

Programme Evaluation Series

Evaluation of the FAO response to the crisis in the Lake Chad Basin

2015–2018

Annex 5. Evaluation matrix

Evaluation questions	Sub questions	Key Indicators	Source of information/data
1 - How relevant and appropriate was the FAO response in the Lake Chad Basin region			
1.1 Relevance of FAO objectives to meeting regional, national and beneficiary needs			
1.1.1 To what extent were interventions contextualized and targeting the priority needs of the food insecure population (including the distinct needs of women and vulnerable households)? Were needs adequately assessed to identify the most appropriate interventions by location and according to the seasonal calendar?	What beneficiary assessments have taken place at a country level and how was such information incorporated into the RS / Project Design?	Availability of beneficiary assessment reports Usage of information in programme proposals Analysis of partners' assessment / research	FAO/IP staff interviews Project reports Partner reports M&E reports
	Have FAO assessed local /national authority capacities and as such been able to identify functional gaps in such organisations and thus the necessary support required to enable improvements to take place?	Availability of assessment reports Usage of information in programme proposals	FAO/IP staff interviews Project reports M&E reports
	What crosscutting issues (natural resources, climate change, disability, conflict, gender, youth, security) assessments have taken place at a regional and country level and how was such information incorporated into the RS / Project Design?	Availability of specific assessment reports Usage of information in programme proposals	FAO/IP staff interviews Project reports M&E reports
	What sector research and information gathering has taken place to analyse context of intervention related to food security and agriculture?	Availability of sector specific reports (e.g.: IPC...) Evidence of research of partners' assessment / research (e.g. : UNHCR, OCHA, IOM..)	FAO/IP staff interviews Project reports Partner reports
	What geographically specific assessments related to food security and agriculture / livestock were undertaken during the period considered?	Geographic specific reports Geographic specific information (e.g.: IPC...) Evidence of research of partners' assessment / research (e.g. : UNHCR, OCHA, IOM..)	FAO/IP staff interviews Project reports Partner reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	How did interventions align with the seasonal calendar?	Distribution dates Crop production rates	FAO/IP staff interviews Project reports Partner reports Beneficiary feedback
1.1.2 Was the FAO response coherent and complementary with the strategies of relevant national, local, or international counterparts and partners? (Including Government / Humanitarian and Development Actors)	Is the RS (objective, outcomes, outputs, activities and targeted areas) coherent and complementary with relevant government and inter-governmental strategies at national and regional levels including sectoral policies (gender, environment)?	Comparison with Govt strategy documents	Govt interviews and reports
	Is the RS (objective, outcomes, outputs, activities and targeted areas) coherent and complementary with relevant humanitarian and development partners (international organisations: UN, NGOs...) organisations programmes at regional and national levels including sectoral policies (e.g. gender, environment)?	Comparison with Humanitarian and development partner strategy documents and field operations	Partner interviews and reports
	Were projects designs (objective, outcomes, outputs, activities and targeted areas) coherent and complementary with relevant national and local government strategies on food security and agriculture including sectoral policies (e.g. gender, environment)? How did FAO fill functional gaps through the capacity building of local / national / regional authorities?	Comparison with Govt strategy documents Availability of capacity assessments of local/national authorities. Programme specific capacity development indicators (to be identified)	Govt interviews and reports Project reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Were projects design (objective, outcomes, outputs, activities and targeted areas) coherent and complementary with relevant humanitarian and development partners' organisations programmes (including UN-wide system strategies) and including sectoral policies (e.g. gender, environment)?	Comparison with humanitarian and development partner strategy documents and field operations	Project reports Partner interviews and reports
1.2 Appropriateness of the design of the FAO response in the Lake Chad Basin region			
1.2.1 To what extent was the logic of FAO interventions appropriate? (E.g. appropriateness of activities, e.g. cash, caisse de resilience etc., quality of the logframe/TOC(s)...))	Was the RS appropriate in view of FAO's operational capacities and organizational set-up?	Speed of implementation Programmatic achievements: planned vs actual beneficiary numbers Adoption of RS at a country level	FAO/IP staff interviews Project reports Partner reports
	To what extent were the choice of activities appropriate to beneficiary needs, including the specific needs of women, men, boys and girls?	Programmatic achievements Comparison to beneficiary needs	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary Feedback
	To what extent were the transfer modalities and types of support appropriate to the operational context? (Cash, seeds & tools, livestock, animal fodder, etc.) (Amount, frequency, type of training, animals provided).	Level of support provided compared to need (outlined in assessment reports) Quality of support provided Usage of support provided Frequency of support Benefit of support provided	FAO/IP staff interviews Project reports Partner reports Beneficiary feedback Key informant interviews
	In what way were interventions designed with respect to IDPs, refugees, returnees & host community beneficiaries?	Proportion of support provided in comparison to beneficiary numbers by category Identified needs of target groups	FAO/IP staff interviews Project reports Partner reports Beneficiary feedback Key informant interviews

