

Strategic Evaluation

WFP's Role in Ending Long-Term Hunger: A Strategic Evaluation – Vol. II Annexes

08 November 2011

Commissioned by the
Office of Evaluation
Measuring Results, Sharing Lessons

Prepared by The KonTerra Group

Evaluation Team:

Bruce Currey, Independent Evaluator

Jacqueline Frize, Independent Evaluator

Bronek Szynalski, Independent Evaluator

Jennifer Clapp, Senior Advisor

Everett Ressler, Senior Technical Advisor

Rebecca Waugh, Researcher

[Report number: OE/2011/007]



World Food Programme

TABLE OF CONTENTS

Annex 1: Terms of Reference	1
Annex 2: Methodology (Updated from Inception Report Section 3.1)	14
Annex 3: Bibliography.....	19
Annex 4: People Met/Interviewed	33
Annex 5: Nepal CP, Synergies among WFP Activities	40
Annex 6: Illustrative Projects.....	41
Annex 7: Cost Efficiency and Cost Effectiveness	45
Annex 8: Voices of the Vulnerable.....	46
Annex 9: Overview of Commodities Delivered.....	55
Acronyms.....	59

Annex 1: Terms of Reference

Strategic Evaluation – Choosing the Right Responses to Hunger Needs Title: WFP’s role in ending long-term hunger

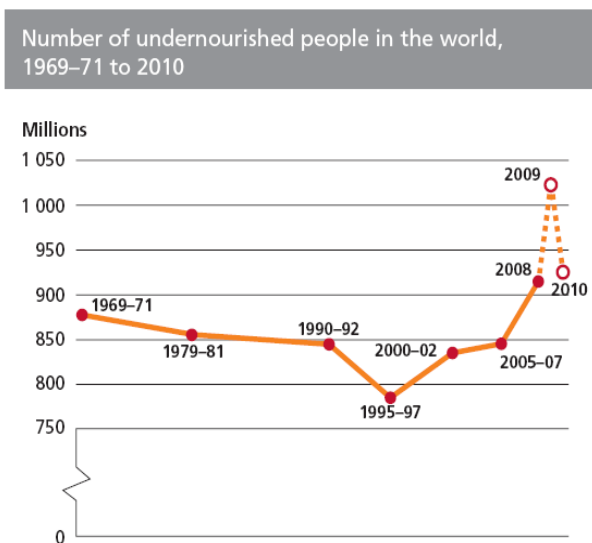
1. Background

Hunger, undernutrition and food insecurity are nested concepts, however there is disagreement among specialists about what these terms mean and how they relate to each other. According to *the World Hunger Series*¹; hunger is a condition in which people lack the required macro and micro nutrients. Hunger can be short-term/acute or longer-term/chronic. Undernutrition is the physical manifestation of hunger, and food insecurity is the vulnerability to hunger.

1.A The persistent challenge of hunger

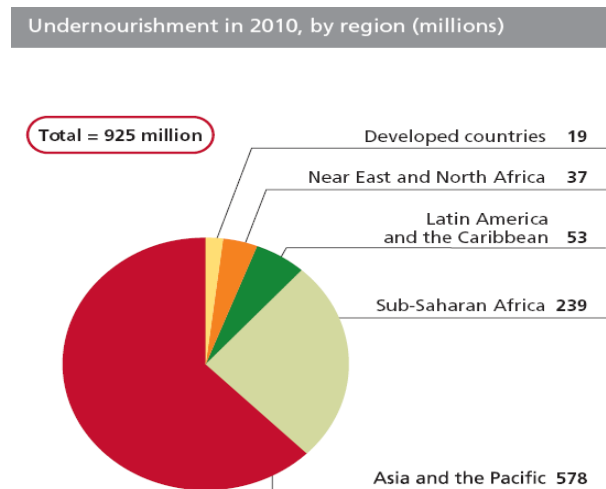
- The number of undernourished people in the world is close to one billion. Despite an estimated slight decline from 2009 (1.023 billion people) to 2010 (925 million people), this number is higher than before the food and economic crisis of 2008-2009, as shown on figure 1. Most of the world’s hungry live in developing countries, where they account for 98 percent of the world’s undernourished people. Two-thirds live in seven countries; Bangladesh, China, the Democratic Republic of Congo, Ethiopia, India, Indonesia and Pakistan. FAO estimates that the number of undernourished people will decline in all developing regions, although at a different pace. The region with most undernourished people continues to be Asia and the Pacific (mainly China and India, which are the most populous countries in the world and both of which have witnessed great achievements in reducing the proportion of their populations below the poverty line). The proportion of undernourished people as a percentage of total population remains highest in sub-Saharan Africa, at 30 percent in 2010 (see figure 2). Although women represent slightly over half of the world’s population; they account for over 60 percent of the world’s hungry.

Figure 1



Note: Figures for 2009 and 2010 are estimated by FAO with input from the United States Department of Agriculture, Economic Research Service. Source: FAO.

Figure 2



Note: All figures are rounded. Source: FAO.

¹ World Hunger Series: Hunger and Markets – WFP 2009.

2. Since 1990, developing regions have made some progress towards the MDG1 target – to be achieved by 2015 – of halving the proportion of people who suffer from hunger. Before the onset of the food and financial crisis, a number of countries were well on their way to reach this target. But both crises contributed to a considerable reduction in the effective purchasing power of poor consumers, who spend a substantial share of their income on basic foodstuffs. Despite the decline indicated by the latest available statistics, the ability to achieve international hunger targets such as MDG1 is still at risk. According to FAO Economic and Social Development Department, Governments should encourage increased investments in agriculture, expand safety nets, and enhance income-generating activities for the rural and urban poor.
3. How to reduce or ultimately end hunger is not a new concern. Many organizations have reflected on this topic. For example the FAO Conference in 1995 called for the convening of a World Food Summit. The Summit intended to provide a forum at the highest political level to address the need for global commitment and action to redress the most basic problem of mankind: food insecurity. Its Plan of Action (1996) emphasized that poverty is a major cause of food insecurity and sustainable progress in poverty eradication is critical to improve access to food. FAO is working with WHO and the United Nations Children’s Fund to promote better nutrition for pregnant women. Dr Shetty, a FAO nutritionist says that women are the linchpin of sustainable growth. The science of nutrition recently discovered that nutritional interventions have the biggest impact when they occur during the first 1,000 days of a child’s existence. It begins with pregnancy and continues until the child is 2 years old. Interventions after the second birthday make a difference, but cannot undo the damage that was done because of the undernutrition during the first 1,000 days. The U.S. Government initiative Feed the Future [2010] is redoubling efforts to progress towards the MDGs to overcome the setbacks resulting from the crisis and to achieve long-term gains. A key element of their approach is a strong commitment to coordinate and partner with other donor, international institutions, development partners and developing countries. The general Results Framework² clearly outlines their goal of sustainably reducing poverty and hunger through a comprehensive approach. At the G8 Summit in L’Aquila in 2009, global leaders called for increased investment in agriculture and rural development as a proven level for combating food insecurity and as an engine for broader economic growth, prosperity and stability.

1.B Fight long term hunger in WFP

4. WFP mission statement in 1994 indicated that food aid must be oriented towards the objective of eradicating hunger and poverty. The ultimate objective of food aid should be the elimination of the need for food aid.
5. Taking direction from the cornerstones of the World Food Summit’s Plan of Action, WFP in its Enabling Development Policy (EDP) [1999] aimed to create an enabling environment for poverty alleviation and food security, and facilitate the participation of poor people in the development process. Firstly because food is a form of assistance which meets one of the most basic needs of poor families³.

² See p34 of Feed the Future Guide, May 2010.

³ Poor families typically devote 65 to 70 percent of their income to food according to the World Bank, Poverty Reduction Handbook.

Secondly, food is essential to health, growth and productivity. Families facing chronic food insecurity are caught in a hunger trap. Food assistance is an enabler, a “pre-investment”. It fulfils a crucial role in enabling millions of families to escape their hunger trap. The external evaluation of effectiveness and impact of the Enabling Development Policy of WFP⁴ concluded that food alone cannot contribute to development in the same way as other measures, but also that food assistance can play a specific role within long term poverty reduction frameworks.

6. The 2008-2013 Strategic Plan marks a historical shift from WFP as a food aid agency towards WFP as a food assistance agency, with a more robust set of tools to respond to critical hunger needs. Its overarching goal is to support governmental and global efforts to ensure long term solutions to the hunger challenge. During the transition to sustainable solutions to hunger, success will depend not only on WFP’s capacity, but also on the extent to which WFP manages to be a partner for others. WFP’s effectiveness will be maximized if it is accompanied by other actor’s efforts or integrated into a broader alliance. The Strategic Plan also acknowledges that the absolute number of hungry is growing, despite the progress made towards halving the proportion of hungry in the developing world over the past decades. This is explained because the economic shocks are reducing the purchasing power of the most vulnerable households. Responding to those hunger challenges requires multi-faceted food assistance policies that can address food availability, food access and food utilization problems.
7. WFP Strategic Objectives 2008-2013 reflect the organization’s commitment to assist various groups of people. Under Strategic Objective 4, the below three groups of people (although not only) should be assisted:
 - a) **Pregnant and Lactating Women & young children.** In the sixties WFP began supporting mother and infants projects that delivered supplementary food through health clinics. In 1997 the Executive Board decided that WFP should increase its focus on measures to tackle early malnutrition⁵. The importance of nutrition and health issues for WFP was reiterated by the 2004-2007 Strategic Plan that established support for improved nutritional health status of children and other vulnerable groups as one of five strategic priorities. Under the current Strategic Plan (2008-2013) WFP again targets specifically mothers and young children, supporting the implementation of activities that prevent the intergenerational cycle of chronic hunger from perpetuating itself, and bring undernutrition (including micronutrient deficiencies) below critical levels⁶.

A number of new nutrition approaches and tools have been recently developed⁷. Their implementation slowly started in mid 2008/2009. The understanding of hunger and nutrition has changed significantly over the last

⁴ An external evaluation was launched in 2003 by a group of WFP donors. The Synthesis report, Feb 2005, can be found in the Bibliography.

⁵ In fact nutrition is at the core of the 1999 Enabling Development Policy, with its strategic objective of enabling young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs.

⁶ Strategic Objective Four, goal 1.

⁷ See the *Nutrition Improvement Approach*, a document where the new approaches are consolidated.

decade. Recent scientific knowledge has revealed the short window of opportunity – from conception to age 24 months⁸ – for preventing chronic undernutrition. New nutritionally enhanced food products are becoming increasingly available for addressing the specific nutrition needs of young children under 5 years of age. WFP can help countries to break the intergenerational cycle of hunger and undernutrition by introducing newly available food products into its efforts to meet the nutrition needs of pregnant and lactating women and young children. The context (Food patterns, cultural habits, existing government structure, level of commitment, etc.) needs to be considered in order to define the appropriate food commodity.

- b) **School-age children.** There is continuity in WFP focus on school feeding. The fourth strategic objective of the current Strategic Plan 2008-2013 includes the following goal: to increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools. And the 2004-2007 Strategic stresses the importance of education issues for WFP, establishing as one of its five strategic priorities; support for access to primary education and reducing gender gaps in access to education. Thus, there is here a double objective; educational and nutritional. The 2009 School Feeding investment case made by the Policy unit, shows that School Feeding can be an effective safety net driven by the interdependency between various outcomes (mainly Education, Nutrition, Gender and Value Transfer). It combines short, mid and long term benefits from not only education but also from nutrition and value transfer (SF provides additional resources to households which frees up income, which the household may invest in productive assets, or increase the household monthly food consumption. The value constitutes by the food transferred to the household also frees up income, which the household invests in productive assets). SF helps to protect vulnerable children during times of crises. It safeguards nutrition, education and gender equality and provides a range of socio-economic benefits. The benefits of SF and education do translate to the next generation in that it creates opportunities for better educated children and young adults to find better income-generating opportunities, and for better educated girls to be better care-givers once they become mothers later in life. In this way, it is expected that the hunger cycle can be interrupted. Because of the Home Grown School Feeding and the links with local agriculture, new stakeholders interested in food security and hunger, such as the Gates foundation, has been attracted to school feeding.

WFP estimated in 2009 that 66 million children attend school hungry each day. The school feeding policy aims to meet the challenge of helping those most in need, strengthening school feeding as a hunger tool to reach the most vulnerable children, as WFP transitions from a food aid to a food assistance agency.

- c) **Food insecure families/households.** As food insecurity is being vulnerable to hunger; enabling poor people to develop assets is giving them an opportunity to invest in their future. The 1997 Human Development Report says “a people-centred strategy for eradicating poverty should start by building the assets of the poor”. In the past WFP had much experience in

⁸ Also known as the “1000 days”.

using food aid for the generation of assets, mainly through rural and public works. Then the emphasis was put on selecting a project only if it brings benefits to the targeted beneficiaries i.e. the assets truly are for the poor. To support creation of assets such as wells and latrines, public infrastructure contributing to the economic development of a given area, micro irrigation, training to enhance beneficiaries' skills for income generation. The broad definition of Food for Assets is "Protect livelihoods in crisis situation and enhance resilience to shocks"⁹.

8. These avenues towards reducing hunger – through better nutrition and health, access to education and better learning, , and better household food security – often takes places in conjunction with capacity development and/or advocacy. This is articulated in the Strategic Objective 5. Thinking long term and sustainability, it is crucial to engage in strong Partnerships with Governments, sister UN agencies, NGOs, donors, and the private sector.
9. In October 2008 the Directors General of FAO and WHO and the Executive Directors of UNICEF and WFP, committed to a renewed effort against child hunger and undernutrition (REACH). Building on work done under the Ending Child Hunger and Undernutrition Initiative (ECHUI), REACH was geared to support countries in order to intensify action through government-led, solution-focused partnerships involving the UN, civil society and private sector.

1.C Stakeholders

Key stakeholder group	Role in Ending Long Term Hunger and interest in the evaluation
Internal	
WFP CO (Senior management and Programme staff)	This evaluation aims to support Country Directors who are responsible for country-level planning in making the shift from food aid to food assistance by generating insights (and evaluative evidence) on the optimum mix of activities needed in order to achieve the goal of breaking the long term hunger cycle. These findings could be incorporated into future country strategies, operations and programme activities.
WFP Regional Bureau managers and Regional Programme staff	The same applies at Regional level. RB can support the country offices through networking and politics activities, to make better choices in a more efficient manner. Findings and lessons can be applied or used to other countries covered by their responsibilities.
WFP Headquarters	Senior Managers at HQ level are interested in understanding how WFP can support the country offices, and how WFP can make an appropriate contribution to break the long term cycle of hunger in order to account to donors and to improve corporate performance, if and where necessary. The key following identified divisions are: Hunger Solutions, Programme Design, Policy, and Performance Management.

⁹ Referred in the 2004-2007 Strategic Plan under strategic priority 2.

Key stakeholder group	Role in Ending Long Term Hunger and interest in the evaluation
WFP Executive Board	The EB has a direct interest in knowing when and how WFP can most effectively contribute in ending Long term Hunger, in order to be able to assess overall corporate performance in this field and take informed decisions, if relevant.
External	
Local Government partners	Governments have a strong vested interested in breaking the cycle of hunger and investing in development. Addressing long-term hunger is primarily the responsibility of the government of a country. Being the main WFP partner, government institutions are expected to be interested in how WFP can best partner with them to fight the long- term hunger dependency.
Donors	Resources play a crucial role in the battle against long term hunger, especially in addressing nutrition, health and livelihood issues together.
UN Agencies	Other key UN agencies such as FAO, UNICEF and WHO are also playing a key role in the global efforts to end long term hunger.
NGO partners	NGOs, playing an important role in beneficiary outreach, are also important partners with WFP and government to fight long-term hunger. NGO partners are expected to be interested in knowing how WFP can strengthen its role, and how synergies can be build between NGO, government and WFP.
Beneficiaries	Beneficiaries have a strong interest in WFP providing the best services it can to alleviate suffering amongst the poor and hungry and are ultimately the best judge as to whether or not services are being provided effectively, thus they should be involved in the evaluation process to the extent possible.

2. Reason for the evaluation

2.A Rationale

10. The Office of Evaluation (OE) introduced in the 2008-2009 Biennium a new approach to strategic evaluations following a consultative process for their selection. Following discussions with senior management and selected operation's staff and the Annual Consultation on Evaluation (ACE) 2009, it was decided that four distinct strategic evaluations on the theme "Choosing the Right Response to Hunger Needs" would be carried out during the 2010-2011 biennium. The focus area was chosen in light of the WFP's new Strategic Plan 2008-2013 and the historic shift from WFP as a food aid agency to WFP as a food assistance agency. In light of the Concept Note¹⁰ this Strategic Evaluation focuses on increasing understanding of how programme activities are effectively

¹⁰ The background and Rational for the Strategic Evaluations is further described in *Choosing the Right Responses to Hunger Needs: 2010-2011 Strategic Evaluations Concept Note*. WFP Office of Evaluation.

designed to address the needs of specific target groups, and draw lessons that will help WFP in making choices for working with specific target groups.

11. The most vulnerable suffering from food insecurity and undernutrition are at the heart of WFP's mandate. The evaluation of ending Long Term Hunger will focus on three key category of WFP's beneficiary; pregnant and lactating women (PLW) and young children, school aged children, and food insecure households. An evaluation of WFP's current and past experience will allow learning about factors that affect WFP ability to contribute to breaking the long lasting cycle of hunger.

2.B Objective

12. WFP evaluations serve the dual objectives of accountability and learning:

- Assess the contribution of the various activities to end long term hunger (accountability);
- Determine the reasons for the observed success or failure and draw lessons from experience about factors that play a role in having WFP contributing to ending long term hunger (learning).

13. The emphasis of this evaluation is on learning. The directions of the Strategic Plan 2008-2013 are relatively new and many of the initiatives that fall within the scope of the evaluation will have been formed by previous directions. In addition, the various programme activities, each directed towards a specific target group, have not necessarily been conceived from a point of view of finding the most cost-effective and/or sustainable way to addressing hunger in a given country. Therefore, the evaluation will aim to increase the understanding of the most cost-effective¹¹ and/or sustainable activity/or a combination of activities and implementation modalities to address long-term hunger at CO level.

3. Scope of the evaluation

3.A Scope

14. Within the context of the WFP's transition from being a food aid agency to a food assistance agency, the evaluation will focus on the following three activities in a recovery and/or development context¹²; Mother and Child Nutrition (MCHN), School Feeding (SF) and Food for work/Food for Assets (FFW/FFA). The team will look at how the Capacity Development/partnering with local governments dimension have been articulated within those three activities. The period covered by the evaluation will range between 2 and 7 years.

