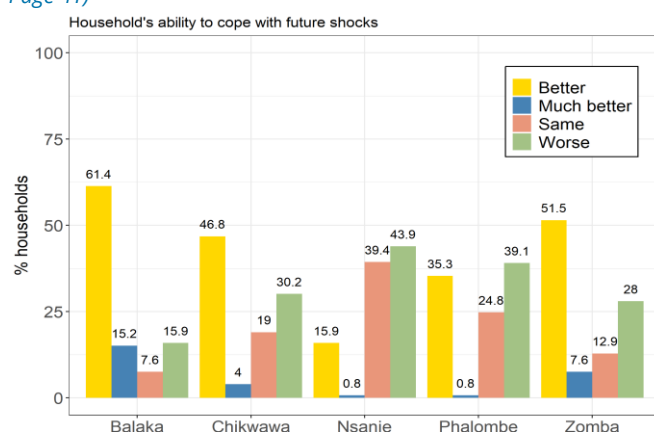
Impact

There was strong evidence that FFA was useful in preparing households before, during and after shocks to deal with such events. RIMA results presented strong evidence that strengthening resilience pillars led to strengthened resilience outcomes and project components. Households receiving assistance had the capacity to exercise resilience in the face of shocks, demonstrated by no difference in outcomes between those facing a shock and those who had not.

The number of food deficit months for the three different types of years (bad, normal and good) showed a general decline for most of the districts. Communities were able to cope with dry spells through climate smart agriculture, the use of Village Savings and Loans (VSL) income for livestock pass-on schemes and investment in small business such as selling vegetables and fish vending. The results stated that the construction of check dams and riverbank protection systems helped in reducing the impact of floods, significantly reducing loss of lives, property and essential assets. However, spillover effects were created through replication of community-level interventions (afforestation, soil and water conservation) at household level and increased adoption by non-beneficiaries after seeing considerable benefits from the FFA interventions.

Post-intervention, there was an overall perception of better coping with shocks across the five districts. Nsanje District had the worst ability to cope, followed by Phalombe and Chikwawa Districts, mainly due to extensive dry spells and negative impacts of floods in the district (Figure 3).

Figure 3: Households’ perceived ability to cope with another shock in the future by district (Source: Malawi FFA Evaluation Report, Page 41)



Sustainability

There was evidence of self-driven, scaled-up initiatives in tree plantations, improved through the knowledge gained under FFA, increased construction and maintenance of soil and water conservation assets and accelerated development of

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backyard vegetable gardens. There was also evidence of continued participation in catchment management activities by community members in traditional areas (TAs) where the WFP incentive supported phased out in 2018. However, tenure arrangements that were community-based, especially if they depended on project committees and on land controlled by individuals, posed challenges to sustainability. The results indicated that activities are more sustainable on communal land.

Collaborative practices strengthened through WFP support including FFA, were evident in multi-sector district planning systems. WFP was committed to supporting community ownership of the planning and implementation process for long-term sustainability of their interventions. It was acknowledge that youth participation in FFA activities can contribute to life skills development, ensuring future success and sustainability of the programme after implementation.

Through interventions that were aimed at reducing the food gap in the household and diversifying access to diverse food products, women were empowered to make decisions on food and to participate in sustainable food production initiatives, and ownership of livestock assets which can be converted into cash to meet diverse household needs. Complementary interventions such as improved stoves and There was evidence that women started to better coordinate their activities through self-organized economic savings and investment groups as a vehicle for self-empowerment and asset building for their future resilience.

Lessons Learned

WFP operational flexibility allows it to respond swiftly to the needs of communities in the face of shocks and stressors, providing crucial support to protect gains from the programme. Timing of FFA activities in the context of the high frequency of shocks and threats is critical for empowerment, continuity and sustainability. Resilience modelling, using the RIMA model, suggests a positive cumulative effect from the creation of multiple different types of asset, highlighting the need to maximise the use of complementary approaches.

FFA works well in mainstreaming and integrating gender considerations throughout its operations, achieving notable positive outcomes for both women and men, including some closing of the hunger gap. The context of deep structural inequalities means that social, cultural and economic dynamics continue to affect women's social status and capacity to influence decision making and resource allocation processes. This, in turn, impacts on their resilience.

Multi-sector collaboration and inclusive community planning ensures local ownership. The multi-sector institutionalization of CBPP has been an important driver for the success of FFA and integrated resilience programming in the context of recurring shocks. Layering FFA with complementary

resilience building initiatives reaps rewards in terms of positive outcomes: there is considerable value in situating FFA within a more integrated way of working by aligning and complementing FFA with other WFP resilience-focused programmes, for example with R4 and SAMS, to strengthen resilience capacities at intermediate and higher levels.

Households' low base in terms of poverty and asset levels makes recovery from shocks and stressors, and the ability to cope and be resilient in the future, challenging. There is some evidence of people still resorting to damaging coping strategies in the face of shocks and stressors, suggesting that FFA does not go quite far enough. There is, therefore, a need to expand current FFA interventions and those of government and other stakeholders, beyond the FFA support.