Evaluation questions	Sub questions	Key Indicators	Source of information/data
1.2.2 Was a resilience approach appropriate to the Lake Chad Basin Crisis?	Has the concept of resilience been clearly defined and consistently understood among the four countries? What types of interventions were carried out in each of the four countries in the context of resilience? Does the diversity, convergence or singularity of some of them suggest different interpretations?	Understanding of resilience at each country level Understanding of resilience at a programme/field level.	FAO/IP staff interviews Project reports Partner reports Key informant interviews
	How appropriate is a RS resilience approach that contributes to improving local governance, providing basic services, improving economic opportunity/performance and strengthening social cohesion within the LCB?	A comparison with other resilience based approaches Application of the theory into programmatic practice	FAO/IP staff interviews Secondary reading Key informant interviews
	Has the concept of resilience been consistently applied among the four countries?	Understanding of resilience at each country level Understanding of resilience at a programme/field level.	FAO/IP staff interviews Project reports Partner reports Key informant interviews
1.2.3 As of 2017, to what extent did the RS influence the design of projects implemented in the region (resilience building, emergency response activities, addressing crisis drivers, etc.)?	To what extent did the RS drive country/field level program design and facilitate the prioritisation of operational activities?	Comparison of in country programme activity objectives with RS objectives Levels of prioritisation	FAO/IP staff interviews Project reports Partner reports Key informant interviews
	Did the RS facilitate matching programmatic activities with the crisis drivers?	Comparison of in country programme activity objectives with RS listed drivers	FAO/IP staff interviews Project reports Partner reports Key informant interviews

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Has the RS facilitated the mainstreaming of the cross-cutting issues into programme design (gender, environment, AAP, conflict-sensitive approach)	Comparison of in country programme activity objectives with RS cross cutting issues targeted.	FAO/IP staff interviews Project reports Partner reports Key informant interviews
	Has the RS facilitated the development of cross-border programming?	Evidence of cross border programming	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback
2 - What were the results of the FAO intervention in tackling short-term food security and nutrition, and in building resilience in the region?			
2.1 To what extent did FAO interventions contribute to improving short-term food security and nutrition and achieving programmatic outcomes?			
2.1.1 To what extent were FAO interventions carried-out in a timely manner, specifically in relation to the seasonal calendar?	Were seeds and tools timely delivered in relation to the seasonal calendar?	Distribution dates Crop production rates	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits
	Were cash interventions timely delivered in relation to the seasonal calendar? (lean season)	Distribution dates	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Were food for work activities undertaken according to local considerations? (availability, season, time of day, etc.)	Time of day and duration of activities feedback/complaints	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits
	Were emergency livestock support timely delivered? (vaccination, animal fodder, destocking)	Vaccination dates Fodder distribution dates Mortality rates of animals Destocking income	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits
2.1.2 To what extent was FAO able to identify the most vulnerable beneficiaries?	Did FAO successfully targeted malnourished hhs ? (malnourished children under 5 and PLW)	Reduction in MAM and SAM rates	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits
	Were any groups marginalized during the targeting process? (IDPs, host communities, returnees, demobilized youth, ethnic, religion)	Beneficiary numbers by beneficiary category Number of complaints	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Complaints mechanism reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Did the targeting criteria used make it possible to identify the population most likely to be considered vulnerable and therefore requiring the support provided?		FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Complaints mechanism reports M&E reports
	Was FAO geographical coverage consistent with beneficiaries needs?	Mapping of beneficiaries compared with operational coverage	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Complaints mechanism reports
	Were gender considerations fully integrated into the targeting process?	Evidence of gender consideration into targeting techniques and programme proposals Number of female-headed households in beneficiary totals.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Complaints mechanism reports
	Was gender-disaggregated data (GDD) collected for all programmes and initiatives? What was the percentage of women and girls supported?	Evidence of GDD in reports	FAO/IP staff interviews Project reports Partner reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
2.1.3 To what extent has FAO improved food production and diversification?	Has FAO been able to undertake baseline / midline / end line surveys to measure food production and diversification?	Copies of assessment reports	FAO/IP staff interviews secondary research (including previous evaluation reports)
	What immediate effects have FAO interventions had on diversifying food production practices? (fisheries, livestock, fruit, vegetables, cereals - through capacity building and community assets strengthening...)	Dietary diversity scores (DDS) Food consumption scores (FCS) Community asset scores (CAS) Programme implementation dates Percentage reduction in food insecure HHs	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What immediate effects have FAO interventions had on increasing food production levels?	Food production rates compared to baseline information, by product/sector. Percentage of households with acceptable food consumption score Number of months with food coverage compared with previously	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