- **MCHN** supports the health and nutrition of pregnant and lactating women (PLW) and young children. This activity can act as a safety net in support to this category of vulnerable people. Starting mid 2008/2009 new development¹³ in the nutrition approach (and new tools used) were piloted in

¹¹ Cost benefit analysis, cost efficiency ratios.

¹² Protracted Relief and Recovery Operations (PRRO) and/or Country Programme (CP). CPs address long-term objectives, while PRROs should address mid-term type of activities, however the reality is that PRROs have also addressed longer-term objectives. Although EMOP could assist in preventing emergencies turning into long term hunger situation, they don't address long term hunger as an objective.

¹³ In the past Nutrition was addressed to PLW and young children under 5, as a treatment. Since mid 2008/2009, WFP added a preventive approach & new tools. The preventive approach is blanket feeding to

some countries. The team will also look at the “window of opportunity” i.e. addressing undernutrition from minus 9 months to 24 months¹⁴.

- **SF** supports vulnerable school aged children with educational and nutrition objectives. This activity can act as a safety net in support to the children and their families¹⁵. SF programmes contribute to a) reduce vulnerability to hunger and protect livelihoods in the short term, and b) promote future livelihoods by investing in human capital through better education, nutrition and health.
- **FFW/FFA** supports adults (preferably able-bodied individuals) from the most needy households. The purpose of FFW/FFA is to provide food-insecure households with opportunities for paid work that, at the same time, produce outputs that are of benefit to themselves and the community.

15. All three activities contribute together to fight long term hunger through better access to education, better learning, better nutrition and health, and better food security. Knowing that all three activities are good investments; the interest of the evaluation is to understand the factors that makes one or the other more cost-effective and/or more sustainable. The evaluators will seek under which circumstances, and whether parameters can be determined that would help Country Offices and other stakeholders decide on the best combination of assistance programmes.
16. Countries selection/coverage: Among some 80 countries where WFP provides food assistance, only countries that have all three identified activities in PRRO or CP project categories are selected. This first selection during a three year period (2007-2009) amounts to some 40 countries. A second selection of Low & Medium Income Countries is made in order to operate in a similar economical country context. As shown on Annex 4 the universe of WFP Country Offices likely to be associated with the fight against long-term hunger is represented by 16 countries (and 28 projects). During the inception phase the evaluation team will establish objectively verifiable criteria based on which the countries will be further selected. The team will ensure there are a variety of countries represented. The final coverage of countries is tentatively planned to amount to 4-5 countries.
17. While acknowledging the following topic is not the centre of this evaluation; the evaluation team will also look at the Gender¹⁶ angle. The team will present their findings on the various programme activities with, at least, gender disaggregated data.

children under 2. The new tools are “Ready to use” food, Improved Fortified Blended Foods (Improved FBF), and Micronutrient Powders (MNP).

¹⁴ See *Lancet series on MCHN and Scaling up Nutrition (SUN)*.

¹⁵ Family support is mainly there when Take Home rations are provided.

¹⁶ The Strategic Plan (2008-2013) highlights the link between gender inequality and hunger.

3.B Evaluability assessment

18. The inception mission should address the issue of evaluability¹⁷ in more detail, developing the following identified challenges among others that may arise in the course of the evaluation inception phase:

- Each WFP project has its own logframe, but there is no agreed logframe at the corporate level for ending long term hunger. Except for the School Feeding activity, there is no specific logical framework per activity. Thus comparing experiences across a range of projects may present challenges.
- WFP's Strategic Results Framework is a core document component of WFP's accountability management system. There is no specific reference to ending long term hunger. However Strategic Objective Four: reduce chronic hunger and undernutrition is linked to the "long term hunger" idea through goal 1: help countries to break the intergenerational cycle of chronic hunger. During the inception phase, the evaluation team may need to further analyse how the challenge of long term hunger is addressed in the Framework and to what extent the associated outcomes and indicators are relevant for the evaluation.
- A number of the nutrition approaches and tools are new, especially the preventive approach since Lancet and SUN, and looking at the past implementation will not always show where we are at present. The evaluation team needs to be aware of the different thinking existing until two years ago.
- Numerous external factors (such as emergencies) affect WFP's efforts in ending long term hunger. Therefore there is the need for the evaluation team to analyse the effect of the external operating environment (including country context and partnerships) on WFP's work.

4. Key issues/key evaluation questions

19. The key questions for this evaluation were developed under a framework that will guide all four strategic evaluations These will be used by the Evaluation Team in the development of the sub-questions that will be addressed during the inception phase of the evaluation. The five key questions fall within two broad domains:

20. Extent and Quality of Performance. The evaluation will assess WFP's current and past experience in addressing long-term hunger issues using the modalities listed under the Scope (3.A) of this evaluation. Two related key evaluation questions will be addressed:

- Question 1: To what extent are WFP activities/mix of activities integrated into **national solutions** to end long-term hunger? (relevant, efficient and sustainable)
- Question 2: For those activities that the evaluation identifies as contributing to breaking the long-term cycle of hunger, to what extent are those activities/mix of activities **appropriate and effective** ?

¹⁷Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion.

21. Contributing/Explanatory Factors. The evaluation will assess how factors within WFP and outside of it affect WFP's ability to deliver assistance that helps break the long-term hunger cycle. It will build an understanding of the factors that explain the observed results and performance to generate insights into the "why" they occurred and thus draw lesson for what should be repeated or avoided in future. For those operations and practices that have not been effectively implemented as solutions to long-term hunger, the evaluation will seek to understand the factors that hindered such achievements. The following questions will be addressed:

- Question 3: How do factors outside of WFP in the **external operating environment**, including donors, partnerships, policy environment, and social/political/economic and cultural conditions in the country affect WFP's ability to find and implement long-term hunger solutions?
- Question 4: What factors related to **WFP's organizational capacity** including its processes, systems and culture affect WFP's ability to adopt long-term hunger solutions?
- Question 5: What factors related to the **capacity of WFP staff** including their skills, knowledge, attitudes and motivations affect WFP's ability to find and implement long-term hunger solutions?

5. Evaluation approach

5.A Methodology

22. During the inception phase the Evaluation Team will develop an evaluation methodology based on further exploration of issues related to WFP's role in ending the long-term Hunger cycle. In this respect, the inception report will present an evaluation matrix including the key issues/questions leading to subsequent sub issues/questions (which the evaluation team finds important to answer the main issues). Each sub issue/question is linked to indicators against which the sub issue will be measured. The matrix will also list the main sources of information.

23. Regardless of the selected methodology, a wide range of quantitative and qualitative tools and methods¹⁸ should be used and the approach throughout the evaluation process should be pragmatic and participatory.

24. Findings should be triangulated, evidence-based and relevant to the evaluation objectives. The evaluation report should present a clear and logical flow from findings to conclusions and from conclusions to recommendations. Recommendations should be limited to 10 and focused on strategic issues.

5.B Evaluation Quality Assurance System

25. To ensure that WFP evaluations adhere to the highest standards of quality, WFP's Office of Evaluation developed the Evaluation Quality Assurance System (EQAS) for each type of evaluation. EQAS is based on UNEG norms and standards and

¹⁸ Methods are likely to include: field visits to selected country offices and/or Regional Bureaux, key informants interviews (including briefing with WFP staff, partners in governments, NGOs, etc), focus groups and/or surveys, debriefings in the country/ies at the end of the visits to provide stakeholders with an early overview of the initial findings.

good practices in the international development evaluation community (ALNAP and DAC). EQAS provides process maps, templates for evaluation products and quality checklists for all phases of the evaluation process, as well as technical notes covering stakeholder analysis logical framework development, evaluation criteria and evaluation matrix development. EQAS is an integral part of the evaluation process and is the standard to which the Evaluation Team and all associated evaluation products and processes are held. EQAS templates for Strategic Evaluation inception reports and final reports are included as Annex 3.

26. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5.C Phases and deliverables

27. The main phases of the evaluation are shown in the following table. Although the timeline for the phases of the evaluation are broad, the deadline for the final report is not flexible. The document must be completed, reviewed and redrafted by 5 November 2011 at the latest, in order to meet the deadlines set for the Executive Board document formatting, editing, translation and distribution prior to February 2012 Executive Board meeting.

Main phase	Timeline	Deliverables
Preparatory phase	Oct-Dec 2010	Terms of Reference (Draft and final) Firm identification/ selection Evaluation team selection/contracting
Inception phase	Jan-Feb 2011	Inception mission/briefing at HQ Inception Report
Fieldwork Debriefing	Apr- May 2011	Primary data (as appropriate) Aide memoire/power point presentation of preliminary findings
Draft Final report	June-August 11	Draft evaluation reports
Draft Final report – final version	Sept – Oct 11	Comments Matrix Revised final report (Ex. Summary included)
Final report- final version	5 Nov 2011	Final evaluation report – EB Summary report

6. Organisation of the evaluation

6.A Expertise of the evaluation team

28. In order to ensure the independence of the evaluation and the credibility of the results, the evaluation will be conducted by a team of external consultants. The team will include members with an appropriate balance of expertise in evaluation methodologies and technical expertise related to nutrition, education and livelihoods.
29. The team leader should have robust evaluation experience in the context of humanitarian assistance, in team management, and a good understanding on food security issues as well as excellent conceptual, communication and writing skills (analytical and above all capable to synthesize).

30. Team members should have strong experience in food security, organizational change processes, and technical areas associated with WFP's work, good interpersonal skills, ability to work effectively as a member of a team and good analytical skills. The team members require similar profile as they might travel independently to maximise the fieldwork.
31. If deemed necessary, national consultant(s) of selected country/ies could be hired to complement and assist the team in its work.
32. The team members will report to the team leader and be responsible for timely submission of individual inputs. The team leader will be responsible for consolidating the team members' inputs and for the timely submission of the various draft, revised and final reports to the evaluation manager. Evaluators will act impartially and respect the code of conduct of the profession¹⁹.

6.B WFP stakeholders roles and responsibilities

33. This evaluation is managed by WFP's Office of Evaluation and Diane Prioux de Baudimont, Evaluation Officer, has been appointed as Evaluation Manager. She is responsible for drafting the TOR; selecting and contracting the Evaluation Team; preparing and managing the budget; setting up the internal reference group; organizing the team briefing; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the Evaluation Team, represented by the Team Leader, and WFP counterparts to ensure a smooth implementation process.
34. Relevant WFP stakeholders at CO, RB and HQ levels are expected to be available for interviews/meetings with the Evaluation Team and to comment on the various reports throughout the evaluation process.
35. Besides acting as key informants, the COs selected for case studies will also be responsible for gathering and sharing documents deemed relevant to the scope of the evaluation with the Evaluation Manager and Team.
36. In addition, the COs selected for field visits will be responsible for setting up meetings with relevant stakeholders and assisting in the identification of sites to visit and providing logistical support to the Evaluation Team when in-country (e.g. arranging for lodging, transportation and providing suitable staff to act as interpreters, if required).

6.C Communication

37. An internal reference group comprising a cross-section of key WFP stakeholders is being created to provide feedback throughout the evaluation process, especially on the three core evaluation documents that will be produced i.e. the TOR, the inception report and the draft evaluation report. Members of the reference group will also be invited to participate as key informants providing technical information to the Evaluation Team.

¹⁹ Evaluators are expected to operate in accordance with the UN Evaluation Norms & Standards and Code of Conduct 2008 (see Annex 1).

38. The Summary Evaluation report will be submitted to the WFP Executive Board session EB.1/2012 which meets in February 2012. In order to ensure adequate time for the preparation of the WFP Management Response, the final evaluation report must be received by October 2011.
39. Lessons drawn from the evaluation will be, to the extent possible and useful, integrated into various learning products of OE – such as thematic Top10 Lessons, Country Evaluation Synthesis, and others – and disseminated widely through WFP’s internet and intranet.

Annex 2: Methodology (Updated from Inception Report Section 3.1)

2.1 Methodological Approach

1. The evaluation team addressed the ambiguities in the usage of the “long-term hunger” reflected in the TOR by returning to the historical and continuing United Nations and World Food Programme mandate(s). At the World Food Summit in 1974, governments set the goal not of ‘ending’ but of the ‘eradication’ of hunger. The WFP mission statement in 1994 indicated that food aid must be oriented towards the objective of *eradicating* hunger and poverty. Millennium Development Goal 1 is to ‘Eradicate extreme poverty and hunger.
2. An evaluation matrix was created to specify the analytics or indicators that were examined and sources of information consulted in order to answer the five TOR evaluation questions. These five TOR questions are being systematically posed in all four Strategic Evaluations commissioned by the WFP Office of Evaluation, as follows:
 - **Evaluation Question 1:** To what extent are WFP activities/mix of activities integrated into national solutions to end long-term hunger? (relevant, efficient and sustainable)
 - **Evaluation Question 2:** For those activities that the evaluation identifies as contributing to breaking the long-term cycle of hunger, to what extent are those activities/mix of activities appropriate and effective ?
 - **Evaluation Question 3:** How do factors outside of WFP in the external operating environment, including donors, partnerships, policy environment, and social/political/economic and cultural conditions in the country affect WFP’s ability to find and implement long-term hunger solutions?
 - **Evaluation Question 4:** What factors related to WFP’s organizational capacity including its processes, systems and culture affect WFP’s ability to adopt long-term hunger solutions?
 - **Evaluation Question 5:** What factors related to the capacity of WFP staff including their skills, knowledge, attitudes and motivations affect WFP’s ability to find and implement long-term hunger solutions?
3. These five questions were embedded in Column 3 of the Evaluation Matrix (IR Annex 4) and referenced with regard to the original order of the question in the TOR, *viz*: Food for Assets, School Feeding, and Maternal and Child Health and Nutrition. The evaluation team designed three overarching research questions to capture their interpretation of the term “long-term hunger” and at the same time capture the five TOR questions. The evaluation team’s three questions, listed in Column 1 of the Evaluation Matrix, are as follows:
 - **What are WFP’s hunger solutions?** A solution is an answer to (etymologically, a ‘loosening of’) a problem. Solutions emerge from an understanding/explanation of the problem and an assessment of the potential tools/approaches to address it. How, therefore, does WFP explain that there

are one billion people suffering long-term hunger? And what are the various activities and approaches currently utilized by WFP to help solve this problem?

- **What is WFP's role in ending long-term hunger?** What part is WFP playing, or undertaking to play, in ending long-term hunger? What could or should its role be in the future?
 - **How are Maternal and Child Health and Nutrition, School Feeding and Food for Work/Assets (MCHN, SF, and FFW/A) contributing to ending long-term hunger?** These are the three WFP actions or activities listed in the TOR for this Strategic Evaluation. By the phraseology, 'contributing to,' the evaluation team conveys its understanding of these actions or activities as part of a larger common endeavour.
4. As WFP's arsenal for ending long-term hunger goes beyond the three activities identified for particular scrutiny in this evaluation, the evaluation team maintained a broad comprehensive view when considering WFP's role and tools for ending long-term hunger, while still focusing on the three main ones.
 5. Using a combined deductive and inductive methodology, all three of the specified WFP activities were evaluated at different levels – globally, regionally, nationally, and locally – with input from the various stakeholders (listed in the Inception Report's Stakeholder Analysis, Annex 9,). This involved an extensive literature review, interviews with stakeholders at WFP HQ offices, and a comprehensive contextual case study approach that sought to explain and disentangle the multi-level and multi-factor contextual and operational differences among findings on the three activities in the case study countries.

2.2 Data Collection Methods

6. Data collection followed standard evaluation procedures and approaches involving 4 distinct chronological phases.
 - Phase 1: Briefing at WFP HQ and discussion with key informants
 - Phase 2: Literature review of the topic under evaluation and Inception Report formulation
 - Phase 3: Field work in three countries for in depth country case study work and additional data collection and analysis of the three desk study countries.
 - Phase 4: Analysis and final report writing
7. The cross-cutting nature of the term 'hunger' among nutrition/health, food security, economic and development sectors addressing poverty and inequality, called for an extensive literature to allow an understanding of the current policy environment and the latest thinking on ways of addressing hunger. This external perspective was an important component of phase 3 of the data collection.
8. More in depth investigation of the evaluation questions were undertaken through a case study approach. The case studies served as examples illustrating WFP's

work and cannot be generalised with regard to other countries. The selection process for the case study countries is explained in IR Annex 5.

9. A total of six countries were selected for the more in depth case study work. Three countries were selected for visit by the evaluation team, in order to engage with CO staff and other stakeholders and ensure regional coverage. The remaining three countries were selected for desk study analysis. The case study countries visited were Nepal (Asia), Bolivia (LAC) and Zambia (Africa). The desk study countries selected were Ethiopia (Africa), Bangladesh (Asia) and Guatemala (LAC). Each desk study country was the object of an in depth desk study of one of the three WFP activities per country: FFW/A in Ethiopia, FFE in Bangladesh and MCHN in Guatemala. The documents consulted and stakeholders interviewed are listed in Annexes 3, 4. and 5 . The interview guides are included.
10. A set of tools (Annex 5) was developed as part of the methodology, including:
 - Tool 1: An Evaluation Analysis Framework with the five evaluation criteria (relevance, appropriateness, efficiency, effectiveness and sustainability) and the WFP activities (FFA, FFE and MCHN). This was applied to the three in depth case study countries at three different levels: global, national and local. This tool captures the analysis per activity at different levels, to identify similarities and discrepancies.
 - Tool 2: The application of the Evaluation Matrix, to the three case study countries. The country specific matrices capture the extent to which the evaluation team was able to collect and document evidence to answer the TOR questions.
 - Tool 3: A local anthropologist was recruited in the three in-depth case study countries visited to support the inductive methodological approach. The anthropologist participated in focus group interviews with vulnerable groups of mothers representing both beneficiaries and non-beneficiaries of the three WFP activities under evaluation in order to capture their views.
 - Tool 4: An analysis of the use of Strategic Results Framework indicators under Strategic Objective 4 in the in depth country case studies. This allowed for an analysis to see to what extent project documents at CO level reflected the corporate documents, since the Evaluation TOR singled out Strategic Objective 4 as being the most pertinent to the evaluation subject matter.
 - Tool 5: Interviews with the three Regional Bureaux in the regions visited in order to capture RB reflections and views.
 - Tool 6: Debriefing sessions with the CO after the country visit in order to capture CO staff perceptions and views.
11. The methodology of this strategic evaluation did not deduce a fixed cost-benefit or cost-effectiveness ratio inferred from a small sample with statistical power for the three specified WFP activities. Rather, the evaluation team's methodology sought via case studies to provide stakeholders a better understanding of the real world complexities of the changing contexts and implementation realities in order to discern in what ways and why (as well as 'if not, then why not?') each of the three WFP activities – MCHN, SF, FFW/A –was/is able or unable to play a

role in ending long-term hunger. It is thus envisaged that stakeholders such as the WFP Country Directors and their government partners may be enabled to grasp opportunities and optimise resources through implementing, or not implementing, these activities as means to end long-term hunger.