Delays in procurement and distribution of non-food items (NFIs) and incentives erode trust in the programme, not to mention welfare implications. Timeliness is key. Making payments on time incentivises people to continue to contribute to the programme because they can meet their food needs, which understandably take priority over community asset building.

While there have been some negative unintended consequences arising from the programme – for example, the reported increased work burden of women (which has implications for their ability to participate in training and therefore knock-on effects on uptake by women) – the evaluation finds that such unintended consequences, rather than being a function of operational shortcomings, arise from deep structural issues in the Malawian context, notably sociocultural norms related to gender, as well as land tenure and barriers to market access, such as productivity and standards.

Factors affecting results

Factors Affecting Results Positively

WFP operational flexibility meant it was able to adapt to the challenges, through fundraising, leveraging internal resources, and shifting activities from one quarter to the next.

WFP Capacity: Given the challenging context, WFP was able to respond efficiently to meet increased demands on FFA. To respond to scale-up of operations and increased demand for resources from 2016, WFP increased its staffing capacity to quickly roll out activities during the emergency response period, creating a recruitment roster and training an internal core interview panel to streamline processes and increase recruitment efficiency.

Improvements in organizational performance were also made to ensure value for money, through pooling demand for Internet services, use of vehicles and other joint common services with other UN agencies, reducing travel costs for staff between Lilongwe and Blantyre, and minimising vehicle

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costs by renting local vehicles as needed, which enabled WFP to maintain a wide-scale field presence to run and monitor operations at a lower cost.

Factors affecting results negatively

Funding constraints occurred at various points throughout implementation, affecting the availability and timeliness of the distribution of in-kind food assistance and cash-based transfers. Activities across all operations experienced ration cuts throughout 2016 when contributions took up to four months to be received. 2018 saw a decline in available financial resources following the big emergency of 2016/2017 that required more funding than usual. Only 40 percent of the requirements for the year were met, leading to operational challenges.

Delays in payments to FFA participants affected their motivation to participate in FFA activities and impacted negatively on the beneficiaries, in some cases leading to reliance on high-interest loans eroding the value of cash transfers once they were paid.

Late delivery of commodities: There was evidence of delays across the different FFA districts, such as late delivery of commodities due to pipeline problems throughout the implementation period, which were often not within WFP control.

Natural events: The dietary diversity patterns of beneficiaries were slowed down by unexpected natural events such as dry spells and floods, which created threats to local resilience building initiatives.

Rapid scale-up posed monitoring challenges: WFP noted challenges in tracking of progress, monitoring and reporting. From 2016, WFP increased monitoring and evaluation (M&E) coordination and reporting to ensure the availability of evidence-based results to inform programming. However, the increased scale of implementation had knock-on effects on monitoring. The huge caseload against the number of resources available made monitoring a daunting task. There was also a relapse in monitoring and following targets due to pressure of work where the same field facilitators were also supporting the scale-up.

Cultural Norms: Although women were empowered to drive their own social and economic transformation, which in turn improved joint decision making at household level, men still exercised control over income and use of some of the assets due to social cultural norms. This often undermined the socioeconomic status of women and the autonomy of the shared decision making over income and the use of assets within the household.

Conclusions

FFA was overall a good, flexible programme that had significant, positive effects on the lives of the people

participating in the programme. FFA is a strong and effective programme that is reasonably well integrated within the broader system for social protection within Malawi. It plays a key role as one of the main providers outside government for cash related to asset development. As a foundation for resilience the programme can be successful, and the FFA TOC is fit for purpose. Multi-sector collaboration and inclusive community planning ensured local ownership. Activities are relevant, and this creates a strong base for an integrated approach at community and district levels. FFA provided a fundamental and crucial base for meeting participants' needs, especially in the face of shocks and stressors, through the food and cash modalities. Asset building forms a foundation for strengthened resilience down the line. Situating FFA within a more integrated way of working, aligning and complementing FFA with other WFP resilience-focused programmes, has amplified benefits of the programme. While FFA has created multiple entry points for strengthening gender equality and women's empowerment, there were clear gender differences in resilience outcomes in the RIMA model, related to underlying structural inequalities.

Recommendations

The findings and conclusions of this evaluation led to the evaluation team making the following recommendations:

Operational recommendations that can be addressed in the short term by WFP:

Recommendation 1: Given the mismatch between the FFA programme schedule and the timing of the 'hungry gap', WFP should explore possibilities for extending payment schedules to cover the critical lean months of January–March, making any decisions to shift payments in collaboration with participants. WFP needs to weigh up the trade-offs inherent in meeting food needs later at the expense of providing funds for the timely purchase of productive inputs, such as improved seeds and fertilizer. They should also bear in mind the feasibility of deferring payments before the roll-out of digital transfers, and the potential knock-on effects on VSL. Expanding irrigation coverage may also help to close the hunger gap and put beneficiaries on a path of real transformation, notwithstanding the need to first address land ownership issues.