2.1.4 To what extent has FAO improved beneficiary income levels?	Has FAO been able to undertake baseline / midline / end line surveys so as to measure beneficiaries' income levels (self-sufficiency/improvement of their socioeconomic well-being)?	Copies of assessment reports	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	To what extent have FAO interventions increased HHS' purchasing power? (E.g. cash, FFA, restocking, capacity building...)	Comparative levels of HH purchasing power over time	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits
	Has FAO interventions enable the resumption of local activities that had been halted as a result of the conflict? (e.g. opening corridors, supporting markets...)	Evidence of the resumption of activities	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
2.1.5 To what extent has FAO improved hhs diets and food practices to become increasingly safe and nutritious?	What effects have FAO interventions had on beneficiary households' dietary diversity score?	Comparative levels of DDS compared to baseline over time	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	In what way have FAO interventions improved the nutrition content and safety of HH food consumption? (e.g.: food storage, treatment and nutrition practices)	Evidence of KAP surveys Evidence of improved nutritional status Evidence of improved storage capacity Improved awareness in HHs of the need to food safety practices.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
2.2 To what extent did FAO interventions contribute to improved resilience capacities?			
2.2.1 To what extent has FAO contributed to sustainable food production and diversification?	What medium to long term effects have FAO interventions had on diversifying food production practices? (fisheries, livestock, fruit, vegetables, cereals - through capacity building and community assets strengthening...)	Comparative levels of DDS compared to baseline over time	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What medium to long term effects have FAO interventions had on increasing food production levels?	Food production rates compared to baseline information, by product/sector. Percentage of households with acceptable food consumption score Number of vulnerable famers receiving drought resistant early maturing varieties of seeds, fertilizers and food assistance Number of women farmers receiving short cycle nutritious and diversified varieties of vegetables and cash crops Number of vulnerable famers receiving vegetable garden kits for dry season farming	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What is the likelihood that farmer/livestock activities will be able to continue without further FAO support?	Community resilience scores compared to baseline over time	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	How have such activities improved HH nutrition levels? (Malnutrition levels, HH food security)	MAM, GAM, SAM rates over time compared to baseline for targeted families and the overall population	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What type of food production interventions have been identified and implemented that empowered women and youth?	Evidence of empowerment of women: greater/stronger role in the community? Evidence of specific support to young men/women.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits
	Has there been a consistent improvement amongst supported HHs when analysing resilience index/food security/coping strategy scores?	Resilience index, food security, dietary diversity, coping strategy index statistics over time compared to baseline.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
2.2.2 To what extent has FAO contributed to increased conservation, transformation and commercialization?	What effects have value chain activities had at a HH level?	Evidence of project effectiveness over time using programmatic indicators (to be identified) Evidence of new activities undertaken at a community level	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What HH conservation practices are currently undertaken that were not previously? (e.g. HH or community grain storage / fruit and veg conservation..)	Evidence of project effectiveness over time using programmatic indicators (to be identified) Evidence of new conservation activities undertaken at a community level	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What HH transformation practices are currently undertaken that were not previously? (e.g. flour milling, juice production...)	Evidence of project effectiveness over time using programmatic indicators (to be identified) Evidence of new transformation activities undertaken at a community level	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What HH commercialization practices are currently undertaken that were not previously?	Evidence of project effectiveness over time using programmatic indicators (to be identified) Evidence of new commercial activities undertaken at a community level	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			field visits Secondary research
	What type of conservation, transformation, commercialization interventions have been identified and implemented that empowered women and youth?	Evidence of empowerment of women: greater/stronger role in the community? Evidence of specific support to young men/women.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What effects have FAO intervention had on local markets? (food and animal products market)	Availability of market assessment reports Evidence of improvement over time compared with baseline (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