2.3 Potential and Limits of Methodology:

12. The evaluation team found some limits in what the evaluation may show/demonstrate with respect to the five common strategic evaluation questions posed in the ToR. This included a reflection on the fact that it is not yet possible for WFP to reasonably assess whether the three WFP activities (MCHN, SF, and FFW/A) are ‘ending long-term hunger’(IR Issues to be Agreed with OE #2). It also noted as a limitation the present lacuna in the scientific systematic understanding and measurement of food security issues (Barrett, 2010).
13. The methodology’s potential includes the opportunity to provide a detailed explanation of the conceptual ideas that may assist WFP stakeholders to understand how the three WFP activities (MCHN, SF, and FFW/A) may contribute to ending long-term hunger and consider whether it is likely that the three WFP activities (MCHN, SF and FFW/A) are contributing to more positive outcomes in terms of ending long-term hunger than would have been the case otherwise, considering all the complex and volatile intervening variables.

2.4 Risks and Assumptions

14. Based on the TOR and consultations with Internal Reference Group members and OE, the evaluation team understood that the emphasis of this strategic evaluation was primarily focused on learning.
15. The Terms of Reference identify key evaluability issues which the evaluation team has assessed during the inception phase. (IR Table 1 indicates how these issues were mitigated during the evaluation).
16. In addition to these, the evaluation team identified some key issues and developed related mitigation measures as outlined below.
 - **Varying application of terminology and definitions.** Mitigation measures included to ensure that the evaluation team and users of the evaluation had a common understanding of definitions and terminology, a set of definitions was provided for reference. (IR Annex2: Terminology, Concepts, and Indices).
 - **Limited consolidated baseline data and reporting within WFP reporting systems.** Mitigation measures included specific analysis of SO4 indicators in case study countries and taking up the issue of the apparent gap in the WFP information system in the IR Section 5, Issues to be Agreed with OE, item 2.
 - Temporal scope of evaluation 2007-09 coinciding with a change in WFP corporate strategy, shifting from food aid to food assistance and the high food price peak: Mitigation measures included using the in-depth case to see beyond the time-line constraints to programming prior to 2007, as necessary.

17. In developing its concept for the evaluation, the evaluation team and OE agreed that Emergency Operations (EMOPs) broadly serve as a short-term solution to hunger, providing support to governments when emergency needs significantly exceed national capacities, but these emergency activities may not necessarily address the longer-term problem of hunger. For this reason, the evaluation excluded EMOPs from its analysis although efforts were made to capture any relevant learning from examples where EMOPs complemented or laid a basis for other on-going WFP activities related to ending long-term hunger.
18. The evaluation team foresaw time constraints as the essential limitation to the evaluation methodology, particularly for the identification of key informants prior to CO visits to ensure efficient use of time for interviews. Because of these time constraints, the evaluation team requested that OE begin a preliminary inquiry of availability/receptivity to COs of proposed case study countries while the Inception Report was under review.

Annex 3: Bibliography

- Ahmed, Akhter U. *Impact of Feeding Children in School: Evidence from Bangladesh*. Washington DC: International Food Policy Research Institute, November 5, 2004.
- Ahmed, Akhter U., Hill, Ruth Vargas, Smith, Lisa C., Wiesmann, Doris M., and Frankenberger, Tim. *The World's Most Deprived: Characteristics and Causes of Extreme Poverty and Hunger*. 2020 Discussion Paper. Washington DC: International Food Policy Research Institute, October 2007. <http://dx.doi.org/10.2499/0896297705>
- Anriques, Gustavo, Silvio Daidone, and Erdgin Mane. *Rising Food Prices and Undernourishment: A Cross-Country Inquiry (ESA Working Paper No. 10-01)*. Rome: Food and Agriculture Organization, Agricultural Development Economics Division, February 2010. <http://www.fao.org/docrep/012/al054e/al054e00.pdf>
- Awokuse, Titus O. "Food Aid Impacts on Recipient Developing Countries: A review of empirical methods and evidence." *Journal of International Development* (2010).
- Barclay, Ellen Girerd. WFP Nepal Country Strategy, Technical Annex: Mother and Child Health Care Programme, June 2006.
- Barrett, Christopher B., and Daniel G. Maxwell. *Food Aid after Fifty Years: Recasting its role*. Abingdon Oxon UK: Routledge, 2005.
- Barrett, Christopher. "Measuring Food Insecurity." *Science* 327, no. 5967 (February 12, 2010): 825-828.
- Bhutta, Zulfiqar A, *et alia*. "What Works? Interventions for maternal and child undernutrition and survival." *The Lancet* 371. Maternal and Child Undernutrition 3 (n.d.): 417-440.
- Bill & Melinda Gates Foundation, Government of Japan, UNICEF, and World Bank. *Scaling Up Nutrition: A Framework for Action*, 2010.
- Black, Robert E., *et alia*. "Maternal and Child Undernutrition: Global and regional exposures and health consequences." *The Lancet* 371. Maternal and Child Undernutrition 1 (January 17, 2008): 2443-260.
- Bryce, Jennifer, *et alia*. "Maternal and Child Undernutrition: Effective action at national level." *The Lancet* 371. Maternal and Child Undernutrition 4 (January 17, 2008): 510-526.
- Bundy, Donald, Carmen Burbano, Margaret Grosh, AuloGelli, Matthew Jukes, and Lesley Drake. *Rethinking School Feeding: Social Safety Nets, Child Development, and the Education Sector*. The World Bank & World Food Programme, 2009.

Burlando, Alfredo. *The Impact of Transitory Income of Birth Weights: Evidence from a Blackout in Zanzibar*. Eugene, Oregon: University of Oregon, Department of Economics, November 2010.

Cavallero, Andrea, et alia. *New Benchmarks for Costs and Cost-Efficiency of School Feeding in Areas of High Food Insecurity*, September 2010.

Ceesay, Sana M, Andrew M Prentice, Timothy J Cole, Frances Foord, Elizabeth M E Poskitt, Lawrence T Weaver, and Roger G Whitehead. "Effects on birth weight and perinatal mortality of maternal dietary supplements in rural Gambia: 5 year randomised controlled trial." *BMJ* 315, no. 7111 (1997): 786 -790.

CEPAL (Comisión Económica para América Latina), División de Desarrollo Social, and WFP LatinAmerica. *Análisis del impacto social y económico de la desnutrición infantil en América Latina: Resultados del estudio en Guatemala*. Santiago de Chile, November 2006.

Chilton, Mariana, Michelle Chyatte, and Jennifer Breaux. "The Negative Effects of Poverty & Food Insecurity on Child Development." *Indian J Med Res* 126 (October 2007): 262-272.

Chr. Michelsen Institute (CMI). *Evaluation of the World Food Programme: Main Report*. Bergen, Norway, 1994.

Clapp, Jennifer. "Food Price Volatility and Vulnerability in the Global South: Considering the global economic context." *Third World Quarterly* 30, no. 6 (September 1, 2009): 1183-1196.

Clay, Edward J. "Responding to Change: WFP and the global food aid system." *Development Policy Review* 21, no. 5-6 (n.d.): 697-709.

Comité Técnico del Consejo Nacional de Alimentación y Nutrición. *Programa Multisectoral Desnutrición Cero (Bolivia)*. La Paz, December 2008.

Commission on the Nutrition Challenges of the 21st Century. *Ending Malnutrition by 2020: An Agenda for Change in the Millennium*. UN, February 2000.

Daviron, Benoit, Niama Nango Dembele, Sophia Murphy, and Shahidur Rashid. *Report on Price Volatility: A zero draft consultation paper commissioned by the High Level Panel of Experts on Food Security and Nutrition for presentation to the Committee on World Food Security*, May 2011.

Development Horizons by Lawrence Haddad: *The G20 and Food Security: Five things for them to consider*, n.d.

<http://www.developmenthorizons.com/2011/06/g20-and-food-security-five-things-for.html>

Diriba, Getachew. *Ability and Readiness of Nations to Reduce Hunger: Analysing Economic and Governance Capacities for Hunger Reduction*. Hand-over & Partnership Branch, Programme Division. Implementing Strategic Objective Five (SO5). Rome: World Food Programme, January 2010.

Durevall, Dick, Josef Loening, and Yohannes Birru. *Inflation Dynamics and Food Prices in Ethiopia: Working Papers in Economics, No.478*. Goteborg, Sweden: University of Gothenburg, November 2010.

Dyson, Tim. "World Food Trends and Prospects to 2025." *Proceedings of the National Academy of Sciences of the United States of America* 96 (May 1999): 5929-5936.

Evans, Alex. *The Feeding of the Nine Billion: Global Food Security for the 21st Century - A Chatham House report*. London: Royal Institute of International Affairs, 2009.

FAO. "FAO Media Centre: No food crisis seen, but greater market stability needed", September 2010. <http://www.fao.org/news/story/tr/item/45178/icode/en/>

———. "FAO Media Centre: World food prices reach new historic peak", February 2011. <http://www.fao.org/news/story/jp/item/50519/icode/>

———. *Foetal Hunger Can Mean Adult Ill-Health*. World Food Summit Report. FAO Website Newsroom. Rome: Food and Agriculture Organization, June 2002. <http://www.fao.org/worldfoodsummit/english/newsroom/focus/focus3.htm>

———. Global Food Price Monitor, February 3, 2011.

———. *Global Hunger Declining, but Still Unacceptably High*. Economic and Social Development Department. Rome: Food and Agriculture Organization, September 2010.

———. "Rome Declaration on World Food Security and Plan of Action". Rome, 1996.

———. *The State of Food Insecurity in the World, 2009: Economic crises - Impacts and lessons learned*. Rome: Food and Agriculture Organization, 2009. <ftp://ftp.fao.org/docrep/fao/012/i0876e/i0876e.pdf>

———. *The State of Food Insecurity in the World, 2010: Addressing food insecurity in protracted crises*. Rome: Food and Agriculture Organization, n.d.

FAO, OECD, IFAD, IMF, UNCTAD, WFP, World Bank, WTO, IFPRI, and UN HLTF. *Price Volatility in Food and Agricultural Markets: Policy Responses - Prepared per request of G20 summit meeting in November 2010, May 2011*. <http://siteresources.worldbank.org/NEWS/Resources/zoellick-fukuda-070108.pdf>

FAO, and WFP. *Special Report: FAO/WFP Crop and Food Supply Assessment Mission to Bangladesh*. Rome: FAO/WFP, August 28, 2008.

———. *Special Report: FAO/WFP Crop and Food Supply Assessment Mission to Bolivia*. Rome: FAO/WFP, June 29, 2007.

———. *Special Report: FAO/WFP Crop and Food Supply Assessment Mission to Bolivia*. Rome: FAO/WFP, May 28, 2008.

Feed the Future. *Feed the Future Guide*. Programming Guidance. Washington DC: Feed the Future: A US Government Initiative, May 2010.

Fifth National Development Plan, Republic of Zambia: 2006-2010, December 2006.

Food and Nutrition in the 21st Century: Which Way Forward? National Food and Nutrition Symposium - Report 2009 (Zambia). Lusaka, May 2009.

Food Supply Under Strain on a Warming Planet - *NYTimes.com*, n.d.

http://www.nytimes.com/2011/06/05/science/earth/05harvest.html?_r=2&scp=1&sq=Food%20for%20a%20Warming%20Planet&st=cse

Frize, Jacqueline, and Carlos Calderon. Evaluación de la Operación Prolongada de Socorro y Recuperación Guatemala 10457.0: “Recuperación y Prevención de Desnutrición de Grupos Vulnerables” (diciembre 2005-diciembre 2008) ampliada a diciembre 2009 - Informe Final (OE/2010/004). Rome: World Food Programme, Office of Evaluation, 2010.

Gillespie, Stuart, and Rafael Flores. *The Life Cycle of Malnutrition*. Washington DC: International Food Policy Research Institute, 2000.

Government of Bolivia, and UN. Bolivia: Marco de Asistencia de las Naciones Unidas para el Desarrollo (UNDAF), 2008-2012. La Paz: United Nations, February 2007.

Government of Nepal. *Nutrition Report (Nepal)*. Nepal, 2008.

Harvey, Paul, et alia. *Food Aid and Food Assistance in Emergency and Transitional Contexts: A Review of Current Thinking*. London: Humanitarian Policy Group, Overseas Development Institute, June 2010.

Headey, Derek, and Fan Shenggen. “Anatomy of a Crisis: The causes and consequences of surging food prices. IFPRI Discussion Paper 00831, 2008-Dec.” *Agricultural Economics* 30 (n.d.): 375-391.

Horton, Richard. “Maternal and Child Undernutrition: An urgent opportunity.” *The Lancet* 371 (January 19, 2008): 179.

Hunger Task Force Report to the Government of Ireland, September 2008.

IFPRI. Leveraging Agriculture for Improving Nutrition and Health: Conference Proceedings. New Delhi, February 10, 2011. <http://2020conference.ifpri.info>

———. *Timing is Everything: Preventing child undernutrition*. Washington DC: International Food Policy Research Institute, 2008.

ILO. Global Employment Trends for Youth: Special issue on the impact of the global economic crisis on youth. Geneva: International Labour Office, August 2010.

IRIN Africa | NIGER: New approaches needed in tackling malnutrition | Niger | Aid Policy | Children | Food Security | Governance | Health & Nutrition, n.d.

<http://www.irinnews.org/report.aspx?ReportID=92344>

Jansson, Kurt, Angela Penrose, and Michael Harris. *The Ethiopian Famine*. London: Zed Books Ltd., 1987.

de Janvry, Alain, and Elisabeth Sadoulet. *The Global Food Crisis and Guatemala: What Crisis and For Whom?* University of California at Berkeley, May 2009.

Jerger, Gordana. Opportunities for South-South and Triangular Cooperation between Countries of Latin America and the Caribbean and the UN World Food Programme. San Lorenzo de El Escorial, Spain: Fundación General Universidad Complutense de Madrid, July 21, 2008.

Keats, Sharada, Steve Wiggins, Jullia Compton, and Marcella Vigneri. *Food Price Transmission: Rising International Cereals Prices and Domestic Markets. Project Briefing No. 48*. London: Overseas Development Institute, October 2010.
<http://www.odi.org.uk/resources/download/5079.pdf>

Kristijannsson, E.A, et alia. "School Feeding for Improving the Physical and Psychosocial Health of Disadvantaged Students." *Campbell Systematic Review* 2006, no. 14 (November 2006).

"L'Aquila" Joint Statement on Global Food Security: L'Aquila Food Security Initiative (AFSI). L'Aquila: G8 Summit 2009, July 10, 2009.

Latin America and Caribbean - What are the facts about rising food prices and their effect on the region?, n.d.

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/o,,contentMDK:21781698~pagePK:146736~piPK:146830~theSitePK:258554,00.html>

Loewenberg, Samuel. "Guatemala's Malnutrition Crisis." *The Lancet* 374 (July 18, 2009).

Mansuri, Ghazala, and VijayendraRao. *Evaluating Community-Based and Community-Driven Development: A critical review of the evidence*. Washington DC: The World Bank, Development Research Group, September 2003.

Masset, Edoardo. "A Review of Hunger Indices and Methods to Monitor Country Commitment to Fighting Hunger." *Elsevier Food Policy* (2010).

Ministry of Health, Republic of Zambia. *The National Food and Nutrition Policy*, Republic of Zambia, n.d.

Morales, Rolando, Ana Marie Aguilar, and Alvaro Calzadilla. "Geography and Culture Matter for Malnutrition in Bolivia." *Economics and Human Biology* 2 (2004): 373-389.

Morris, Saul S., Bruce Cogill, and Ricardo Uauy. "Effective International Action against Undernutrition: Why has it proven so difficult and what can be done to accelerate progress?" *The Lancet* 371. Maternal and Child Undernutrition 4 (January 17, 2008): 608-621.

- Nepal: Poverty Reduction Strategy Paper (IMF Country Report 03/305). International Monetary Fund, September 2003.
- Nutrition Section, CHD, DoHS, MoH&P, Nepal. *National Nutrition Policy and Strategy (Nepal)*. Nepal, December 2004.
- Ochoa, Marcelo, and Alejandra Bonifaz. An Analysis of Disparities in Education: The case of primary school completion rates in Bolivia. HEW. EconWPA, August 2002.
- Omamo, Steven Were, Ugo Gentilini, and Susanne Sandstrom, eds. *Revolution: From Food Aid to Food Assistance - Innovations in Overcoming Hunger*. Rome: World Food Programme, 2010.
- Ortiz, Isabel, Jingqing Chai, and Matthew Cummins. *Escalating Food Prices: The threat to poor households and policies to safeguard a Recovery for All*. UNICEF Policy and Practice. New York: UNICEF, February 2011.
- Osmani, Siddiq, and Amartya Sen. "The Hidden Penalties of Gender Inequality: Fetal origins of ill-health." *Economics and Human Biology* I, no. 2003 (2003): 105-121.
- Patrizi, Patricia, and Michael Quinn Patton. *Learning from Doing: Reflections on IDRC's Strategy in Action*. Ottawa: International Development Research Centre, February 20, 2009.
- Patton, Michael Quinn, and Patricia Patrizi. "Strategy as the Focus for Evaluation." *Evaluating Strategy: New Directions for Evaluation* 128 (2010): 5-28.
- de Pee, Saskia. "Food Security (PRELIMINARY)." *Encyclopedia of Human Nutrition, 3rd edition*, January 23, 2011.
- Penny, D.H., and M. Singarimbun. Population and Poverty in Rural Java: Some economic arithmetic from Sriharjo. (Cornell International Agricultural Development Mimeograph 41). Ithaca, NY: Cornell University, Department of Agricultural Economics, May 1973.
- Perry, Martin, Alex Evans, Mark W. Rosegrant, and Tim Wheeler. *Climate Change and Hunger: Responding to the Challenge*. Rome: World Food Programme, International Food Policy Research Institute, New York University Center on International Cooperation, Grantham Institute at Imperial College London, and Walker Institute, University of Reading (UK), November 2009.
- Political Mandate-WFP: Annex 3, Chronology of events where child malnutrition is positioned as a key issue in regional and national agenda:, February 2011.
- REACH. Update on REACH and Way Forward: Consultation with the Executive Board of WFP. Rome: REACH, May 29, 2009.
- Republic of Bolivia, Ministry of Planning and Development. Plan Nacional de Desarrollo: Bolivia digna, soberana, productiva y democrática para Vivir Bien, 2006-2010, n.d.