Recommendation 2: FFA should explore additional ways of dealing with new threats and/or shocks, such as fall armyworm, which poses a significant threat to the sustainability of agricultural interventions working with UN and other development partners. WFP should continue linking with other programmes providing support and training in effective and accessible solutions/treatments, including extra work on prevention and treatment in the fields and continuing to include coverage in the area yield index insurance. This is especially pressing given the recent significant reduction in Promoting Sustainable Partnerships

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for Empowered Resilience (PROSPER) programme activities, where support was provided to FFA participants in PROSPER districts in farmer field schools.

Recommendation 3: There is a need for an agency to be an intermediary in implementing weather insurance in communities. WFP should play this role – as underwriter and ‘honest broker’, linked to implementation of the R4 insurance component – given the context of barriers to market access and lack of experience, knowledge or understanding by participants of insurance as a mechanism to manage risk. While broader financial system change is ultimately needed, in order to effect take-up of insurance while it is in this nascent stage of development this bridging role is crucial.

Recommendation 4: WFP needs to address unequal power relations between participants and programme staff and other stakeholders, such as private sector actors, that may result in programme participants acting in ways they believe to be to their detriment, for example purchasing too-expensive equipment and inputs. This can be achieved through careful monitoring of partners (COVID-19 restrictions permitting), establishing and communicating an efficient and effective grievance mechanism system, and clear communication of participants’ obligations under the programme. A faster transition to e-payments and promoting financial and digital inclusions would help to address this, as well as problems such as delays in cash payments, resulting in more impactful FFA implementation.

Strategic recommendations requiring longer-term engagement and collaboration in effecting structural change

Recommendation 5: The evaluation shows that female-headed households continue to lag behind male-headed households in terms of outcomes. Addressing strategic and structural barriers to gender equality and women’s empowerment requires challenging the social, cultural and power relations in both patriarchal and matrilineal communities in which the social and economic status of women remains subordinate to that of men at household and community levels. As a long-term stakeholder in Malawi’s development, WFP needs to continue to embed gender equity and women’s empowerment throughout its programming.

Recommendation 6: WFP should work with appropriate government departments and other key stakeholders in Malawi in relation to land tenure arrangements, given the importance of communal land for successful community asset creation and the challenges posed by using private land for public goods. This entails, over the longer term, exploring opportunities to contribute to debates and national policy fora.

Recommendation 7: Barriers to market access and lack of market development pose threats to long term resilience of FFA participants. WFP should continue to work in an integrated way with programmes such as R4 and SAMS to enhance market engagement and support. FFA should align in particular with resilience building programmes with a strong market focus, working towards market system change both to allow for increased competition in input markets, so as to offer choice to smallholder farmers, and to develop potential markets for outputs (farm and non-farm). This could also entail partnering at different levels with the private sector (both small and medium-sized enterprises (SMEs) and large enterprises), for example playing an intermediary role with agro-dealers and private sector inputs/post-harvest losses (PHL) solution providers. This may also include further alignment to programmes that provide adaptation support: sustainable solar-powered irrigation systems, agricultural value chains and market access, as well as early warning systems for protection against future shocks and new threats such as the fall armyworm.

Recommendation 8: Integrating with other resilience building programmes appears to be a fruitful strategy, building off the foundational role played by FFA acting as a springboard for participants into other resilience-strengthening activities. WFP should continue to integrate with other programmes, strengthening and building synergies, as this increases the impact of FFA.

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LIST OF ACRONYMS

CBPP	Community-Based Participatory Planning
CO	Country Office
COVID-19	Coronavirus Disease 2019
CSP	Country Strategic Plan
ET	Evaluation Team
FCS	Food Consumption Score
FGD	Focus Group Discussion
FDCO	Foreign, Commonwealth and Development Office
FFA	Food Assistance for Assets
GFCS	Global Framework for Climate Services
IRMP	Integrated Risk Management and Climate Services Programme
ITAD	Information Technology and Agricultural Development, Limited
MK	Malawian Kwacha
NFIs	Non-Food Items
NGO	Non-Governmental Organisation
NICO	National Insurance Company
OECD DAC	Organization for Economic Co-operation and Development Assistance Committee
PHL	Post-Harvest Losses
PRA	Participatory Rural Appraisal
PROSPER	Promoting Sustainable Partnerships for Empowered Resilience
PRRO	Protracted Relief and Recovery Operation
RB	Regional Bureau
RIMA	Resilience Index Measurement and Analysis
rCSI	Reduced Coping Strategy Index
SAMS	Smallholder Agriculture Market Support
SEQs	Sub-Evaluation Questions
SLP	Seasonal Livelihood Programming
SMEs	Small and medium-sized enterprises
TAs	Traditional Areas
ToC	Theory of Change
UN	United Nations
USAID	United States Agency for International Development
VSL	Village Saving and Loans
WASH	Water and Sanitation and Hygiene
WFP	World Food Programme

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