2.2.3 To what extent have the above results contributed to increasing livelihood opportunities and income diversification?	What were the lessons learnt and best practices undertaken (e.g.: women specialist training women beneficiaries, most successful specific interventions) ?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What specific agricultural practices/ interventions have increased livelihood opportunities?	Availability of livelihood surveys/assessment reports Evidence of improvement over time compared with baseline.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	How many different (sustainable) sources of income do HHs have now in comparison to previously?	Evidence of new sources of income compared with previously.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
2.2.4 To what extent has FAO contributed to improved access to financial services?	What financial services are now available to HHs that were not previously?	Evidence of what financial services are now available and their usage over time e.g. small loans/savings/community banking and credit (Grameen bank style)	FAO/IP staff interviews Project reports Partner reports Key informant interviews with credit institutions Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What were the lessons learnt and best practices of financial services activities?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews with credit institutions Beneficiary feedback/field visits Secondary research
	What proportion of HHs have taken advantage of such possibilities? and what benefits have such funds generated?	Number of HHs using credit options Evidence of benefits as compared to programmatic expectations	FAO/IP staff interviews Project reports Partner reports Key informant interviews with credit institutions Beneficiary feedback/field visits Secondary research
2.2.5 To what extent has FAO contributed to improved livestock management (both farmers and pastoralists) and advocated for cross-border movements?	What livestock management practices have been the most useful to improve livestock management? What practices have not been successful at all?	Availability of livestock survey/assessment reports Evidence of improvement over time compared with baseline (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What percentage of animals are receiving vaccinations as compared to previously? What percentage are still dying of treatable diseases?	Vaccination and mortality statistics compared to baseline over time	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What effects have natural resource management FAO interventions had on improving livestock practices?	Availability of NRM surveys/assessment reports Evidence of improvement in livestock levels over time compared with baseline (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What type of livestock interventions have been identified and implemented that empowered women and youth?	Evidence of empowerment of women: greater/stronger role in the community through livestock activities? Evidence of specific support to young men/women.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What effects have peace building activities had on relations between communities, and the ability of pastoralists to move their animals?	Availability of Peace building surveys/assessment reports Evidence of improvement in livestock levels over time compared with baseline (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			field visits Secondary research
	To what extent have FAO interventions increased the use of internal and cross border corridors?	Evidence of increased use of internal and cross border corridors.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	Have FAO been able to build the long-term capacity of local govt/pastoralist institutions?	Evidence of support to local govt / pastoralist organisations, and the effects/improvements generated (indicators to be identified in programme documents)	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
2.2.6 To what extent has FAO contributed to improved CCA (climate change adaptation) agricultural / livestock practices?	What FAO CCA interventions targeting HHs and communities have been undertaken? What effects have they had?	Availability of CCA surveys/assessment reports Evidence of improvement in communities compared with baseline (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What FAO CCA interventions targeting local, national, regional authorities/organisations have been undertaken? What effects have they had?	Evidence of CCA activities undertaken with local authorities (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What were the lessons learnt and best practices of FAO CCA interventions at HH / authority level? What should be implemented in the future? What interventions need to be changed or stopped?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	To what extent have FAO interventions increased HH awareness of CCA issues?	Evidence of increased awareness (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	Has such increased awareness led to any changes in approach or practices at a HH / local authority level?	Evidence of any changes in approach due to increased awareness (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			field visits Secondary research
2.2.7 To what extent was FAO able to strengthen the functionality and build the capacity of local, national and regional institutions?	Have FAO established good working relations with the relevant institutions at the local, national and regional level?	Evidence of good co-operation at all levels: information sharing regular meetings consultation on any problems	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What were the activities conducted to support building capacities of local, national, regional institutions?	Evidence of successful activities conducted (indicators to be identified in programme documents).	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	Has there been any visible improvement in the functionality of institutions supported?	Evidence of visible improvements in functionality	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
2.3 To what extent did the FAO response effectively integrate the cross-cutting principles of natural resource management; peace building; gender; youth and accountability to affected populations?			