Republic of Guatemala, and Millennium Development Goals Achievement Fund (Fondopara el Logro de los ODM). Evaluación del Estado Nutricional de los Niños y Niñas Menores de Cinco Años de las Familias Participantes del Programa Conjunto; “Alianzas para Mejorar la Situación de la Infancia, Seguridad Alimentaria y Nutrición en Totonicapán”. Totonicapán, Guatemala, November 2010.

Republic of Guatemala, Ministerio de Educación, and Secretaría de Seguridad Alimentaria y Nutricional Republic of Guatemala. Tercer Censo Nacional de Talla en Escolares del Primer Grado de Educación Primaria del Sector Oficial de la República de Guatemala: Resumen Ejecutivo - Informe Final. Guatemala, February 2009.

Republic of Guatemala, Secretaría de Seguridad Alimentaria y Nutricional (SESAN). *Política Nacional de Seguridad Alimentaria y Nutricional*. Republic of Guatemala, n.d.

Republic of Guatemala, and UN. Guatemala: Marco de Asistencia de las Naciones Unidas para el Desarrollo (UNDAF), 2005-2009. Guatemala, June 2007.

Republic of Zambia. Vision 2030: “A prosperous middle-income nation by 2030”, December 2006.

Rodriguez, Monica, Margarita Lovon, et alia. Evaluación de las Condiciones de Seguridad Alimentaria y Nutricional en Comunidades de Guatemala de Ambito del Programa OPSR 10212: Report. Guatemala, June 2005.

Rogers, Beatrice Lorge, Jennifer Coates, and Akoto Kwame Osei. *WFP Bangladesh School Feeding Program: Mid Term Evaluation - Final Report*. Rome: World Food Programme, Office of Evaluation, 2004.

Schmitt, Karin, Luis Alberto Molina, Hector Manuel Roca, Cesar Carranza Barona, and Margarita Lovon. Evaluación de Seguimiento de la Situación de Seguridad Alimentaria y Nutricional en las Zonas Afectadas por la Depreciación Tropical No. 16 y Disminución de Remesas - Guatemala. Guatemala: SESAN, MFEWS, UNDP, WFP, July 2009.

Shaw, D. John. *The UN World Food Programme and the Development of Food Aid*. Basingstoke, UK: Palgrave Macmillan, 2001.

———. *World Food Security: A History since 1945*. Basingstoke, UK: Palgrave Macmillan, 2007.

Sheeran, Josette. “The Challenge of Hunger.” *The Lancet* 371 (January 19, 2008): 180-181.

Shrimpton, Roger, Andrew Thorne-Lyman, Katie Tripp, and Andrew Tomkins. “Trends in Low Birthweight among the Bhutanese Refugee Population in Nepal.” *Food and Nutrition Bulletin, The United Nations University* 30, no. 2 (supplement 2009): S197-S206.

Southasia One World Net. *Poor governance, corruption driving malnutrition and hunger in South Asia*, February 21, 2011.

<http://southasia.oneworld.net/todaysheadlines/poor-governance-corruption-driving-malnutrition-and-hunger-in-south-asia>

Standard Project Report - Country Programme Bangladesh (2007, 2008,2009), n.d. Sustainable Development Network. *Framework Document for a Global Agriculture and Food Security Program (GAFSP)*. Washington DC: World Bank Group, December 7, 2009.

Symposium on Global Agriculture and Food Security: Progress to Date and Strategies for Success. Convened by the Global Agricultural Development Initiative, May 20, 2010 - Summary of Proceedings. Chicago: The Chicago Council on Global Affairs, August 2010.

The Chicago Council on Global Affairs. *Renewing American Leadership in the Fight Against Global Hunger and Poverty: The Chicago Initiative on Global Agricultural Development*, 2009.

The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, 2005/2008, n.d. <http://www.oecd.org/dataoecd/11/41/34428351.pdf>

The World Bank, Country Briefs. *Bolivia - Country Brief*, n.d. <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/BOLIVIAEXTN/0,,menuPK:322289~pagePK:141132~piPK:141107~theSitePK:322279,00.html>

The World Bank, South Asia Region, Sustainable Development Department, Agriculture and Rural Development Unit. *Food Price Increases in South Asia: National Responses and Regional Dimensions*. Washington DC: The World Bank, 2010.

Timor Leste, Ministry of Economy and Development. *Joint Program Promoting Sustainable Food and Nutrition Security in Timor Leste*, August 14, 2009.

Timor Leste, Ministry of Finance National Statistics Directorate. *Timor-Leste Demographic and Health Survey, 2009-2010*, November 2010.

Timor Leste, Ministry of Health. *National Nutrition Strategy, 2004*, July 16, 2004.

Ulimwengu, John M., SinduWorkneh, and ZelekaworkPaulos. *Impact of Soaring Food Price in Ethiopia: Does Location Matter? : IFPRI Discussion Paper 00846*. International Food Policy Research Institute, February 2009.

UN Millennium Project Task Force on Hunger. *Halving Hunger: It Can Be Done*. London: Earthscan/United Nations Development Programme, 2005.

UN Standing Committee on Nutrition (SCN). *6th Report on the World Nutrition Situation: Progress in Nutrition*. Geneva: UN, 2010.

UN Standing Committee on Nutrition, and IFPRI. *4th Report on The World Nutrition Situation: Nutrition throughout the Life Cycle*. Geneva: WHO, January 2000.

UN. The Millennium Development Goals Report 2010. New York: United Nations, 2010.

UN Website. "The Secretary General's High Level Task Force on the Global Food Security Crisis", n.d. <http://www.un.org/issues/food/taskforce/index.shtml>

UNICEF. Tracking Progress on Child and Maternal Nutrition ; A survival and development priority. New York: United Nations Children's Fund, November 2009.

UNICEF, Social and Economic Policy Working Briefs. *Aftershocks from the Global Food Crisis*. UNICEF, April 2010.

United Nations Development Assistance Framework for the Republic of Zambia, 2007-2010, 2007.

unknown. "Karnali Dalit Women" (thesis proposal), n.d.

US Department of State, Hillary Rodham. 1000 Days: Change a Life, Change the Future - Panel Presentation, September 21, 2010.

Vanhaute, Eric. "From Famine to Food Crisis: What history can teach us about local and global subsistence crises." *Journal of Peasant Studies* 38, no. 1 (January 2011): 47-65.

Victora, Cesar G., et alia. "Maternal and Child Undernutrition: Consequences for adult health and human capital." *The Lancet* 371. Maternal and Child Undernutrition 2 (January 17, 2008): 340-357.

Vokes, Richard, and Savindi Jayakody. "Managing the Food Price Crisis in South Asia (Chapter 9)." In *Promoting Economic Cooperation in South Asia*. The World Bank, 2010. <http://siteresources.worldbank.org/SOUTHASIAEXT/Resources/223546-1192413140459/4281804-1192413178157/4281806-1265938468438/BeyondSAFTAFeb2010Chapter9.pdf>

WFP. *Annual Report 2007*. Rome: World Food Programme, n.d.

———. *Annual Report 2009*, n.d.

———. *Annual Report 2010*. Rome: World Food Programme, n.d.

———. *Corn Soy Blend (CSB) Plus: Information Sheet*. Rome: World Food Programme, November 2010.

———. *Country Strategy - Bangladesh*. Dhaka: World Food Programme, April 2011.

———. *Decision Tree for Response Options - Nutrition Interventions: Food products (DRAFT)*. Rome: World Food Programme, September 2010.

———. *Ending the Inheritance of Hunger: Food Aid for Human Growth - Lectures*, WFP/UNU Seminar. Lectures: WFP/UNU Seminar. Rome: World Food Programme, May 31, 1997.

- . Executive Brief: Central America Prices, Markets and Food and Nutritional Security, n.d.
- . Executive Brief: Effects of the Financial Crisis on Vulnerable Households - Bangladesh. Rome: World Food Programme, May 26, 2009.
- . Executive Brief: Effects of the Financial Crisis on Vulnerable Households - Zambia, May 2009.
- . *Food Aid Flows 2009*. Rome: World Food Programme, 2009.
<http://www.wfp.org/content/food-aid-flows-2009-report>
- . Food for Development: Breaking the Cycle of Hunger and Poverty in Nepal. Kathmandu: World Food Programme Nepal, 2003.
- . *Hunger and Health*. World Hunger Series. London: Earthscan, 2007.
- . *Hunger and Markets*. World Hunger Series. London: Earthscan, 2009.
- . Joint Evaluation of the Effectiveness and Impact of the Enabling Development Policy of the World Food Programme: Bolivia Country Study, Volume 1., December 2004.
- . Joint Evaluation of the Effectiveness and Impact of the Enabling Development Policy of the World Food Programme: Bolivia Country Study, Volume 2., December 2004.
- . Joint Evaluation of the Effectiveness and Impact of the Enabling Development Policy of the World Food Programme: Synthesis Report, Volume 1, February 2005.
- . Joint Evaluation of the Effectiveness and Impact of the Enabling Development Policy of the World Food Programme: Synthesis Report, Volume 2, February 2005.
- . Management Response to the Recommendations of the Summary Evaluation Report Guatemala PRRO 104570 (WFP/EB.1/2010/7-D/Add.1. Rome: World Food Programme, February 3, 2010.
- . Natural Resources Management and Livelihoods: From Policy to Practice. Programming Guidance. Rome: World Food Programme, n.d.
- . *Proposed Nutrition Strategy for WFP Nepal, 2010-2017*. Kathmandu: World Food Programme Nepal, January 2010.
- . Protracted Relief and Recovery Operation. Bolivia PRRO 10836.0 Recovery of Food-Insecure Households Affected by Consecutive Natural Disasters, n.d.
- . Purchase for Progress: Innovations to Connect Africa Low-Income Farmer to Markets (Grant Proposal). Rome: World Food Programme, 2008.
- . Rising Prices: Impact on WFP Costs and Programme of Work: Financial Seminar. Rome: World Food Programme, April 2008.

- . School Feeding Cost Analysis: Final Report - REVISED (discussion draft Power Point Presentation). Rome: World Food Programme, September 2010.
- . School Feeding: A Sound Investment - Results from investment case study. Rome: World Food Programme, March 2010.
- . Standard Project Report - Country Programme Bolivia (2007, 2008, 2009).
- . Standard Project Report - Country Programme Ethiopia (2007, 2008, 2009).
- . Standard Project Report - Country Programme Guatemala (2007,2008, 2009).
- . Standard Project Report - Country Programme Nepal (2007, 2008, 2009).
- . Standard Project Report - Country Programme Zambia (2007, 2008, 2009).
- . Standard Project Report - Recovery of Food Insecure Households Affected by Consecutive Natural Disasters - Bolivia 2009.
- . Standard Project Report - Response to Natural Disasters and Economic Shocks, Zambia, 2009.
- . Strategic Results Framework, 2008-2011: Informal Consultation. Rome: World Food Programme, December 4, 2008.
- . Support for National Capacity Building for the Development of Hunger Reduction Programmes: Country Programme - Zambia 10447.0 (2007-2010): (WFP/EB.1/2007/8/2). Rome: World Food Programme, December 2006.
- . Sustainable School Feeding: Lifting School Children out of the Hunger Trap - Concept Note. Rome: World Food Programme, 2009.
- . Tackling Hunger in a World Full of Food: Tasks Ahead for Food Aid. Rome: World Food Programme, January 1998.
- . *The Hunger Trap*. Rome: World Food Programme, undated.
- . The Maternal and Child Health and Nutrition (MCHN) Toolkit. Rome: World Food Programme, 2009.
- . *WFP Factsheet: Hunger in 2009 - A Recipe for Disaster*. Rome: World Food Programme, September 16, 2009.
http://documents.wfp.org/stellent/groups/communications_content/documents/wbcontent/wfp207754.pdf
- . WFP Gender Policy 2009: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges (WFP/EB.1/2009/5-A/Rev.1), n.d.
- . WFP Mission Statement: Thirty-eighth Session, Committee on Food Aid Policies and Programmes. Rome: World Food Programme, December 12, 1994.

———. WFP Nutrition Improvement Approach: Informal Consultation. Rome: World Food Programme, July 1, 2010.

WFP, Current and Future Strategic Issues. *Ending Child Hunger and Undernutrition Initiative (WFP/EB.2/2005/3-B)*. Rome: World Food Programme, November 3, 2005.

WFP, Guatemala. *Alimentos Complementarios Fortificados*. Guatemala: World Food Programme, n.d.

———. Informe de la Consulta Nacional Sobre Programas de Salud y de Nutrición Materno-Infantil en Guatemala, abril-2008. World Food Programme, April 2008.

WFP, and Bolivia Ministry of Health and Sports. *El Costo del Hambre in Bolivia: Impacto social y economico del desnutrición infantil*. World Food Programme, February 2009.

WFP, News Item. Record food purchases by WFP in developing countries | WFP | United Nations World Food Programme - Fighting Hunger Worldwide, January 23, 2008. <http://www.wfp.org/node/229>

WFP, Office of Evaluation. New Approach to School Feeding: 10 Challenges from evaluations (PowerPoint Presentation). Rome: World Food Programme, March 2011.

———. Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions. Office of Evaluation. Rome: World Food Programme, March 2009.

———. Synthesis of WFP Evaluations Bearing on the Subject of Targeting, 2000-2006. Rome: World Food Programme, n.d.

WFP, Office of Evaluation, and Martin Steinmeyer Team Leader. *Full Report of the Thematic Evaluation of the WFP School Feeding in Emergency Situations (OEDE/2007/06)*. Rome: World Food Programme, February 2007.

WFP, Policy Issues. *Building Country and Regional Capacities (WFP/EB.3/2004/4-B)*. Rome: World Food Programme, October 7, 2004.

———. Consolidated Framework of WFP Policies - An Updated Version, November 2006 (WFP/EB.2/2006/4-E). Rome: World Food Programme, October 12, 2006.

———. *Enabling Development (WFP/EB.A/99/4-A)*. Policy Issues. Rome: World Food Programme, May 1999.

———. *Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)*. Division of Strategy, Policy and Programme Support. Policy Issues. Rome: World Food Programme, May 2003.

———. Food for Nutrition: Mainstreaming Nutrition in WFP (WFP/EB.A/2004/5-A/1). Rome: World Food Programme, April 6, 2004.

———. *Humanitarian Principles (WFP/EB.A/2004/5-C)*. Rome: World Food Programme, May 14, 2004.

———. *Implementation of the Capacity Development and Hand-over Components of the WFP Strategic Plan, 2008-2013 (WFP/EB.2/2010/4-D)*. Rome: World Food Programme, September 24, 2010.

———. *Implementation Status of Evaluation Recommendations (WFP/EB.A/2010/7-F)*. Rome: World Food Programme, May 4, 2010.

———. *Reaching Mothers and Children at Critical Times of Their Lives (WFP/EB.3/97/3-B)*. Rome: World Food Programme, n.d.

———. *Report on the Implementation of the Enabling Development Policy (WFP/EB.A/2001/4-A)*. Policy Issues. Rome: World Food Programme, May 2001.

———. *Report on WFP's Strategic Partnerships in Economic Analysis (WFP/EB.2/2006/4-D)*. Rome: World Food Programme, October 6, 2006.

———. *Strategic Plan 2004-2007 (WFP/EB.3/2003/4-A/1)*. Rome: World Food Programme, October 15, 2003.

———. *Strategic Results Framework (WFP/EB.1/2009/5-C)*. Rome: World Food Programme, January 2009.

———. *Summary Report of the Thematic Review of WFP-Supported Mother-and-Child Nutrition Interventions (WFP/EB.1/2006/7-C*)*. Rome: World Food Programme, January 25, 2006.

———. *Transition from Relief to Development (WFP/EB.A/2004/5-B)*. Rome: World Food Programme, May 13, 2004.

———. *WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities (WFP/EB.3/2004/4-A)*. Rome: World Food Programme, September 17, 2004.

———. *WFP School Feeding Policy (WFP/EB.2/2009/4-A)*. Rome: World Food Programme, November 2009.

———. *WFP Strategic Plan 2008-2011*. Rome: World Food Programme, May 19, 2008.

———. *WFP Strategic Plan Concept Note (WFP/EB.2/2007/4-A)*. Rome: World Food Programme, October 12, 2007.

———. *WFP's Private-Sector Partnership and Fundraising Strategy (WFP/EB.1/2008/5-B/1)*. Rome: World Food Programme, January 8, 2008.

WFP, and Republic of Guatemala. *Carta de Entendimiento (MOU) entre el Programa Mundial de Alimentos de las Naciones Unidas y el Gobierno de Guatemala: Operación Prolongada de Socorro y Recuperación (OPSR) No. 10457.0 "Recuperación y prevención de la malnutrición a favor de los grupos vulnerables"*, February 2006.

WFP, School Feeding Unit. *Home Grown School Feeding: A Framework to Link School Feeding with Local Agricultural Production*. School Feeding Unit. Rome: World Food Programme, 2009.

WFP, and UNICEF. *The Essential Package: Twelve interventions to improve the health and nutrition of school-age children*, n.d.

WFP, VAM. *Integrating “Livelihoods” into Food Security and Vulnerability Analysis: Some Initial Guidance*. ODAV (VAM). Rome: World Food Programme, January 2005.

WFP, Zambia. *Country Strategy - Zambia 2011–2015*. Lusaka: World Food Programme, August 2010.

WHO/FAO/UNU. *Protein and Amino Acid Requirements in Human Nutrition: Report of a Joint WHO/FAO/UNU Expert Consultation*, Geneva, 9-16 April 2002 - WHO Technical Report Series, #935. Geneva, April 2002.

Wiggins, Steve, Jullia Compton, and Sharada Keats. *Food Price Crisis FAQs*. Overseas Development Institute, October 2010.

Wiggins, Steve, and Sharada Keats. “Countries Vulnerable to Food Price Rises 2011.” *odi.org.uk/resources* (November 2010).

<http://www.odi.org.uk/resources/details.asp?id=5297&title=countries-vulnerable-food-price-rises-2011>

World Bank. *Repositioning Nutrition as Central to Development: A Strategy for Large-Scale Action*. Directions in Development. Washington DC: The World Bank, 2006.

World Food Programme, Evaluation Reports. *Summary Evaluation Report Nepal Country Portfolio (WFP/EB.2/2010/6-B)*. Rome: World Food Programme, September 2010.

World Food Programme, UNICEF, and Institute of Public Health Nutrition Government of Bangladesh ministry of Health and Family Welfare. *Bangladesh Household Food Security and Nutrition Assessment Report 2009*, 2009.

Yu, Winston, et alia. *Climate Change Risks and Food Security in Bangladesh - Executive Summary*. Earthscan and World Bank, 2010.

Zambia: *Poverty Reduction Strategy Paper - Fifth National Development Plan, 2006-2010* (IMF Country Report No 10/276). International Monetary Fund, August 2007.

Zoellick, Robert. “Open Letter to G8 Ministers”. The World Bank, July 2008. <http://siteresources.worldbank.org/NEWS/Resources/zoellick-fukuda-070108.pdf>

Annex 4: People Met/Interviewed

Inception Mission: Meetings, 17 January – 18 May 2011

	No.	WFP HQ	Name	Details	Team member
HQ	1	Office of Evaluation, Office of the Executive Director	Caroline Heider	Director, OE	BC, BS, ER
HQ	2		Diane Prioux de Baudimont	Evaluation Manager	BC, BS, ER
HQ	3		Stefania Spoto	Consultant	BC, BS, ER
HQ	4		Jane Donohoe	Office Assistant	BC, BS
HQ	5		Jamie Watts	Senior Evaluation Manager	
HQ	6		Marian Read	Senior Evaluation Manager	
HQ	7		Sally Burrows	Senior Evaluation Officer	
HQ	8	Office of Hunger Solutions	Haladou Salha	Director	BC, BS, ER
HQ	9	Policy, Planning and Strategy Division	Manuel Aranda da Silva	Director	BC, BS, ER
HQ	10		Isatou Jallow	Head, Gender service	BC, BS, ER
HQ	11		Carlo Scaramella	Head, Climate Change and Disaster Risk Reduction Coordination Unit	BC, BS
HQ	12	Programme Division	Edith Heines	Head, Nutrition & HIV/AIDS Service	BC, BS, ER
HQ	13	Programme Division	Ilaria Dettori	Chief, School Feeding Service	BC, BS, ER
HQ	14		Luay Basil	Policy Officer, School Feeding Service	BC, BS, ER
HQ	15 16 17	Resource Management and Accountability Department	Chris Kaye Mari Hassinen Svante Helms	Chief Senior Officer Senior Officer, Strategic Plan and Implementation branch	BC, BS, ER
HQ	18	Programme Division	Joyce Luma	Chief, Food Security Analysis Service	BC, BS, ER
	19		Siemon R. Hollema	Senior Programme Advisor, Food Security Analysis Service – Programme Design and Support	
HQ	20	Programme Division	Joan Fleuren	Chief, Handover and Partnerships Branch	BC, BS, ER
HQ	21	Programme Division	ValliCarucci	Senior Programme Officer	BC, BS, ER
HQ	22		Marianne Ward	Chief, Operational Reporting and Analysis Branch	BS
HQ	23		CathernZanev	Climate Change and Disaster Risk Reduction Office	
HQ	24		Bjorn Ljungqvist	Global Coordinator, REACH Inter Agency Initiative on Child Hunger and Undernutrition	
HQ	25	Library	Andreas Psoroulas	Head, WFP Library External Relations Division	
HQ	26		Paola Bagmoli	Library	
HQ	27		Veronique Renaud	Library	

FAO Headquarters, Rome

		FAO HQ	Name	Details	
FAO	1	Agricultural	Keith D. Wiebe		BC, BS
FAO	2	Development Economics	David Dawe		BC, BS

Inception Mission: Teleconferences, 18 – 21 January 2011

		RBs			
RB	1	ODJ/K	Abdirahman Meygag	Regional Bureau East Africa (Kampala)	BC, BS
RB	2		P. Papinutti		
RB	3		Josephine Keema		
RB	4	ODB	Paolo Mattei	Regional Bureau for Asia	BC, BS
RB	5	ODP	Jaime Vallauré	Regional Bureau for Latin America and the Caribbean	BC, JF, BS

Regional Bureau – ODB (Bangkok): 23-24 March 2011

		RB Bangkok			
RB	6	Management	Kenro Oshidari	Director, RB	BC
RB	7		John Aylieff	Director, Southeast Asia	BC
RB	8	Programme Services	Rita Bhatia	Senior Programme Advisor, Health and Nutrition	BC
RB	9		Gerald Daly	Senior Regional Programme Advisor	BC
RB	10		Paolo Mattei	Regional Programme Advisor	BC
RB	11		Michael Sheinkman	Senior Regional Programme Advisor, VAM	BC
RB	12		Déborah Nguyen	Program Unit	BC

Regional Bureau – ODJ (Johannesburg): 28 April 2011

		RB Johannesburg			
RB	13	Management	Mustapha Darboe	Director, RB	BS
RB	14		Richard Ragan	Deputy Regional Director	BS
RB	15		William (Bill) Barclay	Senior Regional Programme Advisor	BS
RB	16	Programme Services	Jacqueline Flentge	Regional Programme Officer	BS

Regional Bureau – ODP (Panama City): 4 May 2011 (Teleconference)

		RB Panama	Name	Details	
RB	17	Management	Jaime Vallauré	Regional Bureau Deputy Director	BC / JF
RB	18		Julie Macdonald	Head of Programme	BC / JF

Nepal Field Mission, 27 March – 2 April 2011

	No.	WFP CO	Name	Details	Team member
NP	1	Management	Nicole Menage	Country Director	BC, BS
NP	2		Nicolas Oberlin	Deputy Country Director	BC, BS, JF
NP	3	Programme	Jolanda Hogenkamp	Programme Officer	BC, BS, JF
NP	4		Christina Hobbs	Head of Strategy, Policy and Communication Unit	BC, BS, JF
NP	5		Pramila Karki Ghimire	CP Coordinator	BC, BS, JF
NP	6		Amrit Bd Gurung	Senior Programme Assistant (MCHN)	BC, BS
NP	7		Krishna Pahari	Advisor (Food security Policy and Coordination)	BC
NP	8		Manoj Kumar Sah	Field Monitor (School Feeding)	BC, BS
NP	9		Subhash Singh	Field Coordination Officer	BC
NP	10		Leela Raj Upadhyay	PRRO Coordinator	BC, BS
NP	11		Anne Marie Cunningham	Food Security Cluster Coordinator	BC, BS
NP	12		Sophiya Uprety	Programme Officer (nutrition)	JF
NP	13		Sridhar Thapa	Programme Officer (VAM & M&E)	BC, BS
NP	14		Mar Kshetri	Senior Programme Assistant (GIS)	BC, BS
NP	15		Basanta Acharya	Senior Programme Assistant (M&E)	BC, BS
NP	16		Elisabeth Spachis	Programme Officer	BC, BS

NP	17	Monitoring and evaluation	KantaKhanal	National Programme Officer (M&E)	BC, BS, JF
NP	18		Pushpa Schreshta	Field Surveillance Manager	BC,BS
NP	19		Indra Kumar	Programme Officer (M&E)	BC,BS
NP	20	VAM	Krishna Pahari	Food Security Policy and Coordination	BC, BS, JF
NP	22		Francesca Majorno	Programme Consultant, Cash Transfers and Markets	BC, BS
NP	22		Tyler McMahan	Climate Change Consultant	BC,BS
NP	23		Abesh K.C.	Information Management	BC,BS
NP	23		SunitaRaut	Project Coordination Assistant	BC,BS
NP	24	Sub-office, Dadeldhura	Ramesh B. Balayar	Deputy Head, Sub-office	BC, BS,JC
		Nepal Government	Name	Details	
NP	25	MOAC	Bishnu Pd. Aryal	Joint Secretary	BS
NP	26	MOLD	Dinesh Kumar Thapalyia,	Joint Secretary & Project Director, Social Safety Net Project, World Bank	BC,BS
NP	27		DhoniBahadurShresthra	Under-Secretary and Programme Manager, Rural Community Infrastructure Project	
NP	28	MoE	LekhNathPoudel	Under-Secretary, MoE	BC,BS
NP	29		Jibachh Mishra	Food for Education Project, Programme Director	
NP	30	MoH&P - Department of Health Services	Mr. Biccha	Director of Child Health and Development	JF
NP	31		MingmarGyelzen Sherpa	Director - Logistics Management Division	BC
NP	32	MoH&P – Health sector reform unit	BaburamMarasini	Coordinator	BC
NP	33	National Planning Council	Chet Raj Pant	Advisor to NPC and WFP	BC,BS
NP	34		Biju KumarShrestha	NPC Programme Director	
		WFP partners	Name	Details	
NP	35	Mercy Corps	SushilGhimuri	FFW/A	BC, BS
NP	36		VassilikiLeubesis	FFW/A	
NP	37	Sapros	RatanShama	FFW/A	BC, BS
NP	38		RigendraChadka	FFW/A	
NP	39	HHESS	NgimaTendrup Sherpa	FFW/A	BC, BS
NP	40	The Mountain Institute	Brian Peniston	FFW/A	BC, BS
NP	41	Save the Children	Brian J. Hunter	Country Director Nepal & Bhutan	JF
		UN agencies	Name	Details	
NP	42	IFAD	BashuBabuAryal	Country Programme Coordinator Asia Pacific Division	JF
NP	43	UNICEF	Will Parks SabaMebrahtu	Deputy Representative	JF
		Donors	Name	Details	
NP	44	ADB	Barry Hitchcock	Asian Development Bank Representative – Nepal	JF
NP	45	DFID	Simon Lucas	Climate Change & inclusive Growth Adviser	BC,BS
NP	46		Dr AmitBhandari	Health Advisor	
NP	47	Delegation of the European Union to Nepal	Marion Michaud	Attaché Programme Manager – European Union Food Facility	BC,BS
NP	48	European Commission Directorate general for Humanitarian Aid (ECHO)	Luc Verna	Technical Assistant Head of Office for Nepal	BC,BS
NP	49		Plush Kayastha	Programme Assistant	
NP	50	German Technical	Claudia Maier	Improvement of Livelihoods in Rural	BS

		Cooperation		Areas Programme Manager	
NP	51	USAID	Kevin A. Rushing	Mission Director	BC,BS
NP	52		William M. Paterson	Director General Development Office	
		Others	Name	Details	
NP	53	Tribhuvan University	UddhabRai	Anthropologist / Lecturer	BC, BS, JF
NP	54	Nepal Agriculture Research Centre	Dr Bholan Singh Basnet	Principal Scientist	BC, BS, JF
NP	55	Unified Communist Party of Nepal	KaranjitBudathoki	Member of Constituent Assembly, Humla I	BC
NP	56	Non-Resident Nepali Association	BhimUdas		BC

*NOTE: Meetings with The World Bank and FAO were attempted, but not achieved.

Bolivia Field Mission, 12-18 April 2011

	No.	WFP CO	Name	Details	Team member
BV	1	Management	Vitoria Ginja	Country Director	BC, JF, BS
BV	2	HR	Diana Pinedo	HR Focal Point, Assistant, CD	BC, BS
BV	3		Isabel Valle	Office Assistant	BC, BS
BV	4	Finance and Administration	Claudia Claire	Finance Assistant	JF
BV	5		Carla Lazarte	Finance Assistant	BC, BS
BV	6		Vanesa Sardon	Finance and Administration Assistant	BC, BS
BV	7	Programme Service	Sergio Torres	Chief, Programme Service	BC, BS
BV	8		Sergio Alves	Programme Officer	BC, JF, BS
BV	9		Sergio Laguna	Programme Officer (School Feeding)	BC, BS
BV	10	M & E	Marcos Viscarra	M & E Officer	BS, JF
BV	11	Logistics	Yvan Meneses	Logistics Officer	BC, BS
BV	12	Communications	Ximena Loza	Communications Officer	BC, BS
BV	13	MDG Fund	Gabriele Gardenale	Coordinator	BC, BS,
BV	14	Climate Change and Food Security	Boris Arias	Coordinator	BC, BS
BV	15	Procurement	Debbie Munoz	Procurement Officer	BC, BS
BV	16		Patrizia Duran	Procurement Assistant	BC, JF, BS
BV	17	Field Monitoring	Juan Carlos Soria	Field Monitor	BC, BS
BV	18	Communications, ICT	Andres Justiniano	ITC Officer	BC, BS
BV	19	General Service	Nelson Murillo	Driver	BC, BS
		Bolivia Government	Name	Details	
BV	20	Ministry of Defence	Hernan Tuco Ayma	Vice Minister of Civil Defence	BC, BS
BV	21	Ministry of Rural Development and Land	German Galardo	Director of Food Sovereignty and Food Production Unit	BC, BS, JF
BV	22		Lucio Tito Villca	Head of Rural Contingency Unit	BC, BS, JF
BV	23	Ministry of Health and Sport	Adriana Espinoza	Director of Nutrition Unit	JF
BV	24		Alberto Tenorio Carvajal	Head of Family and Community Nutrition (AEPI), Service and Control Department	JF
BV	25	CONAN	Ana Maria Aguilar	Director of National Committee on Nutrition	JF
BV	26	Ministry of Education	Winston Canqui	Director of School Feeding	BC
BV	27		Ruth Villegas de Ibatta	Manager, CEPADES	BC
		WFP partners	Name	Details	
BV	28	CUNA	Delsy Merino	Development Programme Manager	BC
BV	29		Boris Cortez	Project Manager	BC
BV	30	Plan Concern International	Jose Murguía Oropeza	National Director	BS

BV	31	World Vision	Nancy Gutierrez	Humanitarian Support Manager	JF
BV	32	IFAD	Guillermo Vila Melo	Consultant	BC
		UN agencies	Name	Details	
BV	33	FAO	Elisa Panades	Representative	BS
BV	34	UNICEF	Ivette Sandino	Nutrition Programme Officer	JF
BV	35	UNFPA	Jaime NadalRoig	Representative	JF
		Donors	Name	Details	
BV	36	GruS donor group	Isabelle Mayorga	Coordinator – Secretary to Grus	BC, BS
BV	37		Sergio Martin Moreno	Agencia Espanola de Cooperacion Internacional y Desarrollo (AECID)	BC, BS
BV	38		Laurent Contis	France	
BV	39		Lilian Reyes	OCHA, United Nations	
BV	40		Domenico Bruzzone	CooperacionItaliana	
BV	41		Wendy Guerra	Embassy, Japan	
BV	42		Enrique Reina	OEA (Organization of American States)	
BV	43		Anke van Dam	Embassy , Netherlands	
BV	44		Andrew Scyner	Canadian Embassy	
BV	45		Julio Loayza	World Bank	
BV	46		Wayne Nilsestuen	USAID	
BV	47		Erik de Maeyer	Embassy, Belgium	
BV	48		Leandro Andrian	Bolivia Inter-America Development Bank	
BV	49		Claire Demaret	British Embassy	
BV	50	Hanne Carus	Embassy, Denmark		
BV	51	European Union	Kenny Bell	Chief of Mission	BC, BS
BV	52		Amparo Gonzalez Diez	Officer of Cooperation Programme	BC, BS
BV	53	Belgium	Erik De Maeyer	Chief, Cooperation Department	BC, BS
BV	54	Canada	Andrew Scyner		
BV	55		Jonathan Laine		
BV	56	France	Jerome Dubois-Mercent		
BV	57	Japan	Yoko Nakamura		
BV	58	Netherlands	Anke en Ton van Dam Salman		
BV	59	USA	Judith Schumacher		
		Civil Society	Name	Details	
BV	60	Universidad Catolica Boliviana ‘San Pablo’	Professor GoverBarjaDaza	Director, Master in Public Policy and Management	BC

Zambia Field Mission, 27 April – 4 May 2011

	No.	WFP CO	Name	Details	Team member
ZA	1	Management	Pablo Recalde	Country Director	BC, JF, BS
ZA	2		Purnima Kashayap	Deputy Country Director	BC, JF, BS
ZA	3	Programme	Allan Mulando	VAM Officer	BC, JF, BS
ZA	4		Mark Maseko	Senior Public Information and Resource Mobilisation Assistant	BC, JF, BS
ZA	5		Evans Mwingwe	P4P	JF ,BC
ZA	6		Kenneth Chola	Senior Programme Assistant (SF)	BC, JF
ZA	7		Jennifer Sakwiya	Senior Programme Assistant (FFW/A)	BC,JF, BS
ZA			Hana Kozai	JICA Intern Nutrition	JF
ZA	8	Logistics	Carlos Tembo	Senior Logistics Assistant	BC, JF
ZA	9	HR	ZyalelaMondoloka	Senior Human Resources Assistant	JF
ZA	10	Administration	Millie Phiri	Driver for Staff Discussion	BC

ZA	11	Ex WFP Sub Office staff	Nelly Nkhata	Ex Sub Office Officer	JF
ZA	12		MiyobaMukengami	Ex Sub Office Officer	
ZA	13		EsutaceBwalya	Ex SUB Office Officer	
		Zambia Government	Name	Details	Team member
ZA	14	Ministry of Livestock and Fisheries Development	Bradford M. Machila Isaac KhozozoPhiri	Minister Permanent Secretary	BS
ZA	15	Ministry of Agriculture and Cooperatives	Abedanigo K. Banda Julius J. Shawa	Permanent Secretary Director, Policy and Planning Department	BS
ZA	16	Ministry of Education	Dr. James. Mulungushi	Permanent Secretary	BC, BS
ZA	17		R.M.Mubanga (Mrs)	Director, Education and Specialised Services	
ZA	18		Victor Muyatwa	Director, Distance Education	
ZA	19		Webster H. Chilela	Assistant Director -HRA	
ZA	20		PriscaC.Simukanda	A/PESO -HS	
ZA	21		Morton Muzumera	PSO	
ZA	22		LoutuMushambatwa	PRO	
ZA	23		Mbiko Faith Nchito (Mrs)	HGSF Programme Officer	
ZA	24	Ministry of Health	M. Mate	Deputy to Acting Director of Public Health	JF
ZA	25		Elizabeth Chafwa	Health Promotion Officer	
ZA	26	Ministry of Community Development and Social Services	Dorothy Sikazwe	Food Programme Management Unit Head	JF
ZA	27	Office of the Vice President, Disaster Management Mitigation Unit	DominicianoMulenga	National Coordinator	BC
ZA	28		Patrick Kangwa	Head of Operations, Logistics & Management	BC
ZA	29	National Food and Nutrition Commission	CassimMasi	Executive Director	JF
ZA	30		MusondaMofu	Head – Training and Collaboration Unit	
ZA	31		FredieMubanga	Public Health and Community Nutrition	
ZA	32		KebbyMutale	Technical Assistance, WFP	
ZA	33		Ward Siamusantu	Head - Research and Planning Unit	
ZA	34		Beatrice MazinzaKawana	Deputy Executive Director	
ZA	35	Local Government, Siavonga District	KatupaTchongo	District Administrative Officer / District Agricultural Officer	JF, BS
		WFP partners	Name	Details	
ZA	35	Harvest Help	Alexander Kasenzi	Director	JF, BS
ZA	36	Profit	Rob Munro	Senior Market Development Advisor	BS
ZA	37	PUSH	Samuel Banda	Project Coordinator, Kafue	BS
ZA	38	World Vision Zambia	MudukulaMukubi	Project Coordinator Response to Increase Food Security through Food Vouchers	BS
ZA	39	ZAMACE (Zambia Marketing Commodity Exchange)	Brian Tembo	Executive Director	BS
		UN agencies	Name	Details	
ZA	40	FAO	Pablo Recalde	a/i Representative	BC
ZA	41		Christian Chomba	AssistantRepresentative	BC
ZA	42	UNDP	Georgina Fekete	Deputy Country Director	BC, BS
ZA	43		WinnieMusonda	Programme Officer	BC, BS

ZA	44	UNICEF	Dominique Brunet	Nutrition Officer	JF
		Donors	Name	Details	
ZA	45	African Development Bank	Herbert M Chinokoro	Water and Sanitation Specialist	BC
ZA	46	DFID	Kelly Toole	Livelihoods	BC
ZA	47	Ministry of Foreign Affairs Finland	NachiliKaira	Sector Adviser	BC
ZA	48	Irish Aid	Nicola Brennan	Head of Development Cooperation	BC, BS
ZA	49		Maurice Sadlier	Programme Officer	
ZA	50	Japanese Embassy	Dr. John Simwinga		BC
ZA	51	US AID	Andrew Levin	Economic Growth Team Leader	
		Others	Name	Details	
ZA	52	Civil Society for Poverty Reduction	Patrick Mucheleka	Executive Director	BC
ZA	53	Jesuit Center for Theological Reflection	MiniverChibuye	Social Conditions Officer	BC
ZA	54	Pelum Zambia	FaustinaMwenda	Country Coordinator (+Field Researcher)	BC JF

Guatemala Desk Study Contacts

		WFP CO Guatemala	Name	Details	
D/GT	1	Management	Willem van Milink	Country Director	JF
D/GT	2	Programme	Maritza M. de Oliva	Nutrition Officer	JF

Bangladesh Desk Study Contacts

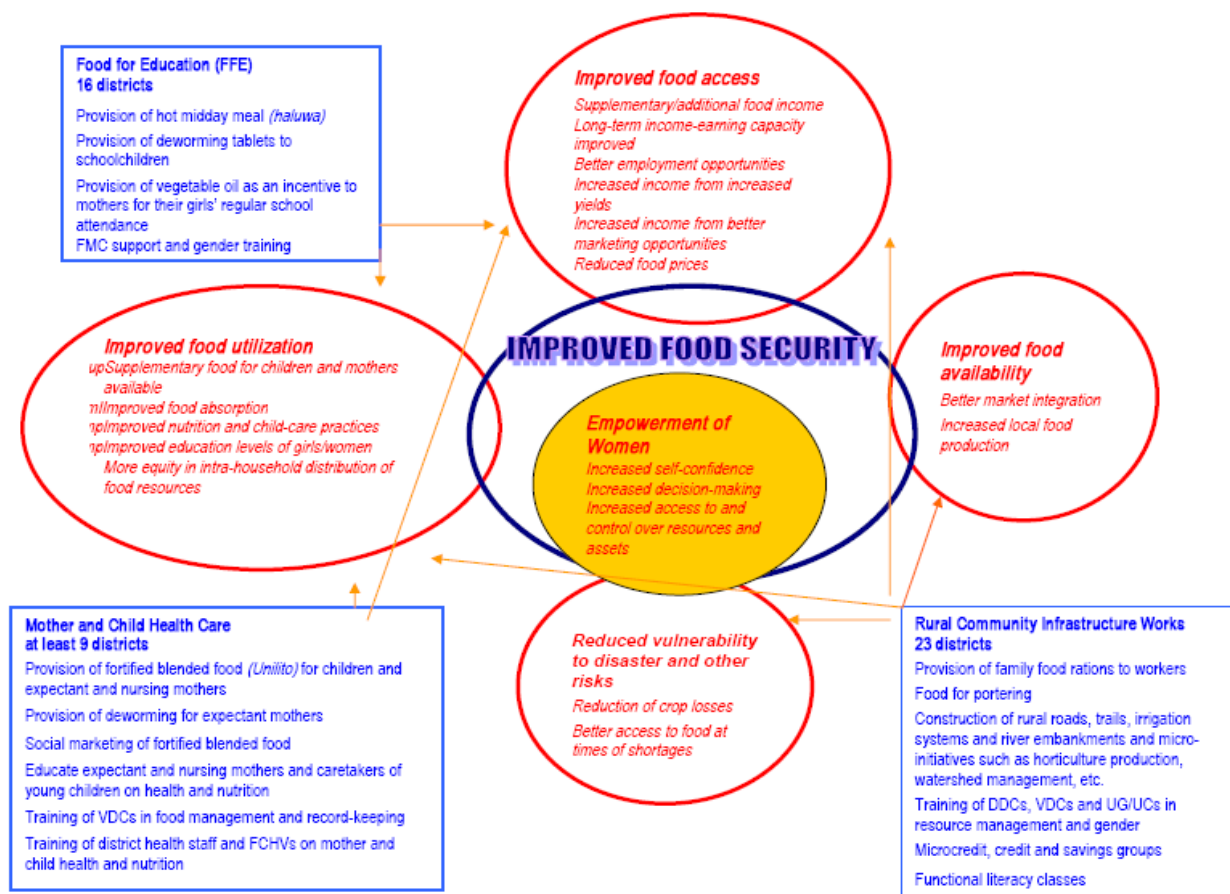
		WFP CO Bangladesh	Name	Details	
D/BG	1	Management	Christa Rader	Country Director	BC
D/BG	2		Michael Dunford	Deputy Country Director	BC
D/BG	3	Programme	Zahir Islam	Director, School Feeding Programme	BC
D/BG	4		NushaChoudhury	Head, VAM Unit	BC
D/BG	5		EzazNabi	Officer, Monitoring & Evaluation	BC
D/BG	6		AfsanaAkter	Country Office	BC
D/BG	7		Britta Schumacher	Head of Programme	BC
D/BG	8		RezaulKarim	Country Office	BC
		Civil Society	Name	Details	
D/BG	9		Abu M Sufiyan	Former Teacher and then Auditor, Ministry of Education	BC

Commentators on Inception Proposal

IR	1	Independent	Bruce Crawshaw	Evaluator/Planner	
IR	2	Overseas Development Institute	Dr. Gerald Gill	AgriculturalEconomist	
IR	3	University of Vienna	Dr Peter Lässig	HR – Educationist	

Annex 5: Nepal CP, Synergies among WFP Activities

The mother and child health care activity is a new intervention in Nepal, initiated on a pilot basis in 2000 to respond to the urgent nutrition needs of young children and expectant and nursing mothers. This diagram presents the interrelationships and linkages among the three activities and the dimensions of food insecurity: availability, access and utilization



Source: CP Nepal 10093.0 (2002-6 p.31)

Annex 6: Illustrative Projects

GoB-WFP Community Grown SF Project with FFW/A Synergy 'PAE-S Facilidad Alimentaria'



This project, implemented by the Plurinational State of Bolivia, the European Union and the World Food Programme, Country Office in Bolivia, was granted an award by the European Parliament and in turn was one of the first WFP proposals to be funded by the European Food Facility in the face of the global financial crisis during the evaluation period. Local communities are synergistically involved in food production, a traditional FFW/A type activity, as an integral part of the Ministry of Education's school feeding programme.

This visionary project developed by local WFP staff, contains the essence of sustainability, being community-driven. As seen in the image the young child within the 'care' of her/his mother is cognizant of her/his own future food production system illustrating one of WFP's multiple entry points into the life cycle.

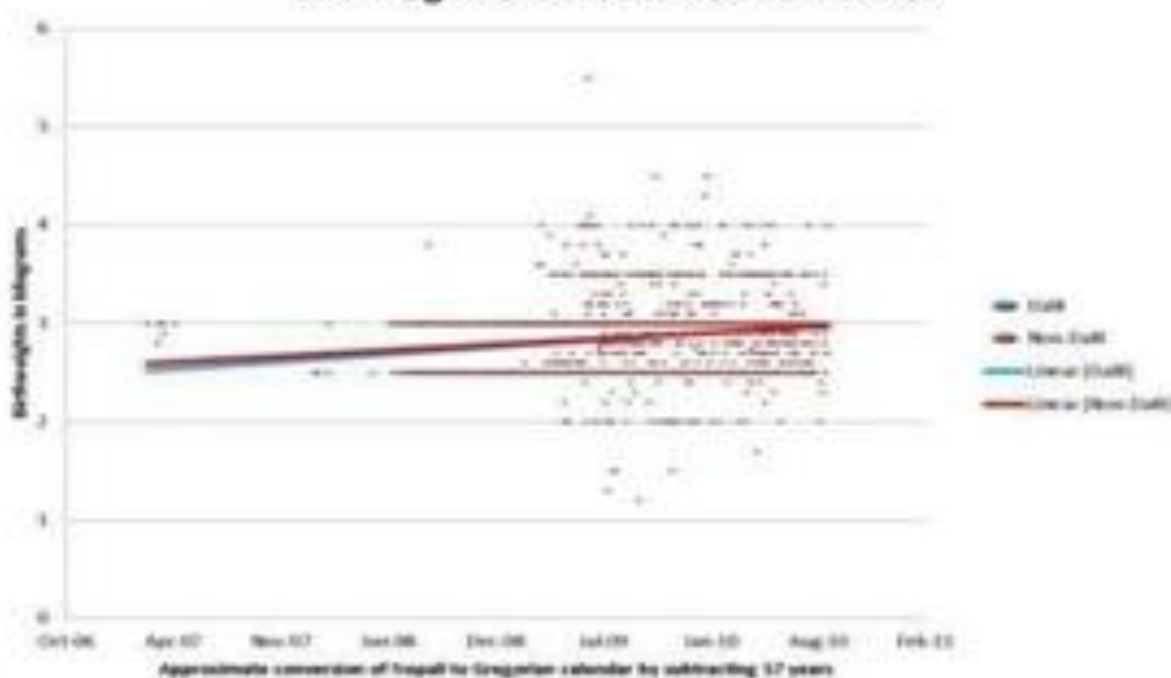
The real challenge of sustainability for WFP – Bolivia Country Office and partners is to scientifically demonstrate that their experimental project is ending long-term hunger. The skilled and motivated staff in the WFP Country Office, Bolivia and their partners are enthusiastic to augment their capabilities to understand and document the results of their experiment in ending long-term hunger congruent with Bolivia's *Desnutrición Cero* policy.

From the perspective of Civil Society, one Dean of a national university, felt that the World Food Programme *Programa Mundial de Alimentos* should consider all of its programmes and projects as experiments. At relatively low cost, this would effectively transfer monitoring and evaluation responsibility to the WFP Country Offices and their National Partners – potentially putting evaluation teams, as we know them today, out of business.

GoN-WFP HESS MCHN Project Solukhumbu Nepal



Birthweights of Dalit and Non-Dalit Babies



Demonstrating the ending of long-term hunger for the most vulnerable groups in the most disadvantaged areas:

Himalayan Health and Environmental Services, Solukumbu, (HESS) in partnership with the Ministry of Health, Government of Nepal and the United Nations World Food Programme, have demonstrated that it is possible to monitor pre-term/ low birth weights over the long term a slow increase in birth weights over a five year period, in one of the many disadvantaged areas of the world (see Graph above) around Mount Everest. HESS have demonstrated that a most vulnerable social group, like *Dalit* women (blue dots and blue trend line), may 'catch-up', or at least keep pace with, 'non-*Dalit*' women (red dots and red trend line) as measured by the birth-weights of their children. The synergies underlying these birthweights among the most deprived groups in a disadvantaged area deserve to be further explored.

The HESS findings, with REACH WFP may allow the World Food Programme to begin to analyse and later, with integration of programme synergies Annex 8), especially with MCHN, SF and FFW/A, begin to demonstrate its model using birth weights for 'Monitoring for Development Results' (MfDR) at the fourth high level forum on aid effectiveness (HL4) Busan, South Korea Nov 29th 2011.

GoZ-WFP FFW/A Project on Drainage to Reduce Infectious Disease (Cholera) in Lusaka



This drainage project¹ was initiated in 2009 by Government of Zambia through the Disaster Management and Mitigation Unit (DMMU) for the worst flood prone areas⁴ of Lusaka. The Alliance for Sustainable Development (ASD) through sub-contracting Impact Technical Consultancy Services (ITCS) implemented the project together with District Commissioners Office (DCO).

After the 2009/2010 rainy season⁵, three areas were identified by DMMU-WFP-VAM as the most hit flood areas requiring improved drainage. These were the Chawama, Kabwata and Kanyama compounds in Lusaka, Zambia This community project for beneficiaries from food insecure households was designed to assist in drainage creation and clearing to prevent or reduce floods and hence infectious diseases like cholera in the 2010-2011 rainy season. DMMU partnered with the World Food Programme (WFP) in the provision of a food basket (25kg roller meal, 2kg beans and 750ml cooking oil) which was used as an incentive for voluntary community beneficiaries to work on the drainage. Additionally, a multipurpose bar of soap was added to the food basket. The delivery system for this FFW/A project was through an electronic food voucher system.

This visionary FFW/A project accords with the canonical scientific work on the linkages between water and sanitation, infection and infant growth³ during the key period 0-2 years in the life-cycle². The evaluation noted women above retirement age (not a normal WFP vulnerable group) taking care of orphans and WFP CO Zambia suggest that it is 'plausible' that these 'carers' are caring for the orphans of deceased parents with HIV/AIDS.

The evaluation team considers that the already high capabilities of national level WFP staff and their GoZ partners should be enhanced so that as they implement their visionary programmes they can scientifically demonstrate how the investments cost effectively develop community assets that reduce long-term hunger amidst vulnerable communities. Irish Aid, with its unique focus on long-term malnutrition advocates 'good practice' of 10% of programme funds for strengthening the capacity of local staff implementing programmes.

¹ITCS (2011) End of Drainage Project Report. Impact Technical Consultancy Services.

²Commission on the Nutrition Challenges of the 21st Century, Ending Malnutrition by 2020: An Agenda for Change in the Millennium. http://www.unscn.org/layout/modules/resources/files/2020Report_1.pdf

³Henry FJ (1981) Environmental sanitation, infection and nutritional status of infants in rural St Lucia, West Indies. *Transactions of the Royal Society of Tropical Medicine and Hygiene* 75(4): 507-513

⁴Sasaki S, Suzuki, H, Igarashi K, Tambatamba B, Mulenga P (2008) Spatia Analysis of Risk Factor of Cholera Outbreak for 2003-2004 in a Peri Urban Area of Lusaka, Zambia. *American Journal of Tropical Medicine and Hygiene*. 79(3): 414-421.

⁵Sasaki S, Suzuki, H, Fujino, Y, Kimura Y, Cheelo M. (2009) 'Impact of Drainage Networks on Cholera Outbreaks in Lusaka, Zambia' *American Journal of Public Health*, 99(11):1982-7.

Annex 7: Cost Efficiency and Cost Effectiveness

Cost Efficiency and Cost Effectiveness of MCHN, SF, and FFW/A Operations in Field and Desk Study Countries* 2007-2009

*excluding Guatemala

		Bolivia	Nepal			Zambia			Bangladesh			Ethiopia			AVERAGE
		<i>2003-07</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	
Cost (\$) per MT	MCHN	635	191	-	-	718	742	756	741	884	826	-	-	-	686.63
	SF	799	483	412	291	875	927	980	1,262	1,576	1,364	1,248	2,075	1,646	1072.15
	FFW/A	533	2,954	2,374	2,606	496	540	722	-	873	756	931	1,230	630	1220.42
	3 COMBINED	-	-	-	-	1,983	2,103	2,450	1,187	1,182	1,023	2,179	3,304	2,276	1965.22
Cost (\$) per Beneficiary	MCHN	17	12	28	28	27	42	26	90	36	33	-	-	-	33.90
	SF	10	13	18	18	10	7	11	18	23	20	13	32	31	17.23
	FFW/A	1	53	79	81	29	26	24	-	55	48	40	62	45	45.25
	3 COMBINED	-	17	14	20	19	27	19	19	30	26	23	46	37	24.75

NOTES:

1. **Cost efficiency** is calculated based upon:

- i) cost per MT of actual delivery, including commodity cost, of full food ration to beneficiaries per year and per activity.
- ii) cost per MT for all three activities combined

2. **Cost effectiveness** is based upon:

- i) actual cost per ration per beneficiary
- ii) actual cost with all three activities combined, per beneficiary

Annex 8:Voices of the Vulnerable

The evaluation team recruited a local anthropologist for each of the three country visits to provide specific inputs from two of the evaluation stakeholder groups: beneficiaries and non-beneficiaries. The team included this in order to increase its understanding of the effectiveness and impact of food assistance among specific vulnerable groups and to capture their perceptions of long-term hunger solutions.

Anthropologists with proven field experience in participatory appraisal techniques and qualitative data collection methods conducted this work. In addition they were selected for their knowledge of local populations, language skills, ability to travel to remote locations on foot where necessary, and commitment to completing the task in the days allocated.

The anthropologist carried out field work after consultation with the evaluation team for briefing and refinement of the field work methodology to the local context. Six days were allocated altogether, including one for the initiation work with the evaluation team, four for travel and interviewing in communities, and then one day for debriefing with the team and writing up the field notes.

	Nepal	Bolivia	Zambia
Anthropologist	IradaGautam	Rodrigo Muñoz Reyes	FaustinaMwenda
Dates	29.03 to 4.04	13.04 to 18.04	29.04 to 05.05
District	Doti (Far West Province)	Chuquisaca (Sucre Department)	Mongu (Western Province)
Beneficiary community	Daud	Sacabamba (Poroma municipality)	Nanjucha
Non-beneficiary community	Latadamaudau	Collacumani and Jatun Churikana (Tarabuco municipality)	Liyoyelo

Selection of location for anthropologist field work

The locations to be visited by the anthropologist were decided by the evaluation team in consultation with the CO. The criteria for selection included:

- Administrative areas in country that had WFP programming presence with all three activities under evaluation (FFA, FFE and MCHN) from 2007-2009.
- Administrative areas that had been categorized as vulnerable to food insecurity through WFP VAM analysis activities recognized in country.
- Administrative areas vulnerable to food insecurity with WFP interventions physically close and similar to areas with no WFP interventions. This proximity would allow the anthropologist to visit both beneficiary and non-

beneficiary locations, with adequate travel time allowed to reach specific communities within the chosen administrative areas.

By definition, VAM focuses on areas where people are 'liable to be wounded'. VAM normally makes this focus according to the characteristics of that particular administrative area – e.g. drought-prone; ethnic minority, high Gini coefficient, low proportion of females in higher education, etc.. VAM does not focus on areas where people have already been wounded or violated in terms of their right to food. And if the VAM is based on a decennial census last carried out in 2001, its target (Szynalski, 2009) may therefore have moved temporarily or permanently before or after wounding.

Once the locations were agreed with CO programme and VAM staff, the local anthropologist was free to choose precisely which communities to visit. The evaluation team provided guidance on how to choose the communities, to ensure places visited were of a rural nature, not too close to a main road. The anthropologist was advised to consult with WFP sub-office staff and WFP partners but to travel independently by whatever local transport mode was available, including on foot to reach more distant communities.

Maps supporting local anthropologists' location selections are provided at the end of this Annex 5.

Anthropologist briefing guidance:

The local anthropologist was briefed by one or more of the evaluation team members on the first day of the consultancy to ensure a coherent approach that would suit the context. The briefing included an overview of the evaluation's aims and methodology and discussion of specific activities to be carried out, summarized as follows:

- Design and get agreement on the interview methodology with the evaluation team based on the field work evaluation questions provided.
- Travel to up to three communities within the country to carry out focus group discussions with two types of communities, those who have and have not benefitted from WFP support.
- Transcribe the discussions into English for submission to the evaluation team.
- Provide a final debrief and report outlining main findings and conclusions for face to face discussion with the evaluation team on the final day of the consultancy.

The focus group discussions were to be organized with women from the communities visited. The following community interview guide was provided:

- *Does everyone in your household (local definition) have enough to eat? → Encourage 20 minutes explanation of what is eaten, special foods for different members of the household, how the foods are obtained, difficult times in the year and how they are managed. Encourage an overview of the last three years.*
- *What can you do to have enough to eat and make sure your children will grow up to have enough to eat and provide for their children? → Encourage open discussion of the household's priority solutions and discover if they refer to support from outsiders in their answer before passing on to Question 3.*

- *What do (or could) the community and those outside the community (e.g. government /NGOs) do to help/hinder (depending on answers to Question 2) your family ensure every family member always has enough to eat? → Encourage 20 minutes explanation on what support mechanisms exist in the community and what support has come from outside, what support they have easy access to and what support has been more difficult to get and why, what concrete effect this support has had on the household's ability to have enough food.*

Although single women can become affiliated to the community, many communal obligations are not always possible for single mothers or widows to comply. They lack resources (labor and/or money to buy labor); then single women usually end as part of their parents household, and therefore with less access to land.

"... in Argentina there is work for men, and good payment..... for buying food and clothing for the children..."

"...a lot of people go every year to the coca leaves harvest to Cochabamba.....there is very good payment in the Chapare"

Nobody in the community takes care of single mothers or elderly people except their own families

An ancient communal labor credit system exists in all Andean communities, given the scarcity of money, where households exchange labour days in time, as a credit cultural institution

"...we make "Ayni", that is to get help from our relatives and neighbors for potato planting and corn, potato and barley harvest ..."

There are no cultural constraints for women or single mothers to become community affiliated members, and get all rights, if they comply with all communal obligations. This implies access to agricultural and communal grazing land, but several days in communal labor obligations as well.

"... yes, there is no problem for single women to be affiliated to the community when they don't have their husbands, ..but they have to comply with the community labour days..., it is difficult for them..."

MCHN

LiywaliAongola lives in the petty trading community of Liyoyelo, Zambia. Liyoyelo does not receive food assistance from WFP. So while Liywali may state "nanibatakufiwsico" (I want food assistance), food distributed at the government's rural health centre may respond to her demand, but not necessarily to her need. Similarly, food like the locally produced fortified blended foods like WFP's 'Unilito' in Nepal given to pregnant or lactating mothers and children under five are indeed relevant to vulnerable mothers in vulnerable communities.

That said, most women in the vulnerable communities within the three countries viewed the relevance of MCHN food assistance against a much broader pattern of lived experiences within complex agrarian social systems, including indigenous labour patterns that provide them and their family members with the income both to grow and purchase the food, plus other life essentials that their families need, particularly their children.

MCHN is intertwined within the complex social organisation of these communities; whether sharecropping systems or ancientcommunal labor credit systemsthat

allow women to share labour credit rather than financial credit. Women bearing and caring for children while also actively involved in productive crop, livestock and artisanal activities often struggle with child care. Vulnerable women affected by

crises, and particularly child-bearing or sick women, or women with sick children, may not be able to pay back interest either in terms of labour or money.

Some vulnerable pregnant or lactating women do demand micro-credit, apparently suggesting a need. The United Nations earlier considered micro-credit as a universal hunger solution or safety net (UNCDF 2005 Microfinance and the Millennium Development Goals). WFP may consider engaging national staff and partners such as vulnerable pregnant and lactating women designing programmes to prospectively compare micro-credit programmes with indigenous forms of community credit. Such comparisons may consider equality of access to women; surplus retention by women to feed their children; and child care and risk sharing in times of crisis.

Reports from the three field researchers express the issue of efficiency in terms of remote and difficult access. Vulnerable women give less voice to this issue in terms of difficulty of access, or at least in the centre-periphery framework of delivering food assistance through MCHN activities at rural health clinics. Women articulate clearly their desire for improved market access – particularly in terms of a more equitable price for their products so that they may purchase food for their families and children. Some mention road access.

Only one truck communicates the capital town the city of Sucre every

The community has officially a women's organization called "Mothers Club", as most communities in the region, they are promoted by external NGOs. This organization is usually the vehicle for most institutions trying to have development interventions with women.

The "Mothers Club" in Sacabamba is an artificial organization, that does not function, and many women do not even know what it exists for.

Merchants from neighboring towns that "rescue" textiles, take advantage of single women's constraints (information and knowledge of textile markets; mobility to towns or cities), and buy the textiles at extremely low prices.

"...Everybody can harvest coca leaves, women, children, youngsters, everybody... the payment is on how much you can harvest... they pay 2 bs per pound.... I make between 70 to 100 pounds a day....coca planters always are looking for harvesters

We can form women's clubs, because it is much easier to access financial and technical support from government and NGOs to improve our actives and end hunger.

Vulnerable women rather express remoteness in terms of their family and relatives being distant, particularly with respect to seasonal and long-term migrant workers earning money to remit and feed their family. This search for money may be extended, and the benefits may contract in times of global crises- i.e. the mother's purchasing power is reduced at the same time as food prices increase. Additionally, some vulnerable women expressed how marriage arrangements curtailed their labour migration in order to care for children and small livestock around their cooking stove on their or their community's land.

Vulnerability in terms of Millennium Development Goal 5:– 'Improve maternal health' and Indicator 5.2 –'Proportion of births attended by

skilled health personnel' may represent a key indicator of vulnerability for VAM. WFP's partner, UNICEF, published two key policy papers coincident with the launch of 'The Global Strategy for Women's and Children's Health.' Both UNICEF policy papers (UNICEF, 2010 and Lake, 2010) argue for the equity cost efficiency of investing in the most vulnerable areas for the most disadvantaged groups. Although equity issues are relatively less considered in terms of efficiency in WFP (RB Panama and the Climate Change Unit being notable exceptions), given WFP VAM's comparative advantage in identifying such vulnerable areas, this might in the future represent one potential partnership for the synergy of different activities or hunger solutions in remote and difficult to access areas for vulnerable women and children.

Without strong community organisation, women fully recognise that they are prey to exploitation. Women and their young children can always get jobs at harvest time on the *coca* fields. They make 140 – 200 Bolivianos per day. Women are also cognizant of being exploited when external merchants, realising the constraints of single women and, purporting to 'rescue' their woven textiles, buy at very low prices, especially in the Chuquisaca communities of Bolivia.

Some vulnerable women, as in Mongu, Zambia, are aware of the potential to form women's clubs, making it easier for them to access financial and technical support from government and non – governmental organisations (NGOs) in order to improve their activities and even to end hunger.

When such group organisations are seen as externally imposed forms of economic development or re-ordering the economy, their effectiveness may be reduced. Without accountability and ownership by the vulnerable groups themselves, these organisations may not function and even their existence may not be known to some vulnerable women. These issues raised by vulnerable women may put in question some of the partnership 'synergies' among WFP, government, and NGOs in the ToR for 'WFP's role in ending long-term hunger.'

Caring practices, as the Lancet (2008) suggests, are a key factor required for sustainable MCHN activities. This includes the provision of childcare so that vulnerable families like women-headed households are enabled to participate in income-generating activities.

One vulnerable woman's route towards sustainability, in line with the International Conference on Population and Development (ICPD, 1994), was to take control of her own fertility – to access family planning – so that she would have a smaller household to feed.

In the case of the WFP non-beneficiary community in Mongu, Zambia, where both the focus group discussions were taken in the vicinity of a rural health centre, the field researcher located excerpts from a 'food supplement report source.' These few examples kept in a file showed positive growth by age in months associated with the period of food supplementation [e.g. HEPS (High Energy Protein Supplement),

cooking oil, maize and beans]. No records of growth failure were in the file. There were no records of the children's height. Ages were recorded, and in Zambia with its high female literacy rate, ages are likely to be relatively accurate compared with age records in vulnerable groups in the other case study countries. The files showing successful cases contained no evidence as to whether the children's growth resulted from the food supplements, a concurrent water and sanitation programme, greater caring by the family, a de-worming programme, higher remittance levels, or a relatively high birth weight initially providing resilience to infection.

In some case study countries the field researchers found vulnerable women and mothers repeatedly mentioning being exploited and voicing an overall sense of injustice. These observations appear central to the very concept of sustainability and to the sustainability of all WFP's hunger solutions, particularly in terms of access to Maternal and Child Health Nutrition.

School Feeding

School Feeding is nigh universally agreed as an appropriate intervention at international and national levels. As an income transfer at local level among vulnerable groups, it is viewed as beneficial. It is seen as being provided by the local government, e.g. the municipality in Bolivia, rather than coming from the World Food Programme.

Amidst political unrest and upheaval (as in Bolivia and Nepal respectively) during the evaluation period 2007-2009, the appropriateness of primary education and concomitant school feeding programmes may be problematic – civil strife and strikes may impede food deliveries, and vulnerable women suggest that rural teachers may be involved in national protest movements.

When considered in terms of opportunity costs, rather than as an income transfer, for the poorest and most vulnerable, school feeding is perhaps still seen as more problematic than suggested by Zoelnick and Sheeran. While school feeding may be provided as a transfer, the children need 'school notebook and pencils ... and some clothes too'. In Sacabamba, Bolivia, parents also have to pay for transportation and buy sugar for the school meals. These all constitute additional out of pocket expenses for poor parents. Vulnerable women do not mention the large opportunity costs of child labour affecting the appropriateness of education and

Some young women migrate to Sucre, Santa Cruz and Cochabamba to work in domestic labor.

"...I used to go before I married... I used to go with my cousins... I went two years but only for four months..."

"...before I had children I used to go to Sucre... I learned to cook in electric ovens there... but now I have to take care of my children here, ...and have to help with the sheep and the goats..."

Textiles are weaved in every household, however, poor single mothers exchange textiles for food with richer community households, at very unfair and exploitative value.

"...I wove last year an Axu [expensive textile] for my aunt, and for some other family to get some potatoes...they paid me with a bag of potatoes last year...when there is no food what can we do..., here is work for women..."

school feeding for poor families living in vulnerable rural communities.

Vulnerable groups of women, particularly pregnant or lactating women, see school feeding for universal primary education as being relevant and 'very useful' to their communities—encouraging parents to send their children to school and ensuring that those school children then receive food in 'difficult situations.'

However, in terms of 'fitting' their assessed needs amidst the new contexts of globalisation, vulnerable women emphasise that there are neither schools nor childcare facilities, let alone school feeding, in the: sometimes illegal, risk-prone and often degrading wage labour destinations (e.g. coca fields), whither these women and men were often forced to migrate to attain income and purchasing power to access food amidst the various globally induced crises during the evaluation period.

There is a perhaps even stronger universal demand for vocational education or training by these same vulnerable women. Vulnerable women desire vocational training based on market assessments at the local level in order to raise their family income and thus increase the family's access to food.

School feeding programmes vary from the precise distribution of high protein biscuits in Bangladesh, to the situation in which the local food system seems to be much more fully integrated with the activity, as parents see children receiving a daily breakfast and lunch programme as in Sacabamba municipality in Bolivia. In Sacabamba where the Municipality has "school food programs" for all elementary schools in all communities, some women suggest "...the breakfast they give our children is *Api*[a hot beverage made of purple Corn] and bread, ...and at lunch time, lentils and rice... ". Other women suggest rather "...the breakfast they give our children is milk, *Tojorí*[hot corn potage] bread and marmalade, ... and at lunch time peanut soup, noodles, lentils and rice... ". Some women suggest that the amount of food allocated is 'too little...and that children want more ... not so little ...'.

Women consider their 'vulnerability' not only in terms of their food security 'being wounded by' drought and low food availability, but also in terms of their food security 'being wounded by' social injustice and exploitation because of their powerlessness and lack of skills. This exploitation-led vulnerability includes unequal terms of exchange of their products, e.g. exchanging high quality woven textiles within their community; their relative powerlessness of, and lack of rights by, being a woman-headed household within a community; lower wages despite higher valued labour as with their supple hands on the coca plantations; providing domestic labour for the urban rich rather than stewarding their own rural homes; the gendered repression of having to ensure not only one's own food security, but also the family's child or the family's children's food security after marriage; and commercial interests extracting surplus from them because their choices in negotiations with the wider market economy are constrained.

In terms of relevance, as fitting their assessed needs, the demands for vocational education made by vulnerable women in risk prone environments with asymmetrically gendered community power structures may put into question the relative benefits of the additional 30-40% costs of school feeding on primary education being implemented by WFP (WFP, Bangladesh) in line with MDG Target 2.A: (Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling).

At least the question should be asked by WFP as to the relevance of reallocating a proportion of those additional costs (or else other resources) towards vocational education to empower vulnerable women in line with MDG Target 3.A: (Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015) and to equip them with the management skills with which to confront and negotiate with the risks inherent both in their local environment and also in their negotiations with the apparently inexorably globalising economy. This would increase the capability of women to ensure the food and nutritional security of their children, as a hunger solution that these vulnerable women demand.

In evaluating the relevance of education as part of their optimal hunger solutions in their risk-prone context, these vulnerable women give considerable importance to adult vocational education for women to acquire skills for: local income generation; business management and increased capacity in basketry, poultry, and livestock rearing to ensure food security.

The need for vulnerable groups living in vulnerable areas to produce and save their cushions of assets, food surplus and purchasing power locally, in order to ensure their families' food and nutritional security is expressed by many pregnant and lactating women in terms of their demand for 'vocational education for 'local' income generation'. Such vocational education with regard to local technologies, (e.g. conservation agriculture and judicious nutritional education of locally produced foods, based on indigenous knowledge), may be inherently efficient in terms of 'ending long-term hunger' during times of climatic and financial stress. With WFP support such knowledge may be an integral part of primary education.

Vulnerable women did express the need 'to explore' partnerships with NGOs. They specifically noted, however, that NGOs, when supplying appropriate vocational training and support IG activities, should focus on 'the most at risk'. In terms of the sustainability of such partnerships in ending long-term hunger, vulnerable women appeared concerned that such partners would have 'overall programme management capacity'. Perhaps aware of crises and retrenchments, they emphasised that such partnerships require 'built in agreements'.

Some vulnerable women's focus group discussions emphasised vocational education in the form of survival and lifelong skills such as basketry, poultry, and livestock rearing to ensure the food security of the local area. Others emphasised their need for

increased knowledge and capacity building in ‘modern farming practices’ and business principles to enable them to generate income to secure food for their households.

Against the demand for ‘modern’ farming practices’, the focus groups of vulnerable women (contrary to the unconstrained choices of the majority of rich farmers) emphasised that they did not need urea, potash and chemical fertiliser, but would rather make compost with manure in their own community. Thus vulnerable women living in vulnerable environments may be all too aware that, for them, their education should focus on low input agriculture to sustain their families’ food and nutritional security amidst periods of crisis.

Participants in Focus Groups:

Nepal: Nanda Nepali, Tuli Nepali, Dhana Devi B.K., Kallo B.K, Junak Nepali, Khanjari Nepali, and Lali Nepali, (*Dauda, Gangkhet, Doti, Nepal*) – DurgaAuir, SitadeviAuir, KattiAuir, Haru Devi Rawat, Chandra Bogati, PurnaBogati, Dharma Devi Rawat, and Haru Nepali (*Tritali, Latamandau, Doti District, Nepal*) – IradaParajuliGautamiradap@mos.com.np conversations with nepali speakers.

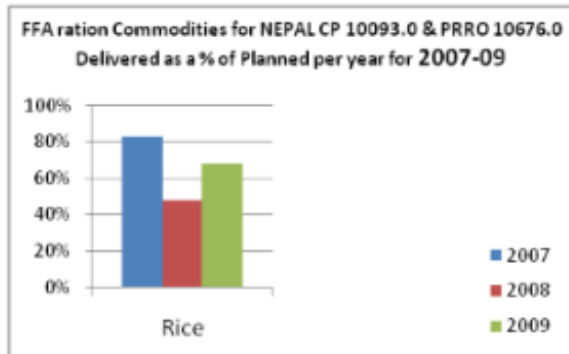
Bolivia: Rufina Guerra, Modesta R Layme, Teresa Poma, Encarnacion Diaz, Clementina Copa, Victor Veizaga, Santiago Copa, Lidia Lopez, Fabiana Lopez, Alberto Lopez, Rene Copa, and Dionicio Quispe (*Sacabamba, Poroma Municipality, Chuquisaca Department, Bolivia*) – Marcelina, Isidra, Modesto Vargas, Inez Cruz, Maximo Calle, Lucia Ruqui, Jesusa Duran, Dolores Llaveto, Estanislao Roque, and Rufina Lafaya, (*Collacamani and Jatun Churicana, Tarabuco Municipality, Chuquisaca Department, Bolivia*) – Victor J Veizaga (guide/translator) with Rodrigo Muñoz Reyes rodrigo.munoz@bolivia.com conversations with quecha speakers.