2.3.1 To what extent was FAO able to contribute to sustainable improved natural resource management at local and regional levels?	What natural resource management FAO interventions targeting HHs and communities have been undertaken? What effects have they had?	Availability of NRM surveys/assessment reports Evidence of improvements over time compared with baseline (indicators to be identified in programme documents) re HH improvements.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What natural resource management FAO interventions targeting local, national, regional authority's organisations have been undertaken? What effects have they had?	Availability of NRM surveys/assessment reports Evidence of improvements over time compared with baseline (indicators to be identified in programme documents) re HH improvements.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	To what extent have natural resource management FAO interventions increased HH or national/local authority awareness of natural resource management issues?	Availability of NRM surveys/assessment reports Evidence of improvements over time compared with baseline (indicators to be identified in programme documents) re local/national govt improvements.	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Has such increased awareness led to any changes in approach or practices at a HH / authority level?	Evidence of positive changes in approach	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What were the lessons learnt and best practices of FAO natural resources management's interventions at HH / authority level? What should be implemented in the future? What should be changed or stopped?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
2.3.2 To what extent has FAO integrated context analysis and a do no harm approach, and as such contributed to long term peace building within affected communities?	Has FAO conducted a conflict context analysis? Has FAO integrated a 'do no harm' approach? If so, what examples of "do no harm" approaches are evident in the FAO activities?	Availability of conflict analysis assessment reports Evidence of programme design examples that ensure a "do no harm" approach	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What peace building activities have been undertaken at community level or with local authorities? What long term issues are they aimed at, and what effects have they had ?	Evidence of positive peace building achievements	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			field visits Secondary research
	What examples are available that illustrate how FAO interventions have been adapted or not according to the local conflictual context ? How can interventions be improved?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What were the lessons learnt and best practices of FAO peace building interventions at HH / authority level ? What should be implemented in the future? What should be changed or stopped?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
2.3.3 To what extent has FAO contributed to empowering women and youth?	What activities have been specifically targeted at women/girls? How have they empowered the role of women/girls in the community ? How has this been measured?	Gender analysis documentation Equal inclusion of women in FFA activities Evidence of empowerment of women: greater/stronger role in the community?	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	What gender marker scores have FAO projects received?	Gender marker scores on programme proposals	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What activities have been specifically targeted at youth? How have FAO improved livelihood and social issues affecting them? How has this been measured?	Evidence of programmes specifically supporting young men and women Evidence of changes in social role and perception	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
	What were the lessons learnt and best practices of FAO on gender and empowering youth ? What should be implemented in the future? What should be changed or stopped?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/field visits Secondary research
2.3.4 To what extent has FAO included affected population into programmatic planning, implementation, monitoring and evaluation?	How have supported populations been included in programme design, monitoring and implementation?	Evidence of the inclusion of beneficiaries in programme activities	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			field visits Secondary research
	Have complaints mechanisms been established? How well do they function? What are the most common concerns or complaints?	Complaints mechanism reports statistical analysis	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	Have community level contact groups been established with whom programmatic progress can be discussed?	Evidence of contact groups Evidence of meetings and exchange of information meeting notes	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
	What were the lessons learnt and best practices of FAO on Accountability to Affected Populations? What should be implemented in the future? What should be changed or stopped?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research