Zambia: Situmba Sifuba, Tabo Mulozi, Lungowi Njekwa, Sibeso Mwiya, Pumulo Matakala, Christine Mwangala, Muyunda Mukongolwa, Nosiku Kamwengo, Kashimbi Chinuma, Ulami Kasongo, Namasiku Masheke, Liywali Aongola, Kahilu Lumbongo, Ruth Katema, Lubasi Monde, Muyunda Songiso, Nalukui Mubita, and Maria Kalyangu (*Nanjucha Rural Health Centre, Mongu District, Zambia*) – Gloria Mooka, Chisenga Kakoma, Monde Lasilele, Sinyinda Nalukui, Chilombo Kahande, Mwangelwa Kangila, Sitali Nawa, Inonge Mukela, Nakuyunga Simasiku, Likando Simunji, Christine Kapinga, Lungowe Sinonge, Munu Kamuti, Ngenda Mwandamena, and Nambula Mukelabai (*Liyoyelo Rural Health Centre, Mongu District, Zambia*) – Faustina Mwendamwenda.faustina@gmail.com – conversations with lozi speakers.

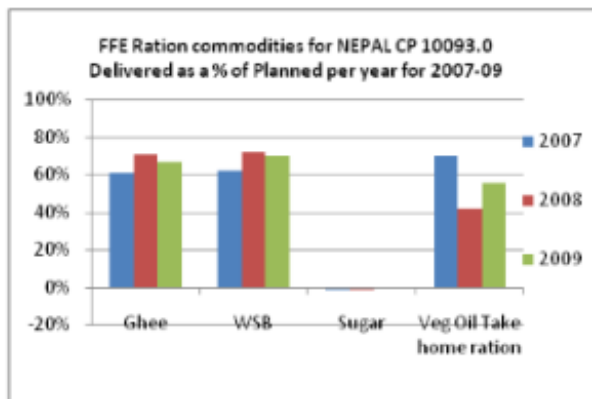
Annex 9: Overview of Commodities Delivered

Annex Overview of commodities delivered per year from 2007 – 09 for FFA, FFE and MCHN activities in Nepal, Bolivia and Zambia Country Programmes

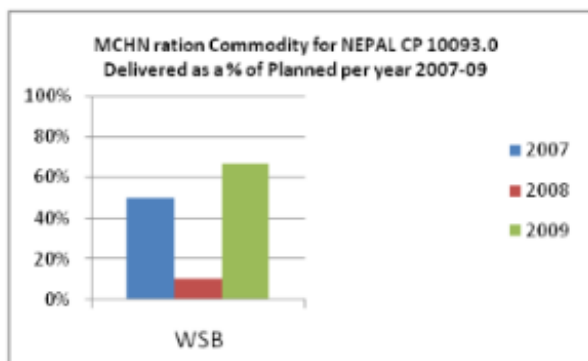
Overview of commodities delivered in NEPAL CP



FFW beneficiaries in Nepal received Rice. The percentage of deliveries met for 2007-09 range from 48 to 83% of the planned. In 2008 and 2009 FFA was delivered under a PRRO modality, and no longer under the CP, and has been included here.

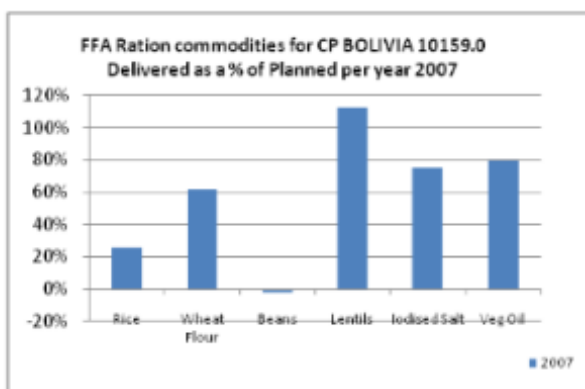


FFE beneficiaries receive a ration of Ghee, vegetable oil, sugar and wheat soy blend. The percentage of deliveries met for 2007-09 range from 42 to 72%. Ghee, WSB and sugar are cooked into a meal. The vegetable oil is part of a take home ration given to mothers of girls with good attendance. Sugar was distributed in 2007 and 2008, and is represented here as a negative value to indicate it was not recorded as a planned commodity in the in SPR reports, but does appear in the project document.

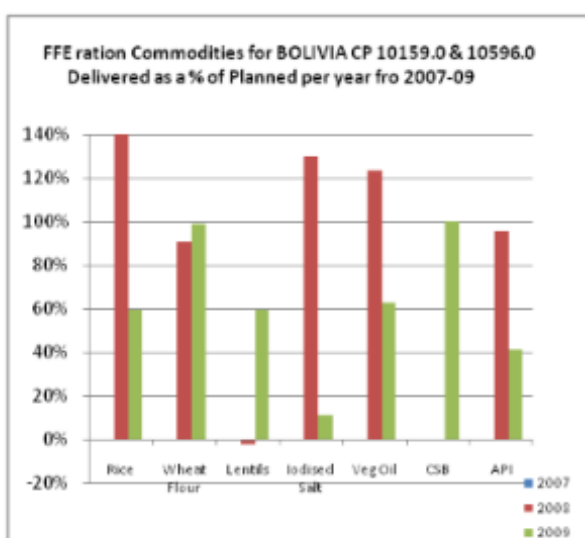


MCHN beneficiaries received wheat soy blend. It is assumed this is a *Unilito* (fortified blended food produced locally), although in the SPR report is appears as Wheat Soy Blend (most probably due to restricted coding reasons in data entry). The shortfalls for 2007-09 range from 10 to 67% of the planned. Shortages for 2008 are most severe. It is unclear why sugar was not planned as part of the ration as stated in the project document.

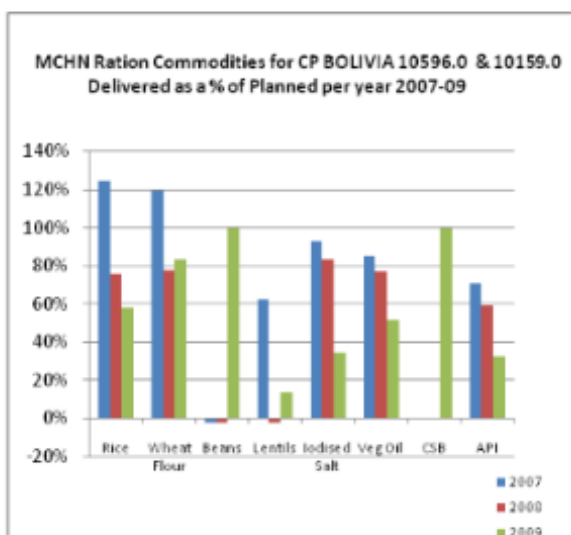
Overview of commodities delivered in BOLIVIA CP



FFA beneficiaries received rice, wheat flour, lentils, iodised salt, vegetable oil, corn soy blend and *Api*¹. The percentage of deliveries met for 2007 ranges from 25 to 80%. More lentils than planned were distributed (112%). No FFA was delivered under the CP in 2008 and 2009. Beans were not part of the planned ration and have been represented here as a negative value to indicate it is not recorded as a planned commodity in the SPR reports, but some amounts were distributed.



FFE beneficiaries received rice, wheat flour, lentils, iodised salt, vegetable oil, corn soy blend and *Api*. The percentage of deliveries met for 2008-09 range from 11 to 160%. SPR reports no FFE in 2007². More rice, iodised salt and vegetable oil than planned was distributed in 2008 (160%, 130% and 126% respectively – the graph does has been capped at 140% in order to keep graph sizes comparable). Lentils were not part of the planned ration in 2008 and have been represented here as a negative value to indicate it is not recorded as a planned commodity in the SPR reports, but some amounts were distributed.



MCHN³ beneficiaries received corn soy blend and *Api*. Rice, wheat flour, beans, iodises salt and vegetable oil were received by volunteers working in the centres. *Api*. The percentage of deliveries met for 2007-09 range from 13 to 125%. SPR reports no FFE in 2007⁴. More rice (125%) an wheat flour (120%) than planned was distributed. 140% in order to keep graph sizes comparable). Beans and lentils were not part of the planned ration and have been represented here as a negative value to indicate it is not recorded as a planned commodity in the SPR reports, but some amounts were distributed.

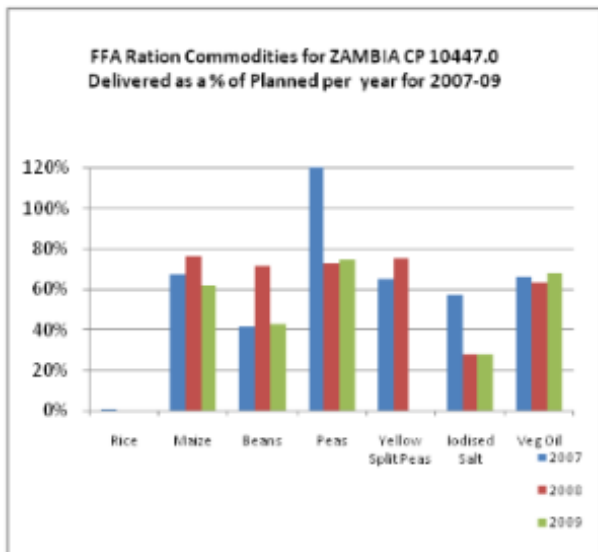
¹ *Api* is a locally produced fortified blended food made of wheat

² The original 2003-7 CP Project document includes FFE activities and rations though.

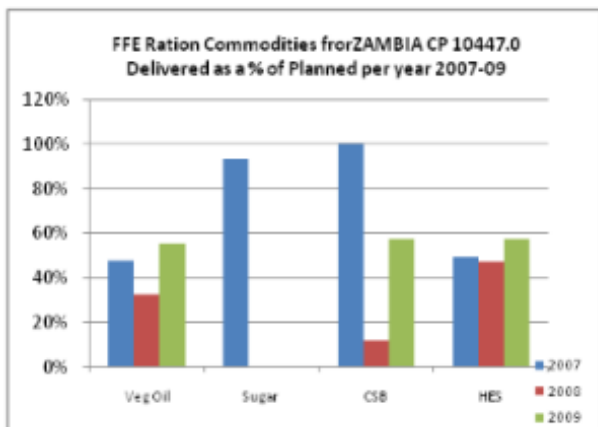
³ The Bolivia MCHN case load for pre school children (2-5 years) attending day care centres. MCHN has been kept here to make comparisons easier.

⁴ The original 2003-7 CP Project document includes FFE activities and rations though.

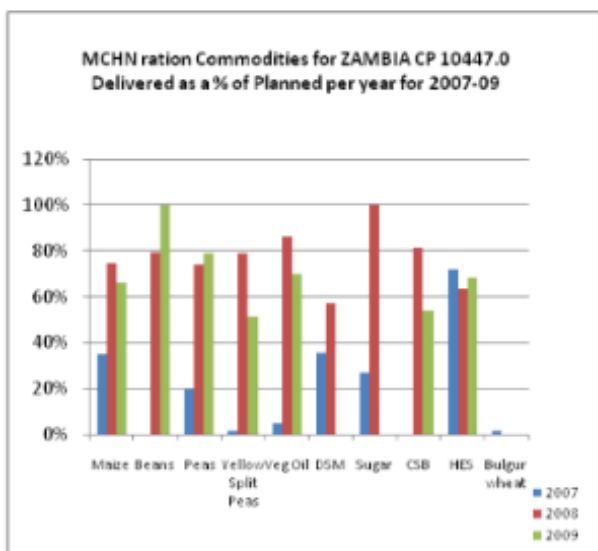
Overview of commodities delivered in ZAMBIA CP



FFA beneficiaries received maize, beans, peas, yellow split peas, iodised salt and vegetable oil. They did not receive rice, and the quantity illustrated in the graph has been included to show that rice was planned, but none delivered. The percentage of deliveries met for 2007-09 therefore range from 0 to 120%. More peas than planned were distributed (120%).



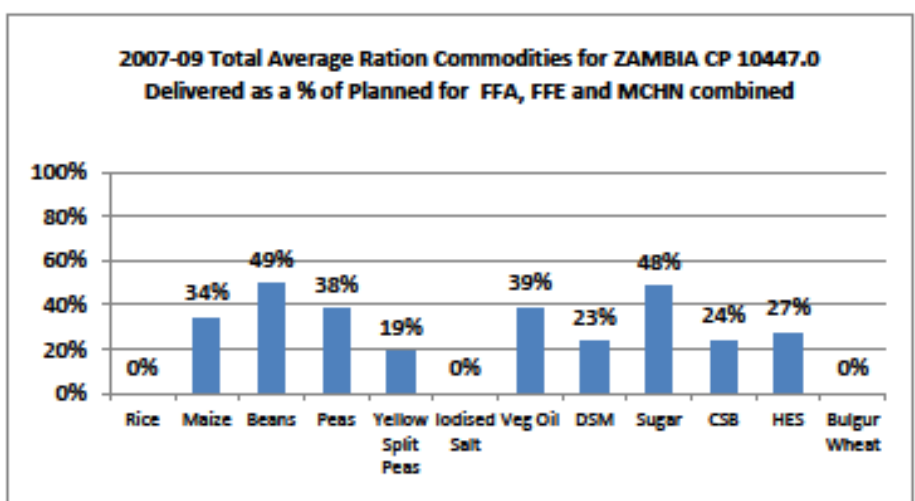
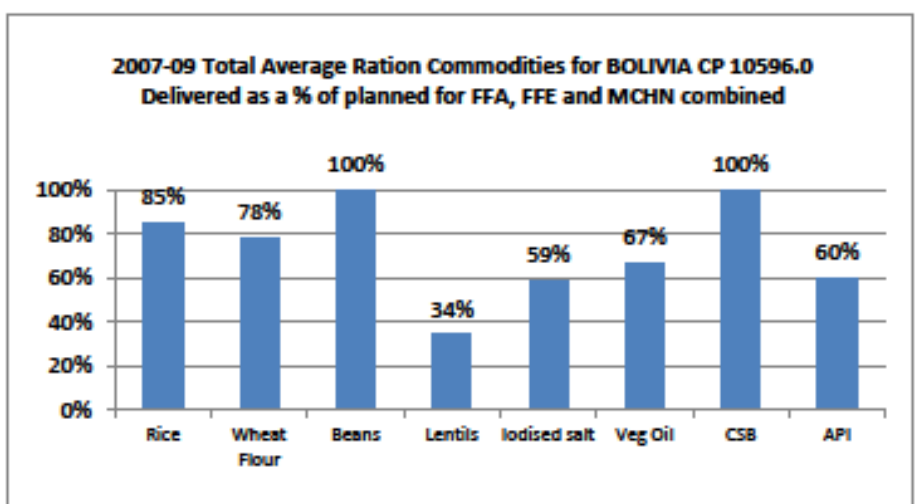
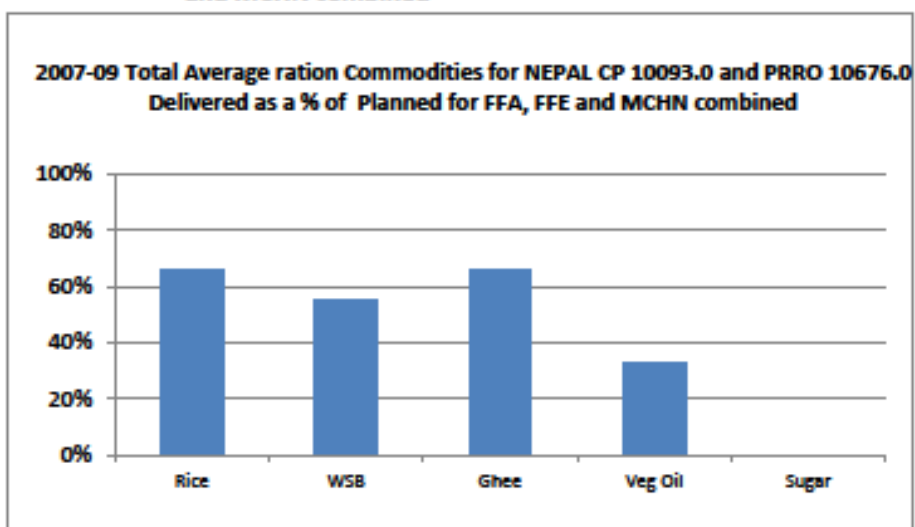
FFE beneficiaries received vegetable oil, sugar, CSB and High Energy protein Supplements (locally blended soy beans and maize). Sugar was not planned as part of the ration in 2008 and 2009. The percentage of deliveries met for 2007-09 therefore range from 12% and 100%.



MCHN² beneficiaries received maize, beans, peas, yellow split peas, vegetable oil, dried skimmed milk, corn soy blend HES. They did not receive bulgur wheat, and the quantity illustrated in the graph has been included to show that rice was planned, but none delivered. The percentage of deliveries met for 2007-09 therefore range from 1.7 to 100%.

⁵ The Zambia MCHN case load comes under a Nutrition Programme (NPVG) for Vulnerable Groups directed at HIV/Aids patients on anti-retrovirals.

Annex Overview of average ration commodities delivered for 2007-09 expressed as a percentage of planned rations, per commodity for (FFA, FFE and MCHN combined)



Acronyms

AGRA	Alliance for a Green Revolution in Africa
CAAPD	Comprehensive Africa Agriculture Development Programme
CERF	UN Central Emergency Response Fund
CO	Country Office
CP	Country Programme
EMOP	WFP Emergency Operation
EQAS	WFP Evaluation Quality Assurance System
EU	European Union
FAO	UN Food and Agriculture Organization
FFE	Food for Education
FSIS	Food Security and Information System
FFW/A	Food for Work/Assets
GDP	Gross Domestic Product
HQ	WFP Headquarters
IRA	WFP Immediate Response Account
LAC	Latin America and the Caribbean
MDG	Millennium Development Goal
MCHN	Maternal and Child Health and Nutrition
MoH	Ministry of Health
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NSFP	National School Feeding Program
OCHA	UN Office for the Coordination of Humanitarian Affairs
OE	WFP Office of Evaluation
P4P	Purchase for Progress
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PRRO	Protracted Relief and Recovery Operation
PRST	Poverty Reduction Strategy Paper
RB	Regional Bureau
RBM	Results Based Management
SCN	UN Standing Committee on Nutrition
SF	School Feeding
SO	Strategic Objective
SPR	Standard Project Report
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
VAM	Vulnerability Analysis and Mapping
VDC	Village District Council
WHO	World Health Organization
WFP	World Food Programme
ZMNP	Zero Malnutrition Programme

Rome, November 2011, OE/2011/007

Office of Evaluation
www.wfp.org/evaluation



World Food Programme