Evaluation questions	Sub questions	Key Indicators	Source of information/data
3 How did FAO operational or organisational functionality affect the results of the response?			
3.1 To what extent and in what way did the Regional Strategy enable or improve the FAO intervention in the region?			
3.1.1 Was the RS rollout and implementation process appropriate? (Ownership building; operationalization; leadership; role definition; appropriate resourcing; adequate organizational and procedural set-up, etc.)?	How were country offices and regional staff included in the preparation of the RS? To what extent do country staff feel they own the RS?	Evidence of contributions from country offices to the RS. Commitment from the CO teams / ownership of the RS	FAO staff interviews Meeting notes/emails
	Post March 2017, how was the RS adopted and incorporated into country specific plans? (Cameroon, Chad, Niger, Nigeria)	Country specific RS plans Comparison of Country level programmes with RS design and objectives	FAO staff interviews Country reports
	Were the roles and responsibility of each office involved well defined and commonly shared?	Role definition and regional structure documentation Level of ownership of RS in each office.	FAO staff interviews secondary research
	Who was designated to lead the RS implementation process? How well has this been managed, what follow up activities have taken place/what progress reports have been produced? What resources were available for that?	Evidence of RS management: implementation process follow up reports and documentation progress reports	FAO staff interviews secondary research
	What were the lessons learnt and best practices?	Evidence of success or failure and the reasons why	FAO staff interviews

Evaluation questions	Sub questions	Key Indicators	Source of information/data
3.1.2 What were the effects of the RS on the magnitude of the FAO response (financial; beneficiaries; partnerships; FAO visibility, etc.)?	Did the RS generate an increase in donor and therefore beneficiary support?	Donor support statistics pre and post RS launch Beneficiary numbers pre/post RS launch	FAO staff interviews Finance/fundraising dept.
	Did the RS facilitate the formulation of any new partnerships?	Evidence of new partnerships formulated post launch	FAO staff interviews
	Did the RS raise the profile of FAO within the region?	Perception of FAO amongst regional and national level peer organisations/donors.	FAO/IP staff interviews Key informant interviews
3.2 To what extent did the FAO internal organisational set up match the needs of the intervention and, as of 2017, of the new regional strategy?			
3.2.1 To what extent did the L3 declaration in Nigeria alone affect the design and implementation of the FAO regional response?	Is there evidence that the L3 declaration in Nigeria led to an overemphasis on that country and a disproportionate allocation of resources across the region?	Funding allocations per country Staffing levels per country in proportion to affected population statistics.	FAO/IP staff interviews Key informant interviews Secondary Research
	Did the L3 declaration in Nigeria facilitate the adoption of a regional response?	Evidence of a regional approach and how that was driven.	FAO staff interviews
	Has the L3 declaration increased cross border interventions opportunities? Did it strengthen co-ordination and co-operation between the four countries?	Evidence of a cross border activities Evidence of inter country co-operation and co-ordination	FAO/IP staff interviews Project reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
3.2.2 Were FAO human and financial resources allocated in proportion to operational needs?	Were staffing levels in each country appropriate to operational needs?	Staffing levels per country in proportion to affected population statistics. Evidence of delays due to shortfalls in staffing levels	FAO/IP staff interviews Project reports HR depts.
	Where funds raised for the region and then allocated to each country? Or, did each country fundraise for its own activities?	Fundraising system adopted: Sharing of regional funds or each country raising own funds.	FAO staff interviews Finance/fundraising dept.
	Was the level of funding available for each country sufficient to meet operational demands?	Expenditure levels per country in proportion to affected population statistics. Evidence of delays due to shortfalls in funding	FAO staff interviews Finance/fundraising dept. Project reports
3.2.3 Were internal procedures 'fit for purpose' to deliver on the expected results?	Were authorisation protocols at a sub office, country office, and regional office conducive so as to match operational and administrative needs?	Authorisation protocols Evidence of delays due to delays in signatures	FAO staff interviews Finance/procurement dept. Project reports
	Have any delays been identified as a result of procedural requirements?	Evidence of delays due to delays in procurement procedures	FAO staff interviews Finance/procurement dept. Project reports
	Have financial and administrative procedures been able to track the usage of funds and enabled accurate timely reporting to donors?	Evidence of timely donor report Programme budget monitoring in place and well managed.	FAO staff interviews Finance dept. Donor reporting dept. Project reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Has a regional approach to procurement been established? And has this been responsible for any efficiencies of scale and time?	Authorisation protocols Evidence of efficiencies due to economies of scale or a regional approach	FAO staff interviews Finance/procurement dept.
3.2.4 Were leadership and management arrangements 'fit for purpose' to support the implementation of the FAO response?	Did each country have sufficient senior and middle management staff to enable timely and effective programme management?	Staffing levels per country in proportion to affected population statistics. Evidence of delays due to shortfalls in senior management staffing levels	FAO/IP staff interviews Project reports HR depts.
	Was a hierarchical system in place that well defined roles, reporting lines, and responsibilities throughout the region?	operational structure detailed job description	FAO/IP staff interviews Project reports HR depts.
	Have any delays been reported due to a lack of management experience?	Evidence of delays due to shortfalls in senior management experience	FAO/IP staff interviews Project reports HR depts.
	What were the lessons learnt and best practices of leadership and management? How to improve in future?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Key informant interviews Beneficiary feedback/ field visits Secondary research
3.2.5 What monitoring and evaluation systems were put in place and how well were they utilised?	Has each country had its own individual M&E departments?	Evidence of M&E dept. functionality at a country level	FAO/IP staff interviews M/E reports

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Were M&E departments sufficiently resourced to enable monitoring of all individual country activities?	Evidence of M&E dept. functionality at a field level: PDM reports Availability of M&E reports	FAO/IP staff interviews M/E reports HR depts.
	What evidence is there to show that M&E findings were acted on and have improved programmatic functionality?	Follow up reports Programmatic changes as a result of M&E recommendations	FAO/IP staff interviews M/E reports HR depts.
	What role did REOWA/RAF with respect to providing M&E support?	Evidence of support at a country level led by RAF/REOWA	FAO staff interviews M/E reports
	Where lessons learnt and best practices shared between the different country offices?	Evidence of sharing: workshops/reports Follow up reports New programmatic approaches as a result of lessons learnt in other countries	FAO staff interviews M/E reports
	What were the lessons learnt and best practices of M&E systems put in place? How to improve in future?	Evidence of success or failure and the reasons why	FAO/IP staff interviews Project reports Partner reports Secondary research
3.3 To what extent did external operational arrangements support the quality of the FAO response?			
3.3.1 To what extent has the response contributed to improved data analysis, information sharing, and coordination within the food security sector?	What feedback has been received in terms of FAO management of the food security sector?	Positive or negative feedback on sector management	FAO/IP staff interviews Key informant interviews Secondary research Sector meeting notes
	What additional information has been generated as a result of FAO interaction with other Food Security partners?	Levels of new information generated	FAO/IP staff interviews Key informant interviews

Evaluation questions	Sub questions	Key Indicators	Source of information/data
			Secondary research Sector meeting notes
	How have FAO themselves generated improved food security information and coordination, at a local, national and regional level?	Improved food security information Agreed improvement in FS sector management	FAO/IP staff interviews Key informant interviews Secondary research Sector meeting notes
3.3.2 To what extent has FAO coordinated with relevant external bodies and in what ways did this facilitate the overall FAO response?	With which national and regional agencies has FAO co-ordinated and what benefits have accrued?	Benefits indicated by FS sector members and govt bodies	FAO/IP staff interviews Key informant interviews Secondary research Sector meeting notes
	Has co-ordination within the UN/Humanitarian community at a local, national and regional level facilitated the performance of the FAO response?	Suggested benefits to FAO programmes put forward as a result of improved co-ordination	FAO/IP staff interviews Key informant interviews
3.3.3 To what extent have effective and complementary partnerships been established and how did this facilitate the overall FAO response?	What partnerships have FAO established, and what benefits have they produced?	List of new partnerships benefits accrued	FAO/IP staff interviews Key informant interviews
	How have government and local authority relationships impacted upon/improved operational effectiveness and efficiency?	Suggested benefits to FAO programmes put forward as a result of improved co-ordination with local and national govt	FAO/IP staff interviews Key informant interviews
3.3.4 To what extent did implementing partner (IP) capacity affect FAO intervention?	What IPs did FAO work with? How were they selected, and how well did they function?	Good IP selection process Well functioning IP Management process	FAO/IP staff interviews Key informant interviews

Evaluation questions	Sub questions	Key Indicators	Source of information/data
	Is there any evidence of IP capacity shortfalls leading to operational delays or issues?	Evidence of operational delays due to IP shortfalls	FAO/IP staff interviews Key informant interviews project reports partner reports
	Were there any operational benefits of working with IPs? (Security, access, acceptance, local knowledge and language?)	Evidence of operational benefits due to IP presence	FAO/IP staff interviews Key informant interviews project reports partner